

# COMPREHENSIVE COMMUNITY PLAN: QUARTERLY REPORT

MARCH 17, 2021



COMPREHENSIVE COMMUNITY PLAN (CCP) | 5-YEAR PLAN

35 CCP ACTION ITEMS - Summary of Work Plans

Gantt Chart Estimated Time Line \*\*

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

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

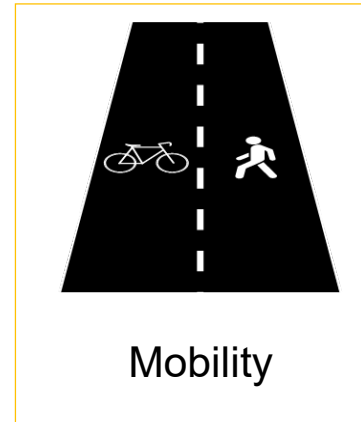
\*\* ESTIMATED TIMELINE DEPENDENT ON RESOURCE AVAILABILITY. Subject to change due to resourcing and as interconnected actions develop over the five years.

As of March 17, 2021

# CCP + ADDITIONAL TOWN PLANS





# ICON KEY – 10 STRATEGIC DIRECTIVES



# STATUS



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

# STATUS



## Action 13

### **Feasibility study of mechanisms to encourage long-term residency**

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

## Action 17

### **Regulate short-term rentals**

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

## Action 20

### **Relationships with housing stakeholders to foster collaboration and data sharing**

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

*...to be continued*

# STATUS



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

# STATUS



## Action 1

### Upgrades to the wastewater collection and discharge system

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

## Action 2

### Upgrades to the wastewater treatment plant

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

## Action 6

### Plan for long-term of all municipal facilities

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



# STATUS



## Action 29

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

- ▶ Consultation/funding required to review potential sites, signage, traffic diversion, etc.

## Action 30

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

- ▶ Consultant/funding needed to conduct an intersection realignment study for Lincoln & Falkland Streets
- ▶ The 2019 Bikeway Concept Designs report from Bicycle NS to be evaluated for feasibility of short and long term capital projects

# STATUS



## Action 4

### Enhance relationships with surrounding communities and municipalities

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

## Action 23

### Establish a staff position that can support economic development initiatives

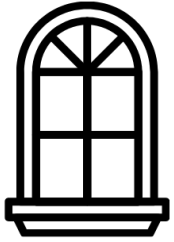
- ▶ Federal and Provincial government funding opportunities explored; no opportunities identified yet
- ▶ Town's Draft Budget 2021/22 includes a staff Economic Development Manager's position for Council consideration – If not feasible, a part-time consulting services option could be examined

## Action 26

### Create an inventory of economic information

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

# STATUS



## Action 22

### **Policy to encourage accessibility and provide heritage design guidance**

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

## Action 31

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

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

## Action 35

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

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

# STATUS



## Action 16

### Improve accessibility throughout the town

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

## Action 19

### Activate streetscapes through design and programming

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

## Action 28

### Policies and programs for street trees and urban forest

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

# STATUS



## Action 21

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

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

## Action 27

### Policies for wind and solar energy at multiple scales

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

# STATUS



## Action 5

### Partnerships to encourage energy efficient retrofits

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

## Action 15

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

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

# STATUS



## Action 11

### Foster inclusivity in programming and leadership

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

## Action 12

### Build relationships with BIPOC residents and organizations in the area

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

## Action 18

### Special committee to promote anti-racism and decolonization

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

## Action 24

### Facilitate partnerships and opportunities to increase waterfront access

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

## Action 32

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

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

# STATUS



## Action 3

### Reform municipal committees to build a culture of inclusion

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

## Action 7

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

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

*/...to be continued*



# STATUS



## Action 9

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

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

## Action 14

### Expand communication plan to include a public participation strategy

- ▶ Public Participation Strategy work scheduled to begin in April

## Action 34

### Identify performance indicators/measurements to evaluate activities of the Town

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

# STATUS



## Draft Town Budget 2021/21

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



PROJECT  
LUNENBURG

Navigating the  
Future, Together.