



**TOWN OF LUNENBURG**  
**STRATEGIC PLAN**  
**PROGRESS REPORT 2018**



# TABLE OF CONTENTS

<b><u>Items</u></b>	<b><u>Page #</u></b>
<b>Introduction</b>	3
<b>Strategic Planning Goals</b>	
1. Promote a high quality of life for residents	4-10
2. Celebrate our community	10-13
3. Champion opportunities for our community's health and well-being	13-18
4. Foster an environment for business success	18-22
5. Operate the Town efficiently and effectively	22-29

## Introduction

As part of a major review of Town of Lunenburg operations and governance, the Town of Lunenburg Council completed a strategic planning process producing an aptly titled report - *Town of Lunenburg Strategic Plan May 2014*. There have been periodic progress reports since updating the Town's many accomplishments to achieve the various Strategic Plan Goals. This report addresses the period from the election of the current Council in late 2016 to 2018.

By way of overview, the Town's Strategic Plan contains five "Strategic Plan Goals":

1. Promote a high quality of life for residents.
2. Celebrate our community.
3. Champion opportunities for our community's health and well-being.
4. Foster an environment for business success.
5. Operate the Town efficiently and effectively.

Within each of these five Strategic Planning Goals there are more specific "Strategic Directions" and further targeted "Action Plan Items". In total there are over 120 work items identified in the Strategic Plan document for Council and staff to address the status of which are reported on in this update. It is positive to note that overall the combined work of Council and staff has helped achieve the vast majority of Strategic Plan objectives and more than fifty additional action items. This is a significant achievement Council, staff and together the community can take pride in over such a short period of time.

In reviewing the document please note - items appearing in black font are the stated Strategic Plan goals and objectives of the Town and the notes that follow in blue font describe the recent work accomplished since the last reporting period. A check mark ✓ indicates that a specific Action Plan item has been completed or is ongoing.

My thanks to Town of Lunenburg staff for their assistance preparing this report for your review – they are wonderfully talented team members!

Bea Renton  
Chief Administrative Officer  
Town of Lunenburg  
December 2018

# 1. STRATEGIC PLANNING GOAL - PROMOTE A HIGH QUALITY OF LIFE FOR RESIDENTS

## A. STRATEGIC DIRECTION - BEAUTIFYING THE COMMUNITY

### ACTION PLAN ITEMS

- a) Complete Town tree inventory and assessment (Public Works “PW”/Electric Light “EL” 2014-2015). ✓

*Successfully achieved.*

- b) Review, budget for and implement tree inventory and assessment recommendations (Council/PW/EL/Recreation “REC” 2014-2018). ✓

*Successfully achieved and annually implemented.*

- c) Consider rejuvenation of Town Adopt-A-Tree program (Council/PW/EL/Corporate Services “CS” 2015-2018).

*TD Bank donated and planted street trees throughout the Town as part of a Tree Canada Project. There is an annual Town budget for street tree replacement where trees have been removed and can be safely replanted. Additional budget monies required to implement a cost-sharing Adopt-A-Tree program with residents.*

- d) Identify trees that could be removed to renew scenic view planes, e.g., Blockhouse Hill (PW/REC 2015-2018). ✓

*Public Works will assess this opportunity with the help of the Town’s Arborist consultant. Unhealthy and storm damaged trees are being removed from the Lunenburg Academy site which will improve views to the Back Harbour.*

- e) Consider enhancement of Town gardens and green spaces with budget considerations to include: hiring an additional summer horticultural staff member and budgeting for new plant materials (Council/PW 2014-2018). ✓

*A summer student was hired in 2017 to assist, but was unavailable in 2018 and Public Works were unable to find an alternate. This position will be included in the draft 2019/20 budget for consideration again.*

*Three Town Parks are being rejuvenated: Lunenburg Academy landscape plan and park furniture purchased with Provincial funding assistance; Lincoln Street mini-park exterior furniture upgrades and public art mural loan and unveiling ceremony on the Town’s June 7 birthday, with additional planting upgrades in Fall 2018; and garden redesign for Linden Avenue/Bluenose Drive garden for budget 2019/20 implementation.*

- f) Support volunteer beautification initiatives, e.g., Lunenburg Garden Club, Rotary Club, Lunenburg Board of Trade (“LBOT”) (Council/PW/CS 2014-2018). ✓

*The Lunenburg Community Garden was also supported with the renewal of their License Agreement for free use of a portion of the Lunenburg Academy grounds with an expanded planting area and membership.*

- g) Continue funding and planning partnership with ACOA, Provincial government, LBOT and Waterfront Development Corporation (“WDCL”) to make improvements to historic waterfront access and downtown core amenities including park benches, directional signage, recycling containers, pedestrian and bicycle access, accessing First Impressions and Community Infrastructure Improvement Grant programs (CS 2014-2016). ✓

*Successfully accomplished in partnership with these organizations to achieve an award winning signage program and outdoor public amenities throughout the downtown/waterfront core enhancing residents’ and visitors’ facilities.*

### **ADDITIONAL ACTION ITEMS**

*Broad Street boat launch and floating dock construction ongoing with adjacent landscaped green space and parking area to provide the first designated public Harbour access point for small craft.*

*Landscaping, fencing and exterior lighting public information materials developed in recognition of Lunenburg’s unique heritage assets.*

*Coordinated approach to address dangerous and unsightly properties with an inter-municipal agreement and subsequent contracted Town services yielding positive results by addressing complaints in a cooperative manner.*

*Planning Advisory Committee/staff review of height restrictions for new buildings and additions in the Town’s Marine Industrial (MI) and Commercial Zones.*

## **B. STRATEGIC DIRECTION - ENHANCE LUNENBURG HERITAGE APPRECIATION**

### **ACTION PLAN ITEMS**

- a) Hire a Heritage/Assistant Development Officer (“HADO”) to assume general heritage duties management and education, e.g., Recognition of Prominent Lunenburgers (Council/CS 2014-2018). ✓

*Council approved the hiring of a permanent, full-time Planning and Development Manager and Heritage Manager who have both achieved a wide array of projects including: facilitation of Comprehensive Community Plan and Advisory Team orientation; Lunenburg Academy exterior restoration Phase I; Lunenburg Academy Library and Roué Reading Room relocation project; Heritage Property Recognition Awards and public ceremony; Heritage Property Incentive Rebate Program (concept); Prominent Lunenburger Recognition Program and public ceremony; Heritage Day Council Proclamation; and Municipal Planning Strategy/ Land Use Bylaw amendments for Lunenburg Academy re-purposing.*

- b) Hire a Lunenburg Academy Development Coordinator (LADC) to oversee the conservation of the Academy’s heritage value as it is repurposed for benefit to the Town (Council/CS/LADC 2014-2016). ✓

*Council also engaged a LADC consultant on a successful multi-year contract basis resulting in the preparation and implementation of: a long and short term plan for the Lunenburg Academy’s redevelopment as creative enterprise centre with over six new long-term tenants; redevelopment of the first floor of the Lunenburg Academy for the new branch Lunenburg Library; future heritage interpretive*

*classroom, visual art centre and café call for proposals; Lunenburg Academy Governance and Fund Development action plans; renewed Lunenburg Academy Foundation future business plan development; etc.*

- c) Review and supplement Town website heritage information including additional UNESCO material (HADO 2015-2016). ✓

*The Town website is frequently updated to include additional heritage research and other resource information by the Heritage Manager including information about the Town's UNESCO interpretive panels, Prominent Lunenburgers and heritage restoration recognition program, etc.*

- d) Complete revision of the Heritage Bylaw and Guidelines (HADO 2015-2016). ✓

*The Heritage Manager has completed the revision of both documents for HAC and Council review and potential adoption following an extensive public consultation process.*

- e) Develop information materials for real estate agents and new residents providing information about Lunenburg's UNESCO designation, built architecture and conservation initiatives (HADO 2015-2017). ✓

*A renewed "Welcome" package has been developed by the Newcomers Team which includes information about the Town's UNESCO designation and other heritage assets.*

### **ADDITIONAL ACTION ITEMS**

*+\$2.0 Million Federal and Provincial funding secured for the Lunenburg Academy exterior restoration and Library relocation projects minimizing Town capital funding requirements.*

*Multiple Development and Heritage Permit applications requiring Committee and Council approvals processed in a timely and efficient manner with supporting staff reports as required.*

*Facilitation of the NSCC student heritage restoration project of the Town's historic "Annex" building.*

## **C. STRATEGIC DIRECTION - BECOME A MORE WELCOMING COMMUNITY**

### **ACTION PLAN ITEMS**

- a) Support initiative of the newly established Welcome Committee including:

- Expansion of "Welcome to Lunenburg" information package offerings with additional contributed materials (REC 2014-2015). ✓

*Ongoing initiatives with more community information and a coordinated visitation program by the Welcome Team and Town businesses.*

- Hosting an annual Meet & Greet reception to welcome new residents (REC/Council with support of Welcome Committee 2014-2018). ✓

*Successfully realized on an annual basis by Town Council, the Welcome Team, Town business contributions and Town staff efforts.*

- Partner with the multicultural association and other groups with similar mandates to identify ways to become a more welcoming and inclusive community (REC/Welcome Committee 2015-2018). ✓

*The Welcome Team partners with local multicultural associations, language and other schools to diversify community contacts and engagement opportunities.*

- b) Maintain Town website “Newcomers” page adding and revising content as required (CS 2014-2018). ✓

*Updates to the website and social media are made on a regular basis which the Town’s Communications consultant (now Assistant Municipal Clerk) was tasked with to focus efforts on updating content.*

### **ADDITIONAL ACTION ITEMS**

*Planning amendments approved to accommodate new business start-ups such as dog grooming, micro-breweries, agri-food businesses, wine bar, cluster housing, etc.*

*Downtown parking improvements with the creation of more parking spaces with designated markings, parking lot reconfiguration, enhanced parking meter maintenance and enforcement, website parking map information development, special event parking plan, etc.*

*Support for provincially funding public transportation network for the South Shore to Halifax serving the needs of visitors, residents, commuters and businesses.*

*Sponsorship of Lunenburg County Now special cross-Canada tour encouraging others to relocate to the area.*

*Public recognition events for Pride and Mi’kmaq celebrations including flag raising ceremonies.*

*Provincial affordable housing request for undeveloped Town land.*

*Presentation regarding impact of short term rental accommodations on long term, local housing needs.*

*Membership and support of the South Shore Housing Action Coalition which developed a Housing Profiles/Needs Assessment Report for Lunenburg and area.*

*Funding partnership with Lunenburg Board of Trade and Waterfront Development Corporation Limited (WDCL – now Develop Nova Scotia) to create more welcoming visitor amenities including directional signage, washrooms, park furniture, etc.*

## **D. STRATEGIC DIRECTION - ENGAGE CITIZENS**

### **ACTION PLAN ITEMS**

- a) Identify and create opportunities to engage citizens in meaningful community dialogue such as: hosting public reviews of the Strategic Plan; and holding informal sessions outside Council chambers and/or outside regular meeting schedules, e.g., Love Lunenburg Sessions, Lunenburg Farmers’ Market, special events participation (Council/CS 2014-2016). ✓

*Council and staff have held numerous public consultation forums including, but not limited to: introduction of “Town Talks” held at the Town Hall, Lunenburg Farmers Market and local businesses to*

*provide an informal opportunity for community dialogue on a broad range of topics with follow-up action as required; over fifteen regularly scheduled community special events, plus additional forums, e.g., wastewater treatment initiatives as the need arises; Lunenburg Academy redevelopment and landscaping stakeholder sessions; etc.*

- b) Consider budgeting for an independent review of the Town's website to enhance user accessibility and interactive options (Council 2014-2016). ✓

*The Town's Communications consultant (now Assistant Municipal Clerk) is tasked with this as an ongoing project in collaboration with the Town's website master. Town staff also make continuous improvements to the website, updating information, adding content such as the Recreation facilities booking calendar, "Open Government" access page, financial record keeping, including Council expenses documentation, etc.,*

- c) Respond in a timely fashion to all in-person, phone, email, business and citizen information requests about Town operations (Council/DH's). Consider policy development to address this. ✓

*Council and staff are committed to a timely response to public information requests. A proactive approach is taken by providing more municipal service and activity information through regular social media posts and website content, including an "Open Government" forum. Staff are updating communications process mapping to ensure a consistent and orderly approach given the vast array of communication methods, e.g., bulk emails, phone call, mail-outs, Facebook messaging, Twitter, etc.*

- d) Participate in external public meeting forums hosted by other organizations as opportunities arise (Council 2014-2018). ✓

*Council and staff attend a wide range of community, regional and Provincial information forums reporting back to the community as relevant.*

- e) Continue to recognize and celebrate community volunteers annually (REC/Council 2014-2018). ✓

*Town Council and staff annually organize and host a Volunteer Recognition Reception. The Town also participates in the Provincial equivalent in special recognition of a community volunteer(s).*

### **ADDITIONAL ACTION ITEMS**

*The Town's Communications consultant earlier prepared a "Communication Plan Town of Lunenburg" for Council consideration which is actively implemented on an ongoing basis.*

*Citizens are encouraged to serve on Town Committees through an annual application process which now includes the Comprehensive Community Plan Action Project Steering Team and Audit Committee.*

*Publically advertised planning and development public hearings before Town Council and the Planning Advisory Committee to receive public submissions regarding a range of applications for housing, business, institutional, etc. changes.*

*Use of a professional Facilitator to address outstanding community issues and achieve an agreed course of action through a collaborative and consultative process.*

*Amendments made to the Town's Public Participation Program Policy to ensure opportunities for public input.*

*Development of the Lunenburg Harbour Health Stakeholder's Team and Program in consultation with the Bluenose Coastal Action Foundation to seek greater community engagement to enhance Lunenburg Harbour's marine environment.*

*Municipal Awareness Week "Talk with Council" Lunenburg County Councils' joint events.*

*Various public information sessions about municipal government including: Municipal Finance; Municipal Law and Governance; Municipal Finances and Budgeting sessions.*

## **E. STRATEGIC DIRECTION - FOSTER LUNENBURG'S DEVELOPMENT AS A CULTURAL HUB**

### **ACTION PLAN ITEMS**

- a) Continue to host Town's annual special events including New Year's Levee, Canada Day Picnic, Lunenburg's Birthday and Seamen's Service (Council/REC 2014-2018). ✓

*Fifteen regularly scheduled special events are hosted by the Town each year. There are additional special events such as funding announcements, senior Government official visits, public forums, Tall Ships visitations, etc. which are hosted and organized by Town Council and staff. As a UNESCO World Heritage site, the Town has numerous opportunities to showcase the community on an international, national and local level.*

- b) Continue to support the NSCAD Residency Program (Council 2014-2018). ✓

*The NSCAD Studio Lease and Graduate Residents' Leases are being renewed for extended terms in recognition of the Town's commitment to public art and continuing education.*

- c) Continue to invest in the South Shore Regional Library and Lunenburg Branch Library (Council 2014-2018). ✓

*Relocation of the Lunenburg Branch Library to the Lunenburg Academy represented a \$500,000 investment in the Town's creative enterprise centre at the Lunenburg Academy - a landmark achievement for the community many years in the planning. The new Library space provides residents and visitors with a broad range of literary, cultural, educational and other offerings with an expanded book collection, IT resources including a 3D printer, meeting space, etc., enthusiastically embraced by the public. Special events were held by the Town and Library celebrating the relocation and opening of the new Library which included a students' "Book Brigade" to transport books from the former Pelham Street Library location to the Lunenburg Academy and a day-long opening event at the new Library featuring the dedication of the Roué Reading Room and other culturally diverse Lunenburg Academy tenants with a special "Open Doors" event.*

- d) Show support for and help publicize local cultural events by providing ongoing free mail-outs and Town website postings (Council/CS/REC 2014-2018). ✓

*The Town provides a free mail-out of local non-profit cultural and other special event notices in the Town's monthly mailings for many community groups and events. This offering is extended with community cultural event postings on the Town website, social media sites, Town Hall information displays and information kiosks.*

## ADDITIONAL ACTION ITEMS

*Secured senior government and private funding for the Lunenburg Academy Branch Library project.*

*Renewal of the film industry in Lunenburg with various television and advertisement productions featuring Lunenburg. Many of these productions stayed for extended periods of time in Lunenburg utilizing overnight accommodations, restaurants, shops and services. Future film productions will be facilitated with the adoption of the Town's Filming Guideline Policy intended to expedite Film Location Agreement approvals and other assistance provided by the Town.*

*Town Council continues its sponsorship and provision of a host site for the South Shore Public Libraries' "Lunenburg Lit Fest".*

*The Town offers LAMP/Rossini Opera Festival Nova Scotia leased premises including a performance hall at the Lunenburg Academy Lease. As part of this association LAMP provides a free community concert series and use of the Academy performance hall for a number of non-profit events.*

*Public Art Policy development and implementation to enhance the presence of public art installations throughout the Town in partnership with local arts groups.*

*Coordinated the unveiling of the Lincoln Street mini-park public art mural on loan from a Lunenburg artist.*

## **2. STRATEGIC PLANNING GOAL - CELEBRATE OUR COMMUNITY**

### **A. STRATEGIC DIRECTION - DEVELOPMENT OF A COMMUNICATIONS PLAN**

#### **ACTION PLAN ITEMS**

- a) Explore options (such as part-time employee or contract work) and budget to develop and implement a communications plan for the Town (Council/ CS 2014-16). ✓

*The Town's Communications contractor prepared a Communication Plan as noted above which is being actively implemented. This includes the expansion of Lunenburg's Facebook page, Twitter account set-up and maintenance, etc. Council has supported this work with ongoing budget commitments to enhance public communication services. With the incorporation of communications services in the new Assistant Municipal Clerk position, full-time resources are now available to implement the Town's Communication Plan.*

- b) Endeavour to keep the website current and populate the newly created News & Events section (CS/DH's 2014/18). ✓

*Town Managers maintain the Town website by updating information such as: Recreation facilities bookings and program information; heritage initiatives; planning and development updates; budget approvals; expense claim postings; Council and Committee meeting agenda packages and minutes; news and events features; business listing and contact information updates. Additional website training was provided so more staff can update website content on a timely basis. Improvements to the website's form and functionality are periodically made by the Town Webmaster through the AMA website partnership. Staff is currently conducting a full website review for further website content updates.*

*Additional public engagement and information forums held, e.g., wastewater treatment initiatives, Town Talks, Municipal Government finance, law and governance sessions, etc. were arranged with positive public feedback.*

*Direct calls, emails, mail-outs, Facebook messaging, etc. is delivered to keep businesses and residents apprised of important Town Utilities service issues, activities and other information on a real-time basis.*

### **ADDITIONAL ACTION ITEMS**

*Development and implementation of a Council Technology Use Policy.*

*E-Council and Committee agendas and minutes are shared with the public through Town website, Facebook and Twitter posts.*

*Council use of SharePoint software and iPads facilitates municipal government information access.*

*“Council Digest” series summarizing key Council decisions following each meeting is posted to the Town website and Facebook pages to engage and inform the public about Council decision making.*

## **B. STRATEGIC DIRECTION - CULTIVATE POSITIVE VISITOR EXPERIENCE**

### **ACTION PLAN ITEMS**

- a) Participate in external partnerships to promote Lunenburg tourism development such as the partnership with Local Trails Associations and NS Tourism to promote the bike route from Halifax to Lunenburg (REC 2014/15). ✓

*The Town’s Recreation Department has had a long standing association with local trails groups and Municipal Trails Coordinators to support a joint approach to trails promotion for public use. Most recently the Recreation Director has attended the Blue Route bicycling initiatives meetings to increase the profile of a bike route from Halifax to Lunenburg.*

- b) Strengthen ties with the NS Tourism Agency and our Lunenburg Board of Trade to ensure Lunenburg benefits from marketing opportunities (Council 2014/16). ✓

*The Town has also partnered with the Province and LBOT on various facets of the First Impressions funding program to provide more visitor amenities in the downtown/waterfront area including public art display, park furniture, directional signage, etc. Periodic meetings are held to discuss additional tourism initiatives.*

- c) Encourage all residents and business operators to “spread the welcome mat” for our visitors (Council/DH’s 2014/18). ✓

*Hosting over fifteen special events, sponsoring and/or approving others, the Town continually demonstrates its commitment to being a welcoming community.*

*Visitor services including several public washroom facilities are also funded by the Town to assist local businesses with increased visitations associated with being a UNESCO World Heritage Site.*

### **ADDITIONAL ACTION ITEMS**

*The Town has developed visitor amenities such as the Broad Street boat launch, Lunenburg Academy Branch Library, public art installation and park re-landscaping.*

*The Town continues to license land based visitor tours including horse and carriage and walking tours.*

**C. STRATEGIC DIRECTION - FACILITATE/ENCOURAGE FILM AND OTHER ARTISTIC ENDEAVOURS FEATURING/REFERENCING LUNENBURG**

**ACTION PLAN ITEMS**

- a) Liaise with film and television representatives to promote Lunenburg location opportunities (CS 2014/18). ✓

*Notwithstanding changes to the Provincial Film Credit program, which significantly decreased productions in the Province, the Town of Lunenburg is still well positioned for filming activity because of its film friendly reputation including supporting goods and services, beautiful setting and built heritage. Film crews are well known to the Town and always welcomed to the community.*

- b) Continue to provide production assistance to facilitate successful film productions (Council 2014/16). ✓

*As evidenced in the Town's recently adopted Filming Guidelines Policy, Town Council and staff have developed best practices to promptly meet the production deadlines of television, movie, advertisement, etc. projects.*

*Support services are provided to producers for filming needs including but not limited to parking, water and electric utilities, solid waste management, accommodation arrangements, locations scoping, etc.*

- c) Support artistic events, productions and visual arts, music, drama activities (Council 2014/18). ✓

*The Town continues to be a major sponsor of a wide array of community cultural events including music, theatre, etc. through various grants and as a facility provider for these activities.*

**ADDITIONAL ACTION ITEMS**

*Development of additional public art initiatives with the adoption of a Public Art Policy and coordination of the Lincoln Street mini-park mural on loan by the artist.*

**D. STRATEGIC DIRECTION - Promote UNESCO Designation**

**ACTION PLAN ITEMS**

- a) Leverage our UNESCO designation to generate international exposure and opportunities for financial return (Council/HADO 2014/18). ✓

*With the recent hiring of a full-time Heritage Manager it has been possible to complete Phase I of the Lunenburg Academy Exterior Restoration Project and the opening of the relocated South Shore Public Libraries Lunenburg Branch on the first floor of the Academy. The Town was successful in obtaining \$1.0 M from both the Federal and Provincial governments. Staff continues working on applications to secure funding for the completion of Phase II of the Exterior Restoration Project. The Lunenburg Academy Lot Development Plan was recently completed. The interior development of three classrooms including a historic classroom is being pursued by the Lunenburg Academy Foundation.*

*Through Parks Canada, the Town participates in a Canadian Network of World Heritage Sites conference call periodically to maintain communications with other sites throughout Canada, to learn*

from their experiences and receive updates on programs and services offered by the Federal Government and UNESCO.

The Town of Lunenburg continue to participate in the UNESCO World Heritage Site Periodic Review Process. This winter, the Town through Parks Canada, will be undertaking a review which will be shared through the UNESCO World Heritage Site website.

The Town of Lunenburg forwarded to the Bluenose Academy the Organization of World Heritage Cities (OWHC) "World Heritage – A Youthful Vision 2018" call for students to use their art work and creativity to represent their image of our World Heritage Site.

- b) Pursue partnership initiatives with the other NS UNESCO World Heritage Sites, Joggins and Grand Pre (Council/HADO 2014/18). ✓

#### ADDITIONAL ACTION ITEMS

*Development of the Intangible Cultural Heritage Policy as part of the Town's Municipal Planning Strategy and Land Use Bylaw review process.*

### 3. STRATEGIC PLANNING GOAL - CHAMPION OPPORTUNITIES FOR OUR COMMUNITY'S HEALTH AND WELL-BEING

#### A. STRATEGIC DIRECTION - PROTECT OUR NATURAL ENVIRONMENT

##### ACTION PLAN ITEMS

- a) Continue to provide solid waste management, sewage treatment and high quality water to all of our residents (Council/PW 2014/18). ✓

*The Town continues to meet Provincial standards in all three service sectors. Various enhancements to the wastewater treatment plant were made including sludge dewatering system installation, Biofilter construction, air exchange system, etc. Further improvements are sought with wastewater treatment management through a provincially funded study to identify opportunities which will guide future infrastructure projects and system upgrades.*

- b) Identify and assess feasibility of additional municipal waste reduction initiatives such as a clear bag collection system, sewer sludge reduction and energy saving lighting (Council/PW/EL 2014/18). ✓

*The Town successfully introduced a clear bag solid waste collection program resulting in increased source separation. The Wastewater Treatment Plant was upgraded to provide for a treated effluent dewatering process reducing sewage sludge trucking volume and costs. Energy saving lighting solutions were installed in Town buildings such as the Lunenburg Academy, Town Hall and Wastewater Treatment Plant with the added benefit of improving lighting conditions. In appropriate areas, more LED street lights have been installed for energy savings.*

- c) Work with other government departments, agencies or organizations such as Resource Recovery (RRFB), Energy NS and Bluenose Coastal Action Foundation (BCAF) to promote reduction in energy consumption, waste reduction and resource protection (Council/PW/EL/CS 2014/18). ✓

*The Town continues to work with these agencies to achieve these goals including: Region 6 Solid Waste Management Committee program partnerships for solid waste reduction, extended producer responsibility, source separation, etc. initiatives; Efficiency NS program access for energy efficiency lighting as noted above and program information sharing with Electric Utility customers to encourage their energy saving participation; BCAF Lunenburg Harbour quality monitoring and Harbour Health Authority formation in 2018; Lunenburg Harbour public information forums in November 2017 and 2018; etc.*

- d) Accept the Town's Municipal Climate Change Action Plan and identify and fund and initiatives identified therein as budgeting and funding possibilities permit (Council/PW/EMO/CS 2014/18). ✓

*Successful Infrastructure funding applications have allowed the Town to separate additional storm and sanitary water mains and improve storm water management systems as identified in the Town's MCCAP. The new Biofilter system will reduce wastewater treatment odours particularly noticeable in hotter, drier summer conditions the Town has experienced in recent years. Town building roofs are being reinforced to withstand predicted higher snow loads. These represent the most significant infrastructure investments in the Town's history to address climate changes issues identified as priorities in the MCCAP.*

- e) Assess efficiencies of a further reduction in paper usage by utilizing software charges for e-billing (CS 2014/15).

*The Town's Finance Office has identified a component of the Town's accounting software that can provide a web-portal for customer billing access. The implementation of this software is planned in the coming year as time permits.*

- f) Convert street lights at obsolescence to more energy efficient technology (EL 2014/18). ✓

*This is taking place on an incremental basis when existing high pressure sodium street lights require replacement as noted above.*

### **ADDITIONAL ACTION ITEMS**

*Broad Street boat launch contaminated sediment removal and treatment.*

*Council resolutions and submission to the NS Offshore Petroleum Board and Federal Department of Environment in opposition to offshore oil and gas exploratory lease sites and subsequent drilling mud contamination.*

*Municipal Planning Strategy review by the Town's Planning Advisory Committee regarding Shoreline Development in light of MCCAP concerns to address future developments.*

*Joint tender project for solid waste management collection in partnership with other Lunenburg County municipalities for more efficient operations and reduced fuel consumption.*

*Provincial solar energy "COMFIT" program information for potential solar energy project at the Town's Water Treatment Plant site.*

## **B. STRATEGIC DIRECTION - FACILITATE/ENCOURAGE HEALTHY LIFESTYLES**

### **ACTION PLAN ITEMS**

- a) Maintain and further enhance Back and Front Harbour trails including relocating Back Harbour trail sign to entrance at Dufferin Street (Council/REC 2014/18). ✓

*The Town's Active Transportation Plan identified these priorities which have been accomplished.*

- b) Use the Active Transportation Strategy report as a guide referring to the recommendations given and budgeting for their implementation as may be possible (Council/REC 2014/18) ✓

*The document is used as an ongoing planning tool for both the Town's Active Transportation Sub-Committee and annual budgeting for operating and capital budget initiatives to implement the Strategy.*

- c) Partner with Destination Trail and other organizations for South Shore trail inter-connectivity website and tourism promotional opportunities (REC 2014/15). ✓

*South Shore Recreation Directors have partnered with the Recreation Association of Nova to develop a website that maintains this information. The Rum Runner Trail and Blue Route projects have provided additional local trail inter-connectivity active transportation and tourism related opportunities.*

- d) Install more bike racks in Town (Council/CS 2014/15). ✓

*The Provincial First Impression and Community Beautification programs have helped fund additional bike racks throughout the Town to encourage more cycling.*

- e) Source funding for additional Back Harbour Trail access points (REC 2014/16). ✓

*An additional trail access point was installed to connect to the Starr Street Dog Park. Another access point at Cornwallis Street was studied, but because of the steep grade and cost of safely installing, it was not further pursued.*

- f) Promote active transportation in and around the community to increase the number of people who cycle and walk for recreation and transportation (REC 2014/18). ✓

*The work of the Active Transportation Sub-Committee, Council and staff has served to implement the Town's AT Plan, e.g., trail, sidewalk and crosswalk upgrades. Additional amenities such as new public park furniture and washroom facilities also encourage active transportation.*

- g) Request RCMP facilitate school bicycle and crosswalk safety programs (Council 2014/15). ✓

- h) Hold leisure fair to encourage and promote involvement by youth, senior and other interest groups in leisure/recreation activities within the community (REC 2014/15). ✓

*The Recreation Committee hosted a successful initial leisure fair which was not repeated due to reduced exhibitor numbers.*

- i) Continue to build recreational programming offerings and to maintain the Town's facilities and assets such as playgrounds and playing fields and arenas (REC/Council 2014/18) ✓

*The Recreation Committee and staff have experimented with a variety of additional recreation programs and will be distributing a public survey to seek further programming suggestions. Improvements made to the ball field with improved drainage and outer buildings and other infrastructure which are enjoyed by more players. Town playgrounds continue to be maintained. The Arena*

*underwent a recent ice making equipment overhaul to ensure reliable operations. The Recreation Committee and staff are planning for ice resurfacer equipment replacement.*

- j) Investigate how Recreation Department staff can effectively consult with the community to identify changing leisure/recreation use, service and programming requirements (REC 2014/15). ✓

*The Recreation Committee and staff are conducting a public recreation programming survey to inform future offerings.*

- k) Work with the local skate boarding community to re-design the Skate Park and secure external/internal funding (REC 2014/15). ✓

*Upgrades were made and ongoing maintenance is performed to ensure safe use. Introductory skateboard skills training course was successfully offered.*

- l) Facilitate development of a dog park for the use and enjoyment of resident and visiting dogs/owners (Council 2013/14). ✓

*The Dog Park Society's Lease was renewed for a second term in support of the ongoing use of the facility.*

#### **ADDITIONAL ACTION ITEMS**

*Over \$20,000 in community grants annually approved by Town Council for a variety of public recreation activities.*

*Town Lease renewals approved to facilitate community recreation activities for youth and adults.*

*Town hosted events for and sponsored the Provincial 55+ Games.*

*Provincial Volunteer Recognition nominations and local event.*

*Broad Street public boat launch.*

*Sidewalk repairs and renewals for safe pedestrian use.*

*First bike lane installed as part of the Dufferin Street reconstruction project.*

*Facilitated discussions regarding Noise Bylaw to address neighbourhood and business interests.*

*Active Transportation Sub-Committee logo design and implementation.*

*Lunenburg Library services and facilities expansion at the Lunenburg Academy site.*

*Mandatory Arena Helmet Policy development and implementation to enhance safety standards.*

*National Health and Fitness Day events hosted by the Mayor and Council featuring a community walk.*

*Planning Advisory Committee review of Municipal Planning Strategy Parks and Recreation Designation and cluster housing provisions to assess future recreational and housing planning needs.*

*Development of positive recreational opportunities "PRO" Kids assistance program with significant corporate and personal donations.*

*Successful “After the Bell” female youth recreational programming and Provincial funding for same.*

*South Shore Schools Food Project consideration for Community Centre facility use.*

*Town Council in-kind grants and approval of numerous annual Special Event Permit Applications.*

*Participation in the “Lunenburg County Recreation Guide” to expand promotional opportunities for Lunenburg Recreation programs and facilities.*

*Town Council co-hosted Tall Ships 2017 events which provided a wide range of public outdoor recreation activities.*

**C. STRATEGIC DIRECTION - MAINTAIN/ENHANCE LUNENBURG’S SAFE COMMUNITY STATUS**

**ACTION PLAN ITEMS**

- a) Review and update the Town Safety Program (Safety Officer “SO” 2014/18). ✓

*A certified Safety Officer contractor conducted an individual Safety Program review for updates as required. Joint Occupational Health and Safety Committee training refresher course identified as a priority which will be scheduled.*

- b) Ensure the Town SO promotes the Town’s culture of workplace health and safety with recognition of The National Day of Mourning and other awareness activities (SO 2014/18). ✓

*The Town holds an annual event to raise public awareness.*

- c) Update Town Emergency Management Plan (EMO) Plan to incorporate Province’s Incident Command System (ICS) (EMO Coordinator 2014/15). ✓

*The Town has joined the Lunenburg County Regional Emergency Management Organization (REMO) which utilizes the ICS model.*

- d) Support Lunenburg & District Fire Department initiatives in fire safety education and firefighter recruitment (Council/LDFD 2014/18). ✓

*Town Council and Districts 1 and 2 Fire Commission annually budget for these items.*

- e) Ensure a high standard of fire protection service is maintained in collaboration with LDFD leadership (Council/LDFD 2014/18). ✓

*The Town and Districts 1 and 2 Fire Commission have regularly scheduled Protective Services meetings with LDFD Executive to address operating and capital needs for excellent firefighting service standards and a collaborative approach. Town management staff and Fire Chief meet regularly to facilitate fire protection and volunteer firefighter support services.*

- f) Continue with sidewalk installation maintenance and upgrades (Council/PW 2014/18). ✓

*Town Capital budgets consistently provide for these infrastructure improvements based on Public Works recommendations.*

- g) Set and review annual RCMP performance plans and priorities to ensure community needs are being met (Council 2014/18). ✓

*RCMP leadership report to Town Council on a quarterly basis regarding local policing activities. The Town is invited to participate in periodic RCMP surveys to provide feedback.*

### **ADDITIONAL ACTION ITEMS**

*Town Council appointed a highly qualified Dog Bylaw Enforcement official who has helped to educate pet owners about safe animal ownership responsibilities.*

*Town buildings used by the public are subject to routine safety inspections, sprinkler and fire alarm system checks, etc.*

*Council approval of Bluenose Academy School Advisory Committee crosswalk “orange flag proposal”, plus program expansion to include additional crosswalks throughout the downtown area.*

*Vehicle speed display sign purchased and installed at various locations to modify driver behavior and gather data.*

*Wildlife Feeding Restriction Bylaw approved to address property owner and driver safety concerns.*

*Analysis of Municipal Planning Strategy Commercial Development and Land Use Bylaw cannabis legalization potential municipal impact information.*

*Partnership with the Municipality of the District of Lunenburg for the delivery of Building Inspection services with additional staffing resources.*

*Appointment of a Dangerous and Unightly Premises enforcement officer to address properties of public concern in a positive, conciliatory manner.*

## **4. STRATEGIC PLANNING GOAL - FOSTER AN ENVIRONMENT FOR BUSINESS SUCCESS**

### **A. STRATEGIC DIRECTION - ENCOURAGE BUSINESS DEVELOPMENT INITIATIVES**

#### **ACTION PLAN ITEMS**

- a) Partner with our neighbouring municipalities in regional economic development initiatives such as through the development of a REN – Regional Enterprise Network and Events Lunenburg County (Council 2014/18). ✓

*The Town of Lunenburg was a founding member of the South Shore Regional Enterprise Network (SSREN) spanning Lunenburg to Shelburne Counties with the Mayor having served as Chair of its Liaison and Oversight Committee. This year, concerns arose amongst some member municipalities that the area covered was too large to work effectively, resulting in the SSREN’s dissolution.*

- b) Encouraging waterfront development in consultation with local and provincial government partners including Council representation on the Lunenburg Waterfront Development Association (Council 2014/18). ✓

*The Town has had strong representation on the Lunenburg Waterfront Development Association in partnership with the Province to achieve significant waterfront project initiatives including the Zwicker Wharf revitalization, building upgrades and repurposing.*

- c) Monitor commercial tax rates to ensure Lunenburg is competitive in attracting and retaining business (Council/CS 2014/18). ✓

*Every Town budget cycle focuses significant attention on a property tax rate analysis to seek reductions and a rebalancing of the commercial to residential property tax burden ratio to more equitable levels.*

- d) Explore ways to market the Lunenburg Academy as a business development opportunity/economic driver (Council/LADC 2014/18). ✓

*A Future Use Business Plan was prepared for the redevelopment of the Lunenburg Academy which was approved by Town Council and has been successfully actioned to achieve substantial occupancy as a creative enterprise centre with a range of cultural, educational and business tenants. The next phase of the Business Plan is being prepared to expand on the economic opportunities and long term sustainability of the repurposed Lunenburg Academy.*

- e) Attempt to quantify the economic impact of creative economy activity in the community (Council 2014/15). ✓

*Council recognizes the benefits of various creative economic projects through its municipal grant program, earlier involvement with SSREN, film and television production involvement, membership in the Lunenburg Board of Trade, advancement of the Lunenburg Academy creative enterprise centre and other opportunities.*

- f) Leverage strong presence of the creative economy activity to further promote that Lunenburg is conducive to more growth in this sector (Council 2014/18). ✓

*Lunenburg was recognized by the Provincial government as a recipient of the Creative Nova Scotia Community Arts and Culture Recognition Award. The Town's high value placed on the integration of arts and culture in community life in both private and non-profit sector ventures was acknowledged. This has served the Town well to leverage additional creative economic activity with new businesses, employment and other opportunities.*

### **ADDITIONAL ACTION ITEMS**

*Town Council has facilitated numerous business start-ups and expansions through relevant planning amendments such as micro-breweries, local food production, small scale distilleries, visitor accommodations, retention of marine industrial zoning provisions to ensure a stable commercial base, etc.*

*Maintained and invested in enhanced critical business use infrastructure such as water, roads and power supplies.*

*Commenced the Comprehensive Community Plan process to address, in part, future community economic development issues.*

*Successfully worked with neighbouring businesses and residents to ensure a reasonable work/life balance relating to noise concerns.*

*Explored options to repurpose surplus municipal buildings for business and housing development options.*

*Studied international municipal partnerships for possible economic and cultural exchange programs.*

**B. STRATEGIC DIRECTION - USE ASSETS LIKE OUR HISTORIC SIGNIFICANCE AND DISTINCT WATERFRONT TO ATTRACT DEVELOPMENT**

**ACTION PLAN ITEMS**

- a) Use the National Historic status of Lunenburg Academy to develop and revitalize the building (Council/LADC 2014/18). ✓

*The Lunenburg Academy's Future Use Business Plan is central to the revitalization of the building from an elementary school to a fully renovated creative enterprise centre with a vast array of private and non-profit sector tenants providing a unique range of business and community goods and services.*

- b) Lobby Provincial government departments and agencies such as Canadian Culture and Heritage, NS Tourism, to become more directly involved in asset development for broader economic impact (Council/HADO/LADC 2014/18). ✓

*The Town, often in partnership with other community organizations, has successfully secured a host of Provincial and Federal funding program awards for restoration of the Lunenburg Academy and conversion to a creative enterprise centre, community beautification and promotion.*

*The Town is currently in the process of applying for funding for the Lunenburg Academy Exterior Restoration Project – Phase II, the Lunenburg Academy Lot Development Plan, and the interior development of three classrooms, including a proposed historic classroom.*

*The Heritage Manager's position has enabled the Town to unite with other UNESCO World Heritage Sites and Biosphere Reserves in Nova Scotia for mutual benefit and the sharing of ideas and cross promotion. The Town is working with these sites to undertake cross promotion through web-links*

- c) Devote a staff component to update information, educating and promoting "heritage management" within the Town and beyond to reach a wider audience (HADO 2014/18). ✓

*With the hiring of a full-time Heritage Manager the Town has been able to expand heritage programming and promotion including such projects as Recognition of Prominent Lunenburgers, Heritage Recognition Awards, information brochures and display panels, Heritage Conservation Bylaw and Guidelines redraft and upcoming public consultation sessions, etc.*

- d) Explore avenues to strengthen the legacy of quality workmanship and respect for traditional skills through future partnerships such as the NSCC Heritage Carpentry Program (Council/HADO 2014/18). ✓

*The Nova Scotia Community College (NSCC) is a key tenant of the Town of Lunenburg in a historic Town building which is used for their Heritage Carpentry Program. Students will be restoring the exterior of the building as part of a unique hands-on training experience.*

- e) Work closely with Waterfront Development Corporation (WDCL) to realize an accessible and sustainable working waterfront, e.g., boat launch (Council 2014/18). ✓

The Town has continued to maintain a strong partnership with WDCL to revitalize Lunenburg's working waterfront balanced with additional recreational amenities and preparation of a Strategic Plan for the Lunenburg Waterfront. The Zwicker Wharf refurbishment and public space area, enhancements to various Bluenose Drive properties to provide greater public access and amenities, plus commercial repurposing of underutilized buildings in the WDCL portfolio are significant community achievements.

### **ADDITIONAL ACTION ITEMS**

Town Council has assessed its heritage property inventory and made strategic investments to refurbish as appropriate for new development opportunities and divest when appropriate. The creation of the Town Facilities Superintendent position will help realize further opportunities.

New sponsorship arrangements with targeted outcomes were developed for key heritage property tenants.

Provincial funding was secured to prepare a Landscape Plan for the Lunenburg Academy's redevelopment to facilitate business and cultural space infrastructure such as enhanced parking, exterior gathering places and other amenities.

Both Federal and provincial funding was also sourced for additional Lunenburg Academy creative enterprise centre components including tenant readiness interior renovations to install telecommunication services, current office standards, etc.

### **C. STRATEGIC DIRECTION - FOSTER/MAINTAIN POSITIVE RELATIONSHIPS WITH BUSINESS COMMUNITY**

#### **ACTION PLAN ITEMS**

- a) Liaise with the business community on a regular basis to enhance communications and consultation on municipal issues related to business development. To this end:
- Council maintains LBOT membership and appoints a liaison to LBOT Board. ✓
  - Council will arrange meetings with and tours of local businesses to encourage healthy communications (Council 2014/18). ✓
- b) Respond diligently to opportunities for questions from and concerns of business interest (Council/DH's 2014/18). ✓

Town Council initiated public engagement "Town Talk" sessions with businesses and residents to listen, learn from and respond to issues and share information. These have been well attended at a variety of locations throughout the community to ensure a broader community reach. Council has also met with business sector members in a series of meetings to increase business connectivity. Council and staff respond to business inquiries in a timely manner and requests to facilitate local development opportunities.

### **ADDITIONAL ACTION ITEMS**

The Mayor and Council initiated the Newcomers Group and annual welcome event to meet new business and residents of the community.

Council has a number of commercial land and building tenants in underutilized Town properties which helps growing business needs. Opportunities to promote these tenants are provided through various

*“Open House” public events at the Lunenburg Academy, NSCAD Graduate Residency Program, website listings, etc.*

*When in existence, the SSREN provided an open corridor for business partnerships and support across the South Shore.*

## **5. STRATEGIC PLANNING GOAL - OPERATE THE TOWN EFFICIENTLY AND EFFECTIVELY**

### **A. STRATEGIC DIRECTION - MAKE BEST USE OF TOWN-OWNED BUILDINGS/LAND**

#### **ACTION PLAN ITEMS**

- a) Develop and revitalize Lunenburg Academy and hire a Lunenburg Academy Development Coordinator (LADC) toward the objective (Council/LADC 2014/15). ✓

*The Town engaged a consultant in the role of Lunenburg Academy Development Coordinator who was successfully completed the Lunenburg Academy Future Use Plan the goals of which have largely been completed on time and on budget having achieved a high occupancy rate in the new creative enterprise centre. The consultant is continuing the next phase of Lunenburg Academy longer term planning in a similar contractual role with the Lunenburg Academy Foundation.*

- b) Facilitate short term rental arrangements for use of the Lunenburg Academy while a long-term business plan is determined (Council/LADC 2014/15). ✓

*With the support of the Lunenburg Academy Development Coordinator, Council and staff a series of short term rentals were arranged for the Lunenburg Academy many of which have developed to long term rentals with established entrepreneurs, educational, and other for profit and non-profit sector creative economy members. This is in keeping with the Lunenburg Academy Future Use Plan and the next phase under development.*

- c) Work with the Lunenburg Academy Foundation and other funding sources to maintain the Academy and make any necessary upgrades that may be required (Council/LADC 2014/15). ✓

*The Lunenburg Academy Foundation has consistently contributed to the restoration of the building and helped facilitate the Lunenburg Academy Tenant Readiness project leading to additional tenants. Federal, provincial and private sector funders have also generously given to the maintenance of the Lunenburg Academy and its repurposing as a creative enterprise centre, public library, etc. These partnerships will hopefully be renewed to complete the final phase of exterior heritage restoration of the Lunenburg Academy’s east façade. The Town also participated in separate governance and fundraising strategies development projects with the Lunenburg Academy to ensure long term sustainability.*

- d) Maintain all Town-owned buildings to ensure safety is not compromised and appearance is acceptable, according to long-term capital improvement plans (Council/PW 2014/18). ✓

*The Town’s ten year Capital plan includes budget estimates for Town building maintenance which are implemented on an annual basis. This work includes Municipal Climate Change Action Plan initiatives such as snow load Town building roof assessments and reinforcement projects. A Facilities Superintendent position was created in 2018 to focus on Town building maintenance for risk management improvements including safety issue identification and resolution, energy efficiency and*

*general building/system upkeep. The Town confers with the Town insurer on a regular basis to identify potential facility risk management issues, including the Town's many rental properties, to ensure appropriate safety and maintenance standards are in place.*

- e) Prioritize need to move Public Works operations base (Council/PW 2014/15). Maintain all Town-owned buildings to ensure safety is not compromised and appearance is acceptable, according to long-term capital improvement plans (Council/PW 2014/18). ✓

*Town Council evaluated options for relocating the Public Works Department main operations, including a request for proposals for alternative private sector uses of the Armouries building, deferring further consideration for possible construction of a new facility or other options.*

- f) Assess use of the Community Centre and consider options for facility improvements as may become evident (Council/REC 2014/18). Maintain all Town-owned buildings to ensure safety is not compromised and appearance is acceptable, according to long-term capital improvement plans (Council/PW 2014/18). ✓

*Town Council has considered alternatives for management of the Community Centre including non-profit partnerships deciding to continue to operate the facility. Annual Capital budgets have concentrated efforts on structural maintenance of both the Community Centre and Arena, e.g., ice plant overhaul, sprinkler system upgrades, etc. and affiliated sports fields, including soccer field irrigation, baseball field upgrades and building. Structural roof reinforcement of the Community Centre to address Municipal Climate Change Action Plan priorities are currently being undertaken along with exterior siding upgrades. Interior facilities have also undergone upgrades to better meet short and long term rental needs including the South Shore School Food Project, Summer and Christmas Craft Festivals expansion, etc.*

- g) Consider development of Town-owned land as opportunities are made available (Council/CS/PW 2014/18). Maintain all Town-owned buildings to ensure safety is not compromised and appearance is acceptable, according to long-term capital improvement plans (Council/PW 2014/18). ✓

*This is an ongoing item of analysis for Town Council and staff which has led to the sale of several surplus Town lands and one building. Council also budgeted for the development of the first public boat launch and floating dock facility in Lunenburg Harbour on underutilized Town lands to allow for small craft use. The Comprehensive Community Plan will focus efforts on exploring more opportunities for the development of vacant Town lands and under-utilized buildings to determine future best uses.*

*Town Council adopted a Facilities Sponsorship and Commemorative Naming Policy to establish a process by which recognition is given for the support, use and maintenance of municipal buildings and lands.*

## **B. STRATEGIC DIRECTION - CONTINUALLY/STRATEGICALLY MAINTAIN/UPGRADE COMMUNITY INFRASTRUCTURE**

### **ACTION PLAN ITEMS**

- a) Review annually and update the Town's ten-year capital budget projects (Council/DH's 2014/18). ✓

*Town Council routinely reviews the Town's ten-year Capital budget to determine annual priorities for budget approval and long range financing requirements, e.g., water and sewer main replacements, street repaving, sidewalk replacement and expansion, building upgrades, Wastewater Treatment Plant Biofilter and systems assessment, machinery replacement, etc. Capital budgets are implemented on*

*time and on budget with a record level of Federal and Provincial Infrastructure and other funding sources.*

- b) Plan for conversion to a standard transmission voltage and electronic meters (EL 2014/18). ✓

*The Town of Lunenburg Electric Utility identified this as a long term Capital project. The advancement of this conversion will be facilitated by the unique service agreement the Electric Utility has entered into with Nova Scotia Power (NSPI) for Capital projects such as this because of the in-house electrical engineering and procurement expertise NSPI has available.*

### **ADDITIONAL ACTION ITEMS**

*The Town's annual budgeting process demonstrates continuously strong Provincial "Financial Condition Indicator" and unqualified audit results.*

*Monthly Capital and Operating Variance reports ensure Town projects maintain rigorous tie and budgeting criteria.*

## **C. STRATEGIC DIRECTION - DEVELOP/UPDATE TOWN BY-LAWS, POLICIES, PROCEDURES AND PLANS**

### **ACTION PLAN ITEMS**

- a) Complete revisions of the Solid Waste By-law and Heritage Conservation District Plan and Bylaw. Review and revise as required three Bylaws per year using AMA Model Bylaws to save time and money (Council/PW/HADO/CS 2014/18). ✓

*Town Council and staff earlier reviewed the Solid Waste Bylaw and made no changes.*

*The draft revised Heritage Conservation District Plan and Bylaw is complete and before the Town's Heritage Advisory Committee for review and recommendation to Town Council. This will include an extensive public consultation process prior to potential adoption.*

*Additional Town Bylaws have been reviewed and/or revised including: Noise Bylaw; Hack and Trolley Bylaw; Parking Bylaw rates amendment; Sewer Charge Bylaw; Vending Bylaw; Council Bylaw and Special Event Bylaw.*

*The new Bylaw to Prohibit the Feeding of Wildlife in the Town of Lunenburg was prepared by Town staff and approved by Council after extensive public and provincial government consultation.*

- b) Continue to abide by Municipal Government Act (MGA) public consultation and notification process for new and amended Bylaws, plus use Town website to ensure meaningful community input (Council/CS 2014/18). ✓

*Town Council has consistently complied with the requirements of the MGA for public hearings and notices to introduce new or amended Bylaws and Policies encouraging public input and knowledge of changing municipal conditions. Enhancements to the Town website, e.g., news and events page, "Open Government" page development as an access point for all municipal documents to simplify public access to key municipal records, notices and other information to enhance accountability and transparency while raising public awareness of civic matters. In addition, the Town has an expanded social media presence, e.g., Facebook, Twitter, etc., to build on public engagement opportunities. This has been possible with additional staff training to enhance and maintain these public communication platforms and contracting with communications specialists to expand public engagement opportunities.*

- c) Develop a grant approval policy (Council/CS 2014/15). ✓

*Town Council adopted a Community Grants Program Policy to facilitate the submission of non-profit grant requests. This has streamlined the process making it more time and budget efficient in consideration of community needs.*

- d) Develop policy to deal with Town land leases and Encroachment Licenses (Council/CS 2014/15). ✓

*Town Council has adopted and applied these Policies to consider requests for the lease of Town land and encroachments. Authority is delegated to staff to perform certain aspects of the approval process in conformance with the MGA.*

- e) Encourage the Provincial government to conduct a full review/update of the MGA with UNSM and Municipal Councils' input (Council 2014/15). ✓

*Now called the Nova Scotia Federation of Municipalities (NSFM, formerly UNSM), Town Council has supported their recent efforts calling for the Province to conduct a full review of the MGA. The magnitude of the project has presented some challenges to complete for legislative approval.*

- f) Have LDFD continue to add to and update its General Operating Guidelines and Safety Policies (LDFD 2014/18). ✓

*The Lunenburg and District Fire Department (LDFD) has updated these documents which were recently approved by Town Council.*

- g) Continue to make improvements to the Town's risk management plan (Council/DH's 2014/18). ✓

*The Town has prepared various Departmental risk management plans which are periodically reviewed to ensure they are relevant and observed. Ongoing dialogue with the Town's insurer to seek means of reducing risk exposure through best practices development and implementation, relevant insurance coverage, identification of new areas of risk or potential liability for which additional insurance coverage may be required, etc. This has been accomplished with no recent claims, minimal insurance premium increases for annual inflationary adjustments, while expanding coverage.*

*The Town Solicitor and insurance broker have also provided risk management and municipal insurance law training for new managers to raise awareness of the importance of these matters. This has resulted in loss reduction activities for the overall benefit and safety of the community.*

### **ADDITIONAL ACTION ITEMS**

*Town Council and staff have initiated a Comprehensive Community Plan project to strategize for the future development of the community. This will include a review and update of the Town's Municipal Planning Strategy, Land Use Bylaw and Subdivision Bylaw. An extensive public consultation process is built into this project to ensure an adequate opportunity for public input in a variety of forums and topics of community interest.*

*Town Council, General Government Committee and staff have focused attention on municipal Policies review. This includes the review, revision, adoption and/or repeal of Town Policies including: Planning Advisory Committee Composition and Duties; Planning Public Participation Program; Electric Utility Processes; Council Meeting Procedure and scheduling; Adoption of Policies; Purchasing; Council Technology Use; Sponsorship and Commemorative Naming of Town Facilities; Council Conference and Training Request Approvals; Public Art; Film Production Approvals; Audit Committee Roles and Responsibilities; Expense Claims Approvals; Waste Reduction and Composting Initiatives for Town*

*Events; Councillors Recognition of Years of Service; Memorial Donations; Commemorative Flag Raising; Recorded Resolution and Bylaw Adoption, Amendment and Repeal Procedure; etc. Another review of Town Procedural Policies has been initiated by staff for recommendation to the General Government Committee and Council of any revisions, repeals, etc.*

*As part of an ongoing Town Bylaw review process, Town Council has made several Bylaw enforcement appointments to facilitate compliance. This includes the appointment of a Dog Control Enforcement Official, inter-municipal Building Inspectors, Dangerous and Unsanitary Premises Enforcement Official.*

*The Town's Active Transportation Plan has been overseen by the Town's Active Transportation Sub-Committee, Recreation Committee, Council and staff to implement such projects as a bike lane, sidewalk reconstruction, trail connection extensions, directional signage encouraging walking and biking, public boat launch, etc.*

*Secured funding for the development of a Landscape Plan for the Lunenburg Academy which is now on display to seek public feedback. This Plan will form the basis for enhanced use and access to the Town's National Historic Site and surrounding grounds, including additional parking, outdoor recreation space, information panels, accessibility, seating, etc. A budget has been prepared to seek funding for the implementation phase.*

*Downtown parking efficiency review by Council and staff to coordinate usage of on and off-street parking assets. Additional publicity of available public parking places through information on-line, print materials, etc. was developed.*

*Municipal Planning Strategy and Land Use Bylaw amendment reviews to address emerging community development issues such as: cluster housing projects; creative enterprise centre at the Lunenburg Academy; artisanal food and beverage production and retail uses; small scale lounge and beverage rooms; etc.*

*Procurement strategy development and implementation to increase public purchasing efficiencies and cost savings. This has been achieved through the: development of an annual purchasing schedule for goods and services to enable competitive quotes to be obtained; securing warranty periods and proof of insurance coverage; Town website page development for the posting of all Call for Proposals, Requests for Quotes and Tenders to expand supplier/bidder interest and a single point of access for addendums; etc. Additional purchasing efficiencies and financial savings were pursued with: new inter-governmental procurement opportunities; purchasing documentation improvements; Purchasing Policy review to increase purchasing efficiencies; and hiring of a Purchasing/Business Coordinator who will obtain purchasing certification from professional accreditation organizations.*

*Town Council and Committees have been supportive of meeting efficiency plans developed by staff to standardize the frequency and scheduling of Council and Committee meetings, agenda and minutes formats. This has reduced meeting cancellations and rescheduling occurrences because staff are provided with a set annual meeting calendar providing more notice to prepare reports, recommendations, agendas, etc. for meetings which also aids Council and Committee members to prepare for these pre-determined meeting dates. Publicity of Council and Committee meeting agenda packages, minutes, meeting highlights, etc. has also occurred through a variety of expanded on-line website, email and social media formats to broaden public information sharing and engagement opportunities.*

**D. STRATEGIC DIRECTION - DEVELOP PARTNERSHIPS AND STRENGTHEN INTER-MUNICIPAL, PROVINCIAL AND FEDERAL RELATIONS**

**ACTION PLAN ITEMS**

- a) Pursue additional senior government, inter-municipal, public and private sectors collaboration and partnerships when in the community's best interests for service, program or project delivery (Council 2014/18). ✓

*The Town has successfully formed a diverse range of partnerships, most notably: record level senior government funding for sanitary sewer separation, wastewater treatment assessment, heritage property restoration, repurposing and landscaping, Town building roof stabilization, etc.; cultural sponsorship agreement with LAMP for use of Lunenburg Academy auditorium by other local non-profit events; Lunenburg Academy Foundation and funding analysis; South Shore Public Libraries for the opening of the new Lunenburg branch library in the Lunenburg Academy with the assistance of various governmental, public and private donors; inter-municipal service delivery contracts for building inspection and dangerous and unsightly properties enforcement; Physician recruitment initiatives; former SSREN inter-municipal/Provincial funding partnership for the delivery of economic development services; former WDCL and Fisheries Museum of the Atlantic partnership to successfully host Tall-Ships and other Lunenburg waterfront projects and activities; consideration of international inter-municipal association; Pro Kids private/public funding start-up to ease youth recreation and cultural program participation costs, etc.*

*Public and private sector associations were formed with other municipal Electric Utilities, AREA and NSPI for Electric Utility operations.*

*Telecommunication contracts for municipal bulk purchasing and lease of lands for public park use.*

*Private sector television and movie production companies agreements to facilitate Nova Scotia's film industry providing local employment and other associated goods and services sales.*

- b) Provide ongoing support of local, regional, Provincial and National fire services organizations and related first responder agencies such as: Lunenburg Regional Fire and EHS, Fire Service NS Chiefs, Canadian Association of Fire Chiefs with to enhance firefighting in the community (Council/LDFD 2014/18). ✓

*Funding support, conference, training and active membership involvement are consistently provided by the Town for these vital first responder associations.*

- c) Continue staff liaison with all Lunenburg County Recreation Departments to deliver County wide recreation initiatives (REC 2014/18). ✓

*Recreation Department management maintain a strong inter-municipal affiliation seeking programing partnerships wherever possible, e.g., Arena operations, skateboard training, multi-sport youth programs, trail inter-connectivity and multi-user expansion opportunities, etc.*

- d) Partner with other UNESCO sites in NS for mutual benefit (Council/HADO 2014/18). ✓

*As previously noted these contacts have been made to initiate partnership opportunities.*

- e) Maintain membership and participation in UNSM, FCM, Mayors and Wardens and Regional Municipal meetings to strengthen relationships and acquire knowledge (Council 2014/18). ✓

*Town Council and management staff are active members in these and other inter-municipal groups. Most recently, efforts have been focused on the Lunenburg County building, fire, dangerous and unsightly premises joint services project for greater technical support and staffing coordination.*

## **E. ACTION PLAN - MAINTAINING A POSITIVE WORK ENVIRONMENT FOR COUNCIL AND STAFF**

### **ACTION PLAN ITEMS**

- a) Ensure the pertinent and timely training of Town staff to meet current and future municipal needs (Council/DH's 2014/18). ✓

*Council and management staff have consistently demonstrated their strong commitment to training through skills gap analysis, coordination and budgeting for same. Training opportunities for new hires and longer term employees are facilitated through: membership in professional associations with continuing education programming, e.g., Chartered Professional Accountants, Payroll Association, Fire Inspectors Association, etc.; conference attendance where a variety of relevant learning sessions are offered, e.g., Development Officers Association, Heritage Managers Association, Atlantic Fire Chiefs conference, NSFM, AMA, etc.; leave of absence support for employees to complete University degree; funding from the Department of Labour and Advanced Education for staff IT training; in-house IT training provided by Town staff to co-workers to share skills; HR, communications, legal and risk management training; Occupational Health and Safety training; municipal government orientation and supervisory development training, etc. These accomplishments better position the Town to meet changing job skill requirements, motivate and mentor co-workers, etc. in support of individual and team performance. Coaching for the enhancement of senior management leadership skills development is being pursued with a recent HR consultant Request for Proposals and Dalhousie University Local Government training.*

- b) Recruit and retain high quality staff by creating a long-term resourcing plan that identifies skill gaps and succession requirements to guarantee that the Town of Lunenburg attracts and retains motivated staff (Council/DH's 2014/18). ✓

*In anticipation of the retirement of a number of senior Town employees, Town Council supported the development of a succession plan to determine future staffing needs. The Town has successfully planned for and/or recruited a: Planning and Development Manager; Finance Director; Heritage Manager; Water Resource Operator; Finance Officer (term); Public Works Labourer (term); Assistant Municipal Clerk; Facilities Superintendent; Recreation Director; Purchasing/Business Coordinator; and potential Fire Station Superintendent. These initiatives have required significant Town management team collaboration to redesign several Departments' staffing composition, recruit and mentor for same.*

*The Town remains an employer of choice with a competitive wage and full benefits package. There are many qualified applicants for vacancies from persons seeking to work with the Town.*

*Management employee engagement questionnaires developed to determine ways to support and improve professional development, work/life balance, administrative support services, and other critical work factors for their success and well-being.*

*The Recreation Director, CAO and Town benefits broker have redeveloped the Town's employee wellness program to offer a series of lunch and learn events offering physical and mental health wellness information.*

- c) Seek timely and accurate advice and staff recommendations on issues that impact municipal operations encouraging ongoing research of best practices (Council/DH's 2014/18). ✓

*Town Council and Committees value and seek the input of staff through reports, recommendations and dialogue in preparation for and at meetings to facilitate well-informed and reasoned decision-making and the development of best practices through policy development and other efforts. Staff*

*recommendations are generally approved in full or in part demonstrating confidence in staff's analysis of municipal issues and options. This encourages interest and engagement amongst staff whose opinions are respectfully considered.*

- d) Acknowledge the value of staff members with long service recognition, etc. (Council 2014/18). ✓

*The Town of Lunenburg recognizes the long service of both staff and Council members through formal and informal programs and Policies for celebration. This helps build resiliency and retention within the organization as individuals feel appreciated by colleagues and their community. A staff newsletter has been developed to recognize these and other staff achievements.*

- e) Ensure a common knowledge and understanding of the Strategic Plan and the important role of staff (Council/DH's 2014/18). ✓

*The Town's Strategic Plan is promoted throughout the organization in staff orientation and training settings, Council and Committee report inclusion, regular management meetings, performance evaluation measures, budget preparation and upcoming editions of the new internal Town newsletter. Amongst the public, the Strategic Plan is shared in various on-line and hard copy formats with brochures available at "Town Talk" sessions and other public events, incorporation in annual Town Budget documents, social media and website.*

- f) Annual Strategic Plan review and progress report (Council and all Departments 2015/18). ✓

*Periodic reports have been prepared since the Strategic Plan's adoption. This report covers the most recent period from late 2016 to 2018.*

### **ADDITIONAL ACTION ITEMS**

*Reorganization of the Town Electric Utility in association with Nova Scotia Power to address long term engineering and other technical specialized services to facilitate community growth while retaining the financial benefit of ownership. Town staff have been trained in various facets of Electric Utility operations ensure ongoing superior customer service in this new arrangement.*