

TOWN OF LUNENBURG STRATEGIC PLAN

May 2014





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INTRODUCTION

When the current Council was elected in the fall of 2012 we reviewed the Town of Lunenburg's Strategic Plan adopted and presented in October 2011. Building from this vision and guided by the understanding that the document was not intended to be static but rather to "adapt to changing circumstances" we began interpreting and revising the document to help guide the work of Council and staff throughout our mandate to 2016 and beyond.

The language and the format have changed substantially but the intent and the priorities remain consistent. We must make the most of our assets, building from the solid foundation we have inherited, to ensure Lunenburg's long-term vitality. We have much to work with and are proud to be leaders in this endeavour. We look to the citizens of the Town for input on this framework and to help realize our collective vision.

Rachel Bailey
Mayor



Clockwise from the left: Councillor Thom Barclay, Councillor Peter Mosher, Councillor Peter Zwicker, Deputy Mayor Danny Croft, Councillor John McGee, Councillor Tyler Hayden, Mayor Rachel Bailey.

LUNENBURG'S VISION

- Building on a proud past for a promising future.

LUNENBURG'S MISSION

- To enhance the quality of life while strengthening our unique historic community through responsible and responsive government.

LUNENBURG'S VALUES

- Fairness
- Respect
- Honesty
- History
- Accountability
- Excellence

STRATEGIC PLANNING 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.

STRATEGIC DIRECTIONS

1. **Promote a high quality of life for residents by:**
 - A. Beautifying the community.
 - B. Enhancing appreciation of Lunenburg's heritage.
 - C. Becoming a more welcoming community.
 - D. Engaging our citizens.
 - E. Fostering Lunenburg's development as a cultural hub.

2. **Celebrate our community by:**
 - A. Developing a communication plan.
 - B. Cultivating a positive visitor experience.
 - C. Facilitating and encouraging film and other artistic endeavours featuring or referencing Lunenburg.
 - D. Promoting our UNESCO designation.

3. **Champion opportunities for our community's health and well-being by:**
 - A. Protecting our natural environment.
 - B. Facilitating and encouraging healthy lifestyles.
 - C. Maintaining and enhancing our status as a safe community.

4. **Foster an environment for business success by:**
 - A. Encouraging business development initiatives.
 - B. Using assets like our historic significance and distinct waterfront to attract development.
 - C. Fostering and maintaining positive relationships with the business community.

5. **Operate the Town efficiently and effectively by:**
 - A. Making best use of Town-owned buildings and land.
 - B. Continually and strategically maintaining and upgrading community infrastructure.
 - C. Developing and updating Town bylaws, policies, procedures and plans.
 - D. Developing partnerships and strengthening inter-municipal, Provincial and Federal relations.
 - E. Maintaining a positive work environment for Council and staff.

OUR PATH TO SUCCESS – ACTION PLAN 2014-18

#1.: →

PROMOTE A HIGH QUALITY OF LIFE FOR RESIDENTS

A. To beautify the community we will:

- a) Complete Town tree inventory and assessment (Public Works “PW”/Electric Light “EL” 2014-2015).
- b) Review, budget for and implement tree inventory and assessment recommendations (Council/PW/EL/Recreation “REC” 2014-2018).
- c) Consider rejuvenation of Town Adopt-A-Tree program (Council/PW/EL/Corporate Services “CS” 2015-2018).
- d) Identify trees that could be removed to renew scenic view planes, e.g., Blockhouse Hill (PW/REC 2015-2018).
- 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).
- f) Support volunteer beautification initiatives, e.g., Lunenburg Garden Club, Rotary Club, Lunenburg Board of Trade (“LBOT”) (Council/PW/CS 2014-2018).
- 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).

B. To enhance appreciation of Lunenburg’s heritage we will:

- 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).
- 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)
- c) Review and supplement Town website heritage information including additional UNESCO material (HADO 2015-2016).
- d) Complete revision of the Heritage bylaw & guidelines (HADO 2015-2016).
- 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).

C. To become a more welcoming community we will:

- a) Support initiatives of the newly established Welcome Committee including :
 - Expansion of “Welcome to Lunenburg” information package offerings with additional contributed materials (REC 2014-2015).
 - Hosting an annual Meet & Greet reception to welcome new residents (REC/Council with support of Welcome Committee 2014-2018).
 - 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).
- b) Maintain Town website “Newcomers” page adding and revising content as required (CS 2014-2018).

D. To engage our citizens we will:

- a) Identify and create opportunities to engage citizens in meaningful community dialogue such as: hosting public reviews of the Strategic Plan; & 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).
- b) Consider budgeting for an independent review of the Town’s website to enhance user accessibility and interactive options (Council 2014-2016).
- 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.
- d) Participate in external public meeting forums hosted by other organizations as opportunities arise (Council 2014-2018).
- e) Continue to recognize and celebrate community volunteers annually (REC/Council 2014-2018).

E. To foster Lunenburg’s development as a cultural hub we will:

- a) Continue to host Town’s annual special events including New Year’s Levee, Canada Day Picnic, Lunenburg’s Birthday, Seamen’s Service (Council/REC 2014-2018).
- b) Continue to support the NSCAD Residency Program (Council 2014-2018).
- c) Continue to invest in the South Shore Regional Library and Lunenburg Branch Library (Council 2014-2018).
- 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).

#2: →
CELEBRATE OUR COMMUNITY

A. Toward the development of a communications plan we will:

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

B. To cultivate a positive visitor experience we will:

- 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).
- b) Strengthen ties with the NS Tourism Agency and our Lunenburg Board of Trade to ensure Lunenburg benefits from marketing opportunities (Council 2014/16).
- c) Encourage all residents and business operators to "spread the welcome mat" for our visitors (Council/DH's 2014/18).

C. To facilitate and encourage film and other artistic endeavours featuring or referencing Lunenburg we will:

- a) Liaise with film and television representatives to promote Lunenburg location opportunities (CS 2014/18).
- b) Continue to provide production assistance to facilitate successful film productions (Council 2014/16).
- c) Support artistic events, productions and visual arts, music, drama activities (Council 2014/18) .

D. To promote our UNESCO designation we will:

- a) Leverage our UNESCO designation to generate international exposure and opportunities for financial return (Council/HADO 2014/18).
- b) Pursue partnership initiatives with the other NS UNESCO World Heritage Sites, Joggins and Grand Pre (Council/HADO 2014/18).

CHAMPION OPPORTUNITIES FOR OUR COMMUNITY'S HEALTH AND WELL BEING

A. To protect our natural environment we will:

- a) Continue to provide solid waste management, sewage treatment and high quality water to all of our residents (Council/PW 2014/18).
- 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).
- 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).
- 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).
- e) Assess efficiencies of a further reduction in paper usage by utilizing software charges for e-billing (CS 2014/15).
- f) Convert street lights at obsolescence to more energy efficient technology (EL 2014/18).

B. To facilitate and encourage healthy lifestyles we will:

- 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).
- 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).
- c) Partner with Destination Trail and other organizations for South Shore trail inter-connectivity website and tourism promotional opportunities (REC 2014/15) .
- d) Install more bike racks in Town (Council/CS 2014/15).
- e) Source funding for additional Back Harbour Trail access points (REC 2014/16).
- 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).
- 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).
- 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).
- 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).
- k) Work with the local skate boarding community to re-design the Skate Park and secure external/internal funding (REC 2014/15).
- l) Facilitate development of a dog park for the use and enjoyment of resident and visiting dogs/owners (Council 2013/14).

C. To maintain and enhance Lunenburg's status as a safe community we will:

- a) Review and update the Town Safety Program (Safety Officer "SO" 2014/18).
- 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).
- c) Update Town Emergency Management Plan (EMO) Plan to incorporate Province's Incident Command System (ICS) (EMO Coordinator 2014/15).
- d) Support Lunenburg & District Fire Department initiatives in fire safety education and firefighter recruitment (Council/LDFD 2014/18).
- e) Ensure a high standard of fire protection service is maintained in collaboration with LDFD leadership (Council/LDFD 2014/18).
- f) Continue with sidewalk installation maintenance and upgrades (Council/PW 2014/18).
- g) Set and review annual RCMP performance plans and priorities to ensure community needs are being met (Council 2014/18).

FOSTER AN ENVIRONMENT FOR BUSINESS SUCCESS

A. To encourage business development initiatives we will:

- 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).
- b) Encouraging waterfront development in consultation with local and Provincial government partners including Council representation on the Lunenburg Waterfront Development Association (Council 2014/18).
- c) Monitor commercial tax rates to ensure Lunenburg is competitive in attracting and retaining business (Council/CS 2014/18).
- d) Explore ways to market the Lunenburg Academy as a business development opportunity/economic driver (Council/LADC 2014/18).
- e) Attempt to quantify the economic impact of creative economy activity in the community (Council 2014/15).
- 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).

B. To use assets like our historic significance and distinct waterfront to attract development we will:

- a) Use the National Historic status of Lunenburg Academy to develop and revitalize the building (Council/LADC 2014/18).
- 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).
- 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).
- 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).
- e) Work closely with Waterfront Development Corporation (WDCL) to realize an accessible and sustainable working waterfront, e.g., boat launch (Council 2014/18).

C. To foster and maintain positive relationships with the business community we will:

- 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).

OPERATE TOWN BUSINESS EFFICIENTLY AND EFFECTIVELY

A. To make best use of Town-owned buildings and land we will:

- a) Develop and revitalize Lunenburg Academy and hire a Lunenburg Academy Development Coordinator (LADC) toward the objective (Council/LADC 2014/15).
- b) Facilitate short term rental arrangements for use of the Lunenburg Academy while a long-term business plan is determined (Council/LADC 2014/15).
- 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).
- 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).
- e) Prioritize need to move Public Works operations base (Council/PW 2014/15).
- f) Assess use of the Community Centre and consider options for facility improvements as may become evident (Council/REC 2014/18).
- g) Consider development of Town-owned land as opportunities are made available (Council/CS/PW 2014/18).

B. To continually and strategically maintain and upgrade community infrastructure we will:

- a) Review annually and update the Town's ten-year capital budget projects (Council/DH's 2014/18).
- b) Plan for conversion to a standard transmission voltage and electronic meters (EL 2014/18).

C. To develop and update Town By-laws, Policies, Procedures and plans we will:

- a) Complete revisions of the Solid Waste By-law and Heritage Conservation District Plan and By-law. Review and revise as required three Bylaws per year using AMA Model Bylaws to save time and money (Council/PW/HADO/CS 2014/18).
- 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).
- c) Develop a grant approval policy (Council/CS 2014/15)
- d) Develop policy to deal with Town land leases and Encroachment Licenses (Council/CS 2014/15).
- e) Encourage the Provincial government to conduct a full review/update of the MGA with UNSM and Municipal Councils' input (Council 2014/15).
- f) Have LDFD continue to add to and update its General Operating Guidelines and Safety Policies (LDFD 2014/18).
- g) Continue to make improvements to the Town's risk management plan (Council/DH's 2014/18).

D. To develop partnerships and strengthen inter-municipal, Provincial and Federal relations we will:

- 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).
- 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).
- c) Continue staff liaison with all Lunenburg County Recreation Departments to deliver County wide recreation initiatives (REC 2014/18).
- d) Partner with other UNESCO sites in NS for mutual benefit (Council/HADO 2014/18).
- e) Maintain membership and participation in UNSM, FCM, Mayors & Wardens and Regional Municipal meetings to strengthen relationships and acquire knowledge (Council 2014/18).

E. To maintain a positive work environment for Council and staff we will:

- a) Ensure the pertinent and timely training of Town staff to meet current and future municipal needs (Council/DH's 2014/18).
- 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).
- 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).
- d) Acknowledge the value of staff members with long service recognition, etc. (Council 2014/18).
- e) Ensure a common knowledge and understanding of the Strategic Plan and the important role of staff (Council/DH's 2014/18).
- f) Annual Strategic Plan review and progress report (Council and all Departments 2015/18).