

TOWN OF LUNENBURG
COMMITTEE OF THE WHOLE MEETING AGENDA
Wednesday, March 4, 2025 | 6 pm
Lunenburg Town Hall – Council Chamber
120 Townsend Street



NOTICE: COTW meetings are open to the public and held in Town Hall. **Please use the back entrance at 120 Townsend Street.**

The public can also watch meetings through Zoom. To livestream this meeting starting at 6 pm, use this Zoom link: <https://us06web.zoom.us/j/84563260420>

Meeting recordings are also available on the Town's [YouTube](#) channel.

1. CALL TO ORDER

2. LAND ACKNOWLEDGEMENT

This meeting takes place in the traditional and ancestral territory of the Mi'kmaq people. We are all Treaty people.

3. ADDITIONS/ DELETIONS TO AGENDA

4. APPROVAL OF AGENDA

4.1 March 4, 2025 Committee of the Whole Meeting Agenda

Recommendation: That Committee of the Whole approve the agenda for the March 4, 2025 meeting as presented.

5. APPROVAL OF MINUTES

4.1 February 12, 2025 Committee of the Whole Meeting Minutes

Recommendation: That Committee of the Whole approve the minutes from the February 12, 2025 meeting as presented.

6. PRESENTATIONS

7. BUSINESS ARISING AND UNFINISHED BUSINESS

8. NEW BUSINESS

8.1 Draft Lunenburg County Accessibility Plan Recommendations

Recommendation: That Committee of the Whole direct staff to incorporate the proposed regional and Town of Lunenburg actions into the draft Lunenburg County

Accessibility Plan 2025-2028 and return the final plan to Council for consideration and approval at the March 25, 2025, meeting.

8.2 Draft Anti-Racism & Diversity Plan

Recommendation: That Committee of the Whole refer the Draft Anti-Racism & Diversity Plan to Council for consideration and approval at the March 25, 2025, meeting.

8.3 Heritage Impact Inquiry on Buffer Zone Development – ICOMOS Canada (*Referred by Council from Jan. 14, 2025 regular meeting*)

Request for Direction: That Committee of the Whole provide direction related to the request from ICOMOS Canada **OR** receive the letter for information and direct no further action.

8.4 Washroom Facilities at Lunenburg Academy – Lunenburg Academy Foundation & South Shore Public Libraries (*Referred by Council from Jan. 14, 2025 regular meeting*)

Request for Direction: That Committee of the Whole provide direction related to the request from the Lunenburg Academy Foundation & South Shore Public Libraries regarding washroom facilities **OR** receive the letter for information and direct no further action.

8.5 Traffic and Parking Study Follow-up

Request for Direction: That Council provide staff direction on any resulting priority items resulting from the completion of the Traffic and Parking Study **OR** receive the report for information and direct no further action.

8.6 2025/26 REMO Budget & Strategic Planning Resource Allocation

Recommendation 1: That Committee of the Whole direct staff to present Option 1 (Regional Staff – Status Quo and Coordinator) as the Town of Lunenburg's preferred choice to the REMO Advisory Committee.

Recommendation 2: That Committee of the Whole direct staff to present Option 2 (Revised Approval Process) as the Town of Lunenburg's preferred choice to the REMO Advisory Committee.

9. NOTICES OF MOTION, INFORMATION REQUESTS AND COUNCILLOR REPORTS

10. CLOSED SESSION

11. ADJOURNMENT

TOWN OF LUNENBURG
COMMITTEE OF THE WHOLE MEETING MINUTES

February 12, 2025 | 6 pm

Lunenburg Town Hall – Council Chamber and virtually through Zoom



- Present Mayor Jamie Myra, Deputy Mayor Rachel Bailey, Councillors Renea Babineau, Debbie Dauphinee, Gale Fullerton, Alex Greek and Alison Strachan

- Also present Kayla Byrne, Legislative & Policy Manager
Trevor Hume, Planner

- Call to Order The meeting was called to order at 6:00 p.m.

- Land acknowledgment It was acknowledged that Lunenburg is located in the unceded territory of the Mi'kmaq people.

- Approval of Agenda Moved and seconded that the Committee approve the agenda for the February 12, 2025 meeting with the following deletion:
 - 8.1 Introduction: Marketing Levy By-law

Motion carried unanimously

It was noted that the Marketing Levy By-law will be considered at future Committee of the Whole meeting instead.

- Minutes Moved and seconded that Committee of the Whole approve the minutes from the January 7, 2025 meeting as presented.

Motion carried unanimously

- Expense and Hospitality Policy The Committee discussed the proposed Expense and Hospitality Policy and directed more input or clarity on mileage claims for electric vehicles and carpooling to events.

Following the discussion, the Committee made the following motion:
Moved and seconded that Committee of the Whole refer the draft Expense and Hospitality Policy to Council for notice.

Motion carried unanimously

- Public Input Policy The Committee discussed the proposed Public Input Policy. Councillors inquired is staff could work with the Regional Accessibility Coordinator

to come up with some recommendations on how to make Council Chambers more accessible.

Following the discussion, the Committee made the following motion:
Moved and seconded that Committee of the Whole refer the draft Public Inpu Policy to Council for notice.

Motion carried unanimously

Adjournment

There being no further business, the February 12, 2025 Committee of the Whole meeting adjourned at 6:34 p.m.

The minutes were read and approved.

Subject: Lunenburg County Accessibility Plan 2025-2028:
Proposed Town of Lunenburg and Regional Actions

From: Ellen Johnson, Regional Accessibility Coordinator

Date: March 4, 2025 – COTW



Recommendation

That Committee of the Whole direct staff to incorporate the proposed regional and Town of Lunenburg actions into the draft Lunenburg County Accessibility Plan 2025-2028 and return the final plan to Council for consideration and approval at the March 25, 2025, meeting.

Background

The Nova Scotia Accessibility Act (2017) requires that municipalities have an accessibility plan and that this plan is updated every three years. The five municipalities in Lunenburg County created a joint accessibility plan for our region in 2021. **The update to this plan is due on April 1, 2025.**

The full updated plan will be presented to Council on March 25, 2025. As the plan is finalized, it is requested that Town of Lunenburg Council provide direction on whether the following regional actions should be included in the plan. These actions require collaboration among the five municipal units and the intention is to have them completed within the three years of this plan.

In addition, it is requested that Council consider the actions that are proposed for their own implementation plan. These would be actions that the Town of Lunenburg will be responsible for completing within the three years covered by the plan.

The plan structure includes six areas of focus with accompanying goals. Five of the areas were included in the 2021 plan and remain in the update. The sixth, Awareness, is being added to reflect the need to increase awareness of accessibility, disability, and equity more broadly among staff and the community. Areas of focus include:

1. Goods and Services: Residents and visitors with disabilities have equitable access to goods and services provided by our municipalities.
2. Information and Communications: People with disabilities can equitably access information and communications provided by our municipalities.

3. Transportation: Residents and visitors with disabilities have equitable access to transportation provided by our municipalities.
4. Employment: Our municipalities are accessible and equitable employers and support the careers of employees with disabilities. We will seek to attract and retain a skilled workforce that reflects the diverse residents of the municipalities.
5. Built Environment: Municipal buildings and outdoor spaces within the municipalities provide meaningful and equitable access for users with disabilities.
6. Awareness: Municipal staff, volunteers, and elected officials consider accessibility in decision making and encourage a culture of accessibility and equity in their organizations and in the community.

Proposed Actions

Eleven of the proposed actions are also proposed in the Anti-Racism and Diversity plan (indicated by an *). Each action starts with the Area of Focus it is associated with.

Proposed Regional Actions

1. ***Goods and Services:** Create or adopt a guide to be used by staff that provides guidance on how to plan a meeting or event using equitable best practices, including accessibility.
2. ***Goods and Services:** Provide support to community members who face barriers to participating in municipal meetings and events to enable engagement. We will explore how to do this within the scope of our role as municipalities.
3. ***Goods and Services:** Develop a guide for staff and council members of municipal units on how to review and update policies, by-laws, procedures, and practices with an equitable best practices lens.
4. ***Goods and Services:** Develop an Anti-Hate & Anti-Discrimination Policy to support regional municipal units for anti-hate and anti-discriminatory efforts until all policies can be reviewed with an equity, diversity, inclusion and accessibility lens.
5. **Goods and Services:** Ensure that emergency information from the Lunenburg County Regional Emergency Management Organization (REMO) is communicated using Plain Language.
6. **Goods and Services:** Schedule regular meetings between REMO staff and the Regional Accessibility Coordinator to support considering accessibility in emergency management.
7. **Goods and Services:** Look for opportunities to provide emergency preparedness information to persons with disabilities through digital and written materials and presentations.
8. **Information and Communications:** Collect and share information about the accessibility of municipal facilities and outdoor spaces using a standardized symbol system.

9. ***Information and Communications:** Create a website dedicated to equity, diversity, inclusion and accessibility work in Lunenburg County to create a consistent space for people to find information about accessibility in the region.
10. ***Transportation:** Collaborate regionally to learn more about what barriers people face related to transportation access as they move within, between, and beyond our municipalities.
11. ***Employment:** Explore the development of a safe space for municipal employees who belong to equity deserving groups. This could be in the form of an affinity group or employee resource group where employees can explore shared experiences, barriers, and solutions.
12. ***Employment:** Assess Municipal/Town physical spaces for opportunities to display signs of inclusion and belonging.
13. **Employment:** Create opportunities for youth with disabilities to provide feedback to municipalities on accessibility matters.
14. ***Awareness:** Review our governance processes related to equity, diversity, inclusion and accessibility. This includes determining responsibilities for decision making, accountability and how we interact with other organizations doing similar work in the community.
15. ***Awareness:** Create an awareness plan to support our organizations to learn about and comply with the Built Environment Accessibility Standard when it is released.
16. ***Awareness:** Create a community awareness plan outlining how to engage the community on equity, diversity, inclusion, and accessibility.
17. **Awareness:** Encourage awareness about accessibility and disability through participating in Access Awareness Week and the United Nations International Day of Persons with Disabilities.

Proposed Actions Specific to Town of Lunenburg

In addition to the regional recommendations, 18 separate action items have been identified specifically for the Town of Lunenburg to implement over the next three years. Town staff have reviewed these actions and consider them achievable within the given timeframe. Some initiatives are already underway, as they align with existing projects and practices, such as improving accessible parking.

1. **Goods and Services:** Develop a process to record, manage, and track accessibility issues in municipal spaces, programs, goods, and services.
 - **Rationale:** This is an action that several other municipal units in the region will be taking on. There may be an opportunity to collaborate on this, which means reducing required resources. Determining the barriers that people are facing will support better decision making about how to employ resources to accessibility efforts.

2. **Goods and Services:** Create a Town's Scent Free policy and provide education to ensure awareness.
 - Rationale: Several other municipal units are either in the process of or planning to develop a scent free policy using an EDIA lens, meaning there will be a document to use for reference. People with Multiple Chemical Sensitivities (MCS) and other environmental illnesses face significant barriers at work and in the community. Creating and enforcing a scent free policy can minimize harm and clarify expectations for everyone involved.

3. **Goods and Services:** Add an accommodation request form to the recreation registration process.
 - Rationale: When someone wants to participate in a recreation program but will need an accommodation, there is no clear channel to have this discussion with recreation staff. We know we can't accommodate all needs all the time, but there should be a way for people to easily see what accommodations are typically available and how to ask about whether their needs can be met. This action is one that other municipal units will be working on as well so there will be opportunity to collaborate, making this easier to do.

4. **Information and Communications:** Identify and adopt a wayfinding and signage standard for future projects.
 - Rationale: Developing a standard for how signage and wayfinding are done will make things consistent and recognizable for the Town and also ensure accessibility of future projects with less need for accessibility reviews of each one. This would also apply to the interpretive signage around town.

5. **Transportation:** Identify and adopt a standard for accessible parking design.
 - Rationale: Accessible parking is identified by the public as a big issue. With the recent parking study, TOL has information to start addressing some of these issues. Identifying a specific standard will help with this process and ensure that new accessible parking spaces are truly accessible to meet the needs of users.

6. **Transportation:** Conduct reviews of accessible parking spaces and develop a process for new/relocated spaces.
 - Rationale: This would involve determining how many accessible parking spaces are truly accessible for users. In Lunenburg and elsewhere in the region, creating/locating new accessible parking spaces tends to be case by case rather than having a process to follow. Creating a process helps the public, staff, and accountability.

7. **Employment:** Update HR policies using accessibility best practices.
 - Rationale: This is the foundation of improving accessibility in employment.
8. **Employment:** Support the development of a workplace buddy program.
 - Rationale: This is a program that would pair new employees with another staff person (of their same seniority or similar) to support social belonging. MODL has launched their program recently so there is an existing model to follow.
9. **Employment:** Develop guidelines for accessibility considerations in employee social events.
 - Rationale: When there are social events, like a holiday party, these guidelines would ensure that everyone can participate. Other municipalities will be doing this as well so an opportunity to share information.
10. **Built Environment:** Assess Council Chambers for accessibility and create a plan to address barriers.
 - Rationale: We know that Council Chambers has some significant accessibility barriers. Assessing accessibility barriers and planning to address them is important and will enable people with disabilities to participate in municipal processes. It will also create a space for staff to meet with the public that is accessible, which is not available in much of the rest of the building.
11. **Built Environment:** Participate in initiatives addressing heritage and accessibility conflicts.
 - Rationale: The tension between needing to increase accessibility and also preserving built heritage continues to exist. As accessibility standards are released under the Accessibility Act (2017) exploring how to manage this tension is becoming more urgent.
12. **Built Environment:** Encourage accessible and affordable housing through policies and engagement.
 - Rationale: This is already being considered in Lunenburg. Continuing to seek opportunities to increase accessibility in housing supports people to find appropriate housing to meet their needs and supports people to age in place.
13. **Built Environment:** Identify a location to install an adult change table.
 - Rationale: Adult change tables are a key feature of accessible washrooms for some users with disabilities. Having one available within the town will allow people to visit and spend time there when they otherwise might not be able to.

14. **Built Environment:** Update emergency evacuation plans to include accessibility considerations.
 - Rationale: Important for safety.

15. **Built Environment:** Ensure accessible detours are available during construction and communicate impacts.
 - Rationale: When people need to move around the community, they can feel unsafe when there are detours, especially unexpected ones. This would involve looking at construction practices, what is required of contractor, events, etc. and ensuring the communications practices involve communication of detours and disruptions to the public.

16. **Awareness:** Develop a procedure for regular employee accessibility training. Include in training tracking and new employee orientation.
 - Rationale: Ensuring staff have an understanding of accessibility and disability is fundamental to having these concepts incorporated into everyday work. Ensuring there is regular training on this topic will reflect changes in culture, legislation, and best practices. Creating an accessibility training program could be done in a variety of ways. For example, an internal program using the Accessibility Foundations training from the province (3-hours), or an online program that is self paced.

17. **Awareness:** Train employees involved in planning and management of municipal built environment infrastructure in accessibility and universal design.
 - Rationale: The recommendation here is to have one staff person in the next three years trained in the [Rick Hansen Foundation Accessibility Certification](#) program through NSCC. This is a commitment to take a part time course at a cost of \$2500. This is an in-depth learning experience with a focus on accessibility in the built environment. Having someone on staff with this advanced training will increase capacity of the organization with respect to accessibility. Recommendation is for planner or engineer to complete the course.

18. **Awareness:** Designate a group within the Town of Lunenburg organization to be responsible for implementing the anti-racism and diversity and accessibility plans.
 - Rationale: This is a recommendation to enable more progress in this area. Although accessibility is being incorporated into some practices, efforts have been sporadic. A group of staff to have ownership of this work will support successful implementation of the proposed actions in the two plans. This could be part of responsibilities of an existing group.

Relevant Legislation

Accessibility Act

Financial

Approving the plan does not have an immediate financial impact. However, the implementation of its recommendations may require municipal resources, including staff time, training, and program funding. Costs will be explored as part of the annual allotment to this partnership with the five municipalities, with potential opportunities for provincial funding and cost-sharing to support implementation.

Attachments

- [Lunenburg County Accessibility Plan \(2021\) – hyperlink](#)

Subject: Draft Anti-Racism & Diversity Plan
From: Gem Roberts, Regional Anti-Racism and Diversity Coordinator
Date: March 4, 2025 – COTW



Recommendation

That Committee of the Whole refer the Draft Anti-Racism & Diversity Plan to Council for consideration and approval at the March 25, 2025, meeting.

Background

In 2021, we worked with the Lunenburg County Accessibility Advisory Committee to develop the Lunenburg County Accessibility Plan. The plan outlined the overarching commitments for improving accessibility in all of Lunenburg County and some of the actions we would take to reach those commitments. In 2024, we expanded the efforts and created an intermunicipal agreement to develop a Lunenburg County Anti-racism and Diversity Plan.

Under Nova Scotia's Dismantling Racism and Hate Act (2022), there is a provincial requirement for the government to create and support an anti-racism strategy.

Discussion

The draft Lunenburg County Strategy for Belonging – Anti-Racism & Diversity Action Plan (2025-2028) represents a collaborative effort among the five municipalities within Lunenburg County:

This plan builds upon the work initiated through the Lunenburg County Accessibility Plan and aligns with provincial priorities under the Dismantling Racism and Hate Act (2022). It outlines key commitments, guiding principles, and proposed actions to promote equity, diversity, inclusion, and accessibility (EDIA) within municipal services, policies, and community engagement efforts.

As part of the plan development process, each of the five partner municipalities is asked to review the draft document and provide feedback on its recommendations and overall content.

Relevant Legislation

Dismantling Racism and Hate Act

Financial

Approving the plan does not have an immediate financial impact. However, the implementation of its recommendations may require municipal resources, including staff time, training, and program funding. Costs will be explored as part of the annual allotment to this partnership with

the five municipalities, with potential opportunities for provincial funding and cost-sharing to support implementation.

Attachments

- Draft Lunenburg County Strategy for Belonging – Anti-Racism & Diversity Action Plan (2025-2028)
- A video walk-through of the plan is also available: [📄 video](#)

Lunenburg County Strategy for Belonging Anti-Racism & Diversity Action Plan

~~Perfection~~
progress

April 2025-28



Acknowledgements

We want to recognize this work is both a multigenerational journey and community effort, which drives us to deliver some heartfelt acknowledgments:

First, we acknowledge the Mi'kmaq, the First People of this land they've nurtured, that experienced the first and continuous inequities. As we acknowledge the Peace and Friendship Treaties signed, we recognize that as we do this work as Treaty People, we have a responsibility to intentionally, thoughtfully, and deeply engage to move forward this work of truth, reconciliation, diversity, equity and inclusion.

Often in the presence of inequity lies resilience. We acknowledge the resilient African Nova Scotian community we also serve, that has been in Nova Scotia for over 400 years. We not only honor and offer gratitude to those ancestors of African descent who came before us to this land but also continue to work to dismantle the centuries long hate and racism that has created present day inequities. We acknowledge that, to do this work and move forward, one must acknowledge true history, which is often unwritten. So, we continuously work towards respectfully engaging with and hearing the experiences of the descendants of these communities.

We also want to express gratitude to Kings County for their thoughtful naming approach to this work. Through our engagement, the underlying shared desire of individuals in the community was that they felt they belonged. For that, we've adopted the overarching approach as the Strategy for Belonging.

As equity is not new work, but rather a new approach to work already being done, we acknowledge the staff who have been dedicated to supporting this work and having the needed uncomfortable conversations needed to create change.

To our neighbors in community, we thank you for sharing "you" with us. We acknowledge the bravery it takes to share your stories and lived experiences. This is what continues to guide our work and motivate us.

A special thank you and acknowledgement to the current and previous Municipal Councils for identifying equity efforts as an important part of the strategic priorities of our region. Your leadership helps identify the importance of this work organizationally.

Finally, thank you to the other amazing people doing this work in the province. Sharing your lessons learnt, your expertise and even just being a listening ear, helps this work truly move forward as a larger community.

Introduction

The five municipalities in Lunenburg County are working together to improve and develop equity within in our region. The five municipalities include: Municipality of Chester, Municipality of the District of Lunenburg, Town of Bridgewater, Town of Lunenburg, and Town of Mahone Bay.

Background

In 2021, we worked with the Lunenburg County Accessibility Advisory Committee to develop the Lunenburg County Accessibility Plan. The plan outlined the overarching commitments for improving accessibility in all of Lunenburg County and some of the actions we would take to reach those commitments. In 2024, we expanded the efforts and created an intermunicipal agreement to develop a Lunenburg County Anti-racism and Diversity Plan.

Objective

We know that inclusive communities are stronger communities and we are committed to working individually and as a region to make our municipal programs, services, initiatives and facilities more accessible, equitable and inclusive.

The Strategy for Belonging in Lunenburg County looks ahead to the next three years (April 2025-March 2028), which includes both the updated Accessibility Plan and the first Anti-Racism & Diversity Plan. The Anti-racism & Diversity Plan outlines the commitments and approach for continuous community centred plan development. Being an overarching strategy the Anti-racism and Diversity Plan is also built on the learnings of the original Accessibility Plan.

Provincial Legislation

Similarly, under the *Accessibility Act (2017)*, we had to develop and now must update the Lunenburg County Accessibility Plan. Under the *Dismantling Racism and Hate Act (2022)*, requires government to create and support an anti-racism strategy that will identify and address racism in public policies, programs and services.

Key strategies

We commit to taking actions to encourage a culture of equity in our organizations and communities. We believe in supporting staff, Councils, and the people in our communities to not only become aware of inequities but become educated and equipped on how to remove and prevent barriers, while creating a culture of continuous learning.

Note: We recognize that language around equity work is always evolving and that people have different preferences about how to describe themselves. Although we intend to be respectful and inclusive, we know our language choices may not fit for everyone. If you have feedback about our choices, please let us know.

What We Believe

The first Lunenburg County Accessibility Plan was created using some key principles. We have continued to use and add to the list of these principles as we do our work around equity development. We plan to use them as we implement the 2025-2028 Lunenburg County Anti-Racism and Diversity Action Plan

1

Equitable Access

Working towards equitable access for everyone in our community means that every person has access to opportunities and is treated fairly. Equitable access means understanding that a person's individual circumstances will impact what barriers they might face and what we can do to remove those barriers. Creating equity doesn't mean treating everyone the same.

2

First Voice

It is essential to include first voice perspectives of people who have lived experience in our work. That means hearing first voice perspectives on our plans, the work we have already done, and our decision-making processes.

It also means working to make our processes more accessible and equitable so we hear from persons from equity deserving groups about all our work, not only related to Equity, Diversity, Inclusion and Accessibility (EDIA). This work is a lens to all the work, not its own separate project.

3

Flexibility

We know that things change and that we need to be flexible to respond to changes. Various Acts and Standards will come into effect and legislation may change in the coming years. Things like technology and world occurrences will also change. We understand that this plan must be flexible to make sure we can respond to these changes, take advantage of opportunities and respond to the emerging needs of community. We consider this strategy to be a living document.

4

Collaboration

It is essential to continue to collaborate with other municipal units, the regional committees, organizations at the provincial level, and community partners to advance this plan and work towards a community of belonging.

5

Intersectionality

We know that people have multiple identities and that can mean they face multiple barriers to feeling belonging in our communities. These might be related to cultural or ethnic background, gender, disability, sexuality, or other identities people may have. When these identities overlap, it can magnify the impact of the barriers that person faces overall. We must consider intersectionality and align our plans for broader equity, diversity and inclusion work.

Lunenburg County Strategy for Belonging

Glossary of

Terms

We recognize that language around equity work is always evolving and that people have different preferences about how to describe themselves. Although we intend to be respectful and inclusive, we know our language choices may not fit for everyone. If you have feedback about our choices, please let us know.



Glossary of Terms

Accessibility Act (2017): The provincial law enacted to achieve accessibility by preventing and removing barriers for people with disabilities. The law defines the role and responsibilities of the Accessibility Directorate and the Accessibility Advisory Board, and addresses standards, compliance, and enforcement.

(nslegislature.ca/sites/default/files/legc/statutes/accessibility.pdf)

Accessibility Lens: An Accessibility Lens is a tool for identifying and clarifying issues affecting persons with disabilities used by policy developers and analysts to assess and address the impact of all initiatives (policies, programs or decisions) on persons with disabilities. It is also a resource in creating policies and programs reflective of the rights and needs of persons with disabilities.

Accessibility Standard: Under the Accessibility Act (2017), standards are the laws that will be developed to increase accessibility in Nova Scotia. Standards will be developed in six areas; Built Environment, Education, Employment, Goods and Services, Public Transportation, and Information and Communications. As standards are enacted into law, they will include who needs to comply with them.

Barrier: Something that makes it harder for some people to participate. Nova Scotia's Accessibility Act defines a barrier as "anything that hinders or challenges the full and effective participation in society of persons with disabilities, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy, or a practice."

Disability: As defined in Nova Scotia's Accessibility Act: "a physical, mental, intellectual, learning or sensory impairment, including an episodic disability that, in interaction with a barrier, hinders an individual's full and effective participation in society."

Dismantling Racism and Hate Act: The Dismantling Racism and Hate Act, developed by an all-party committee following extensive engagement with Nova Scotians, outlines the government's approach to addressing systemic racism, hate and inequity. The Act's focus is on a commitment to work with underrepresented and underserved communities to create a community network and develop data standards to monitor and address systemic hate, inequity and racism. ([Dismantling Racism and Hate Act](#))

Equitable/equity: A commitment to fairness. Equitable access is different from equal access. Equality means everybody is treated the same; equity means everybody is treated fairly, based on their needs and abilities. Equity recognizes and values differences, removing systemic barriers and accommodating individual differences, as needed.

Glossary of Terms

Government of Nova Scotia Accessibility Plan: A multi-year plan setting specific priorities and commitments for achieving accessibility within the Government of Nova Scotia. The most recent plan was published in 2022 and covers the years 2022-2025.

(novascotia.ca/accessibility/plan)

Intersectionality: How a person's identities, such as their gender, ethnicity, and sexuality, affect their access to opportunities and privileges.

Lunenburg County Accessibility Advisory Committee (LCAAC): The committee established by the five municipalities in Lunenburg County that is responsible for advising the municipal councils on identifying, preventing, and removing barriers to people with disabilities in municipal programs, services, initiatives, and facilities. The LCAAC is made up of one elected official from each of the five municipalities and the Village of Chester and six community members. At least half of LCAAC members must be persons with disabilities or represent an organization that represents persons with disabilities.

Lunenburg County Anti-Racism and Diversity Advisory Committee (LCADAC): The committee established by the five municipalities in Lunenburg County that is responsible for advising the municipal councils on identifying, preventing, and removing barriers to people with disabilities in municipal programs, services, initiatives, and facilities. The LCAAC is made up of one elected official from each of the five municipalities, six community members and two indigenous members (1 each from Acadia and Sipekne'katik First Nation). A matrix is used to have wide diversity of representation from equity deserving groups.

Meaningful: In the context of our work, the term meaningful is used to ensure the efforts being made are deemed valuable by those affected by the efforts.

Plain language: Clear, conversational communication that makes sense to the intended audience. The goal of plain language is to communicate so clearly that the intended audience can easily find what they need, understand what they find, and use the information (plainlanguagenetwork.org/).

Prescribed: The *Accessibility Act* and *Dismantling Racism and Hate Act* enables the government to use the regulations to identify which organizations must comply with certain requirements. The use of the word "prescribed" in legislation is intended to give wide authority for regulations to be made that set down a specific rule or direction.

We also recognize there may be additional terms we may have missed, so we suggest also checking out the Canadian Centre for Diversity and Inclusion's Glossary of Terms: <https://ccdi.ca/glossary-of-terms/>

Letter from Your Coordinators

Dear neighbours,

If anything, the past five years have shown how important community is. All of us have felt excluded or like we didn't belong at some point in our lives. It's an isolating experience we can all relate to. Living, learning, loving and playing in Mi'kma'ki, has not only shown us that experience happens often for some in our community.

Serving as your regional coordinators, we hear about what barriers people in underserved and underrepresented groups are facing in our community and we do our best to support changes that will help remove those barriers. In this work, having heard your stories and having personal lived experiences being a part of these groups, both our feet and hearts are (deeply) in it. We know racism, discrimination, ablism and other forms of hate occur in this place we call home. Sometimes it's in your face, systemic, a look or an unintentional act that can cause harm--this is the reality for many people living in Lunenburg County.

Two things can always be true and we want to share that amidst the less "fuzzy and warm" experiences we have that make us feel more excluded, we have found people in community that have made this home for us. We face different types of barriers when we are out in the world (one of us being black and the other having a disability), but the feeling of exclusion/not belonging is the same. We want to participate in, contribute to, and feel like we belong in our community, but sometimes attitudes, rules, and built structures send us the message that a place wasn't made for us.

We want to continue doing this work out of a desire to make change that will make our communities better for all of you, for ourselves and our families. This is heavy work that sometimes feels overwhelming, but the more we sit in discomfort together to have hard conversations, listen to learn and understand, and speak to promote justice... it makes the hard days worth it. The need is great and we hear that loud and clear from our community. So, let's continue to hold each other (and learn what that really means) along the way.

Yours in Community,

**Ellen Johnson (Accessibility) &
Gem Roberts (Anti-Racism & Diversity)**



Evaluation

In this strategy, each of our municipalities has included actions they will take to increase accessibility and combat hate and racism within our community. We will track our progress on these actions and update on progress to the community every year.

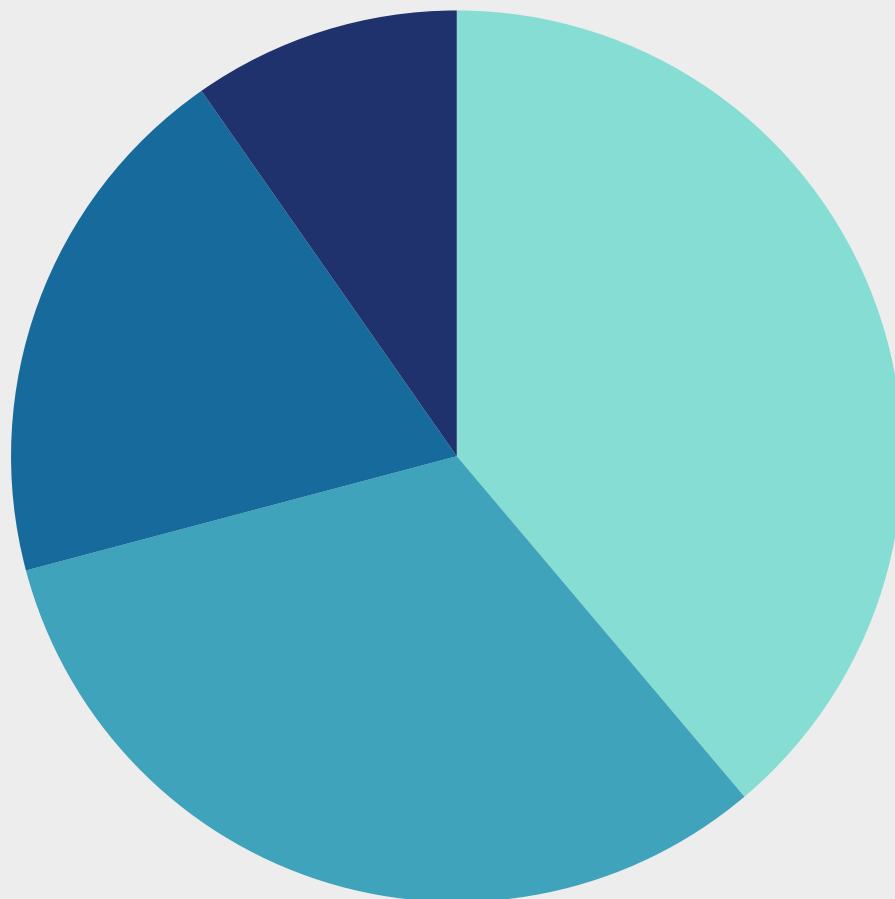
We will continue to connect with the community, especially persons from equity deserving communities, to learn about their experiences and if what we are doing is making a meaningful difference. We will do this through community engagement sessions, surveys, and monitoring complaints and comments from the public.

We will also ask municipal staff, volunteers and elected officials about equity in our organizations to make sure we are increasing understanding over time.

As this work is both change focused and human-centred, we will continue to partner with organizations that specialize in data and evaluation. This makes sure we are not duplicating efforts and we engage with organizations that specialize in this area.



Budget Breakdown



- Public Engagement & Relationship Building (38.8%)
- Training & Education (32%)
- Materials (19.4%)
- Operations (9.7%)

**PENDING APPROVAL
TO REFLECT ACTUALS**

As this work is focused on developing equity in the spaces they currently are not, along with ensuring first voice is amplified. This approach is also reflected in how we distribute our budget, to ensure we prioritize engagement and education financially.

Diversity in our Community

PENDING UPDATED DATA
TO REFLECT ACTUALS

Trends in the past 5 Years

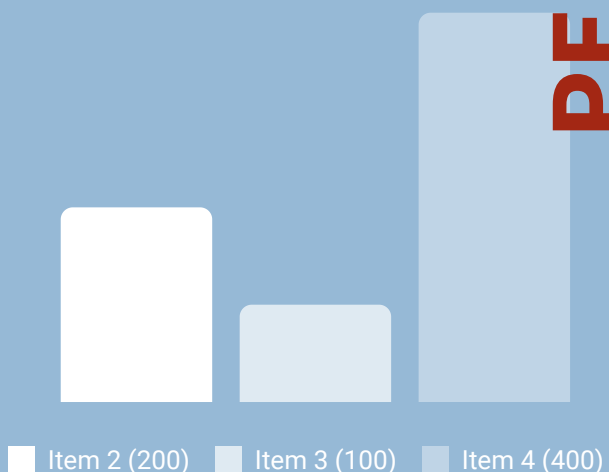
This will encompass stats around current diversity in our community along with emerging trends.

Our current community

The quick brown fox jumped over the lazy dog into a shimmering pool of rainwater that had gathered since the last frost. Soft clusters of leaves fall without a plan to the ground, mirroring the unhurried chestnut thatch of the fox's dense coat. The fox looks to the west, only then realizing the horizon has begun to curve towards them. Perhaps they should not have jumped so soon.

Target audience

The quick brown fox jumped over the lazy dog into a shimmering pool of rainwater that had gathered since the last frost. Soft clusters of leaves fall without a plan to the ground, mirroring the unhurried chestnut thatch of the fox's dense coat. The fox looks to the west, only then realizing the horizon has begun to curve towards them. Perhaps they should not have jumped so soon.



Lunenburg County Anti-Racism and Diversity Committee

Name

Relationship to Community

Darlene (she/her)
Person 2

Favourite Aunt and Trans Advocate

Item 6

Item 7

Item 8

Item 9

Item 10

**PENDING APPROVAL
TO REFLECT ACTUALS**

To ensure we had a diversity of demographics, with prioritization of equity deserving groups, we developed a matrix to anonymize applicants and to ensure members were selected unbiasedly. Additional factors we took into consideration are service sectors important to have representation from (eg. Public Health and the regional School Board)

Areas of Focus



Through both public engagement and internal staff and council conversation, the main areas we plan to develop actions within and set goals for ensure we are moving towards creation of equitable practices. These areas also capture the various layers needed to continuously create and track meaningful change.

Recruitment & HR

Focus on actions to create working environments and cultures where every individual can feel safe, experience a sense of belonging, and is empowered to achieve their full potential.

Awareness

Equality and diversity awareness plays a crucial role in shaping societies and creating culture shift. This area focuses on actions that aims to promote and encourage a general understanding of barriers and challenges within our community face.

Policies & Procedures

Focus on actions around current policies, practices and procedures through an EDI and intersectional lens to identify potential gaps, areas for improvement and areas of strength in the recruitment and retention of underrepresented groups.

Safe Brave Space

Focus on developing environments as change occurs for individuals involved, especially those that are equity deserving, throughout engagements, programming, in community and internally organizationally. Ensuring we dedicate a focus to safe space creation for emotion regulation to be fully present for the community we serve to minimize/mitigate further harm, rest from possible discrimination or trauma, and supporting individual and community well-being while still addressing and having needed difficult (and brave) conversation.

Data, Evaluation & Reporting

In order to improve and ensure work is effective, this area focuses on actions that informs us of the diversity of community and the varied experiences, identify barriers to inclusion, development and evaluation of inclusive programs, supports, and services, and track progress.

Education & Training

Focus on actions that work towards ensuring community members and staff understand the importance and foundations of equity and inclusivity. Learning is continuous, so actions will always include ways for growth in understanding. Understanding diverse perspectives, cultures, and backgrounds through education and training increases cultural competence.

Proposed Actions

With recent development of our regional committee, we plan to review recommended action items captured during initial internal and community engagements.

The following actions are recommended, but are subject to committee review and submission to council for final reviews.

As we conducted engagement and continue to do so, we have partnered with many community organizations to implement actions and have wider community impact. Some of these partners are:



We understand as this is community work, we need to grow in collaboration. We anticipate tracking the additional partners we engage with over the years to capture larger community ownership and awareness of equity work

If you are interested in working with us, please connect with the regional coordinator: groberts@chester.ca.

PARTNERS

ACTIVITY	AREAS of FOCUS	DETAILS
Stigma Reduction: Development of a Lived Experience Library (for public)	Awareness	Opportunity for community members to engage with equity deserving individuals from our community. This is a way for individuals to share their lived experiences and others to become both aware of inequities present and educated from a first-voice approach by also asking questions.
Co-creation of equity statement to equip municipal staff/councillors on the region's stance of justice and equity	Awareness	This is a co-created and agreed upon approach to municipal/regional dedication to equity and behaviours in relation.
<u>Making municipal spaces identifiable as community partners in the equity journey</u>	Awareness	Learning from community the things that help them identify if a space is inclusive and identifying ways this can be shared/done across municipal units and organizations (i.e.. Accreditations, Door Stickers, Flags)
Monthly Drop-In Sessions for community to access coordinator and equity specific information	Awareness	Currently ongoing to share resources & connect with community to inform and guide the work and decisions.
Forming of Youth Sub-Equity Committee	Awareness	To make sure youth voice is included in planning and solution creation for now and the future generation, a youth committee will be created.
Accessible Community Equity Showcase ("What Does Belonging Mean in Lunenburg County?")	Awareness	Sharing of learning and data from community in a gallery space via recordings, quotes and art pieces that speak to "What Belonging in Lunenburg County Means". We would promote this programming.
Continuous development and adjustment of Glossary of Terms in EDIA	Awareness	Community informed and sharable glossary of terms that speak to current and emerging words in equity work.
Develop regional website for Equitable best practice and resource sharing	Awareness	Unified place with regional plans, guides and resources for not only municipalities, but also local organizations to ensure adoption of equitable practices. Also a place to celebrate diversity in the region
Identification of new member to the community welcome experience	Awareness	Mapping and identification of new individuals in community to ensure they're aware of resources and feel welcomed
<u>Assess Municipal/Town spaces opportunities to display signs of inclusion and belonging</u>	Awareness	
Plan development for translation of emergency documents to most common and indigenous languages in our area	Awareness	
Regional communications strategy in response to continuously support EDIA work	Awareness	Statement development
Regional strategy in response to national political climate of EDIA buy-out for safety development	Awareness	Municipal co-developed facilitation of trauma intervention groups to support community post-
Develop cross-municipal agreement	Core	Agreement between all 5 municipal units on developing a regional approach
Co-creation of implementation strategy for each municipal unit with staff/community	Core	
Municipal EDIA Working Groups	Core	
Budget for 2025-26	Core	
Budget for 2026-27	Core	
Budget for 2027-28	Core	
<u>Mapping and review of internal review process to ensure EDIA lens is added</u>	Data/Reporting/Evaluation	RACI Matrix of what parties should be Responsible, Accountable, Consulted and Informed when changes are made.
<u>Mapping of committees and groups that work within the region's equity space</u>	Data/Reporting/Evaluation	Data to make community of aware of equity serving groups and how they serve the community + work with each other.
Development of human-centred approach to capture diversity present within municipal units	Data/Reporting/Evaluation	This can be through surveys, to capture the current baseline of diverse representation within units.
Development of human-centred approach to capture experiences of equity deserving groups within municipalities	Data/Reporting/Evaluation	After capturing data of diversity within units, understanding their current barriers and experiences to ensure solutions are developed with everyone in mind and inequities are identified.
Identification of areas of growth internally, based on reported experiences from equity deserving groups	Data/Reporting/Evaluation	Employee shared experiences and data will help inform needed shifts.
Exploration of possible approach to regional reporting for equity specific complaints/comments/barriers (Public)	Data/Reporting/Evaluation	Temperature checking
Surveying of municipal staff/councillors readiness levels on equity journey	Data/Reporting/Evaluation	This is capturing of how equipped staff/council are in their roles to work towards equitable spaces. This will inform identification of needed trainings and/or supports.
Identification of approaches on how to evaluate programming and resource equitability	Data/Reporting/Evaluation	Development of plan on how to review and "audit" the current programming and resources provided to ensure they are equitable/accessible to equity deserving groups.
Identification of equity deserving groups within each municipal space	Data/Reporting/Evaluation	Identification and determination of key groups that need to be engaged with within each municipal space.
<u>Begin discovery process to track, manage & report equity issues in goods and services provided by municipalities (Internal)</u>	Data/Reporting/Evaluation	
Co-create human centred metrics for tracking EDIA efforts to ensure actions are effective, safe and meaningful	Data/Reporting/Evaluation	Efforts to move away from traditional Key Performance Indicators that are focused on outputs and numbers. This is a focus to track work to ensure it is not box-checking.
Stigma Reduction: Development of a Lived Experience Library (for Council/Staff)	Education/Training	Opportunity for staff/council members to engage with equity deserving individuals from our community. This is a way for individuals to share their lived experiences and staff/council to become educated from a first-voice approach by also asking questions and learning trauma informed communication.
Development of engagement plan at each level of management and/or department with	Education/Training	Development of how to engage or what engagement can look like with equity deserving groups in community from a multilayered (organizationally) and department perspective.
Development of Municipal Mocktail Mindshift Hours	Education/Training	Relaxed "mocktail" events for learning opportunities for municipal staff. (i.e.. Queer Mocktails, ASL Amaretto Sours, Dialect Daiquiris)

ACTIVITY	AREAS of FOCUS	DETAILS
<u>Introducing an equitable layer or lens in decision making processes</u>	Policies/Procedures	<i>After mapping current decision making process so it is accessible, ensuring EDIA committee/trained individuals are within the stream of the decision making process/procedure shifts/policy reviews</i>
Create and adopt a guide to be used by staff that provides guidance on how to plan a meeting or event using equitable best practices	Policies/Procedures	<i>Guide for staff & council members of municipal units on how to plan/deliver events and meetings with equitable best practices lens.</i>
First development of Anti-Hate & Anti-Discriminatory Policy	Policies/Procedures	<i>Policy to support regional municipal units for anti-hate and anti-discriminatory efforts until all policies are able to be reviewed with EDIA lens.</i>
First development of Policy & Procedure Review Guide	Policies/Procedures	<i>Guide for staff & council members of municipal units on how to review and update with equitable best practices lens.</i>
<u>Create a scent free policy for municipal review and consideration</u>	Policies/Procedures	
<u>Exploration of initial development of an accessible accommodation request form for public for programs/services/meetings</u>	Policies/Procedures	
Provincial EDIA Lens Procurement Policy	Policies/Procedures	
Identification and strategizing around policy gaps around employment practices	Policies/Procedures	<i>Identification of needs around accommodations policy, flex-work policies, etc.</i>
Hire Regional Coordinator	Recruitment/HR	
Develop Regional Advisory Committee	Recruitment/HR	
Development of Diversity Representation Matrix	Recruitment/HR	<i>A template to guide recruitment or review board or staff makeup to ensure diverse representation.</i>
Identification of gaps in representation at all levels of organization & areas of growth	Recruitment/HR	<u>With awareness of current representation and opportunities to develop a more inclusive environment, we can begin discovery of representation target setting at different levels of the organization. See Canada Research Chairs Equity Target Setting</u>
Staff focus group development: Equitable Hiring Practices	Recruitment/HR	<i>Understanding of barriers employees faces during first week(s), month(s) and year of employment to identify key changes needed.</i>
Review and Development of an Onboarding Package	Recruitment/HR	<i>This is creation of a guideline to package for new staff/council. This will be identification of key resources, helpful trainings, and additional supports needed for inclusive and equitable hiring procedures.</i>
<u>Exploration of initial development of an accessible accommodation request form for staff during employment journey</u>	Recruitment/HR	
Development of procedure for staff to choose holidays that support differing cultural and religious backgrounds	Recruitment/HR	
Safe Space Creation for Committee Members through Trauma Informed Facilitator	Safe Brave Space	<i>Safely Brave Space for facilitating difficult conversations for understanding, but also doing this safely to ensure we don't create more harm.</i>
Surveying of Needs for Development of Groups for shared/similar lived experiences (staff)	Safe Brave Space	<i>This is the development of curated safe spaces informed by community and/or staff needs/wants to connect with others with similar lived experiences (i.e.. Parents of Kids with DiverseAbilities, BIPOC Youth in Bridgewater, etc.)</i>
Surveying of Needs for Development of Groups for shared/similar lived experiences (community)	Safe Brave Space	<i>This is the development of curated safe spaces informed by community and/or staff needs/wants to connect with others with similar lived experiences (i.e.. Parents of Kids with DiverseAbilities, BIPOC Youth in Bridgewater, etc.)</i>
<u>Having emergency documents accessible in plain language and plan for translation to most common and indigenous languages in our area</u>	Safe Brave Space	
Surveying the need and supporting co-creation of groups for connecting with persons of similar identity	Safe Brave Space	<i>This will be informed by community need and will be in most accessible method feasible. (I.e. Facebook group for Black Individuals in the Lunenburg County). This is a space for connecting and resource sharing.</i>

Next Steps & Action Items

As we have identified opportunities to begin this work, it is only the start...



- ➔ Continue community engagement to inform further plan development
- ➔ Conduct committee plan review then submit final plan for Council approval
- ➔ Develop regional statement on stance for equity efforts
- ➔ Develop implementation plans for each municipal unit based on agreed upon action items.

Mr Jamie Myra Sworn
Mayor of Lunenburg
119 Cumberland Street, P.O. Box 129
Lunenburg, Nova Scotia
Canada B0J 2C0

December 16th, 2024

Dear Mayor Myra Sworn,

ICOMOS Canada has been informed that a major housing development is currently planned in the buffer zone of the World Heritage site of Old Lunenburg and that a group of citizens of this city have expressed their concerns to such a development. Some of those citizens also raised questions regarding potential gaps in the management and protection of the heritage of Old Lunenburg and its buffer zone.

The inscription of Old Lunenburg on the World Heritage List in 1995 included the urban fabric and historic buildings, to which was added a buffer zone consisting of undeveloped communal spaces. The inscription notably mentioned the views over the city, offered by the maintenance of old communal spaces not developed since 1753, a rare phenomenon since it often disappeared in other cities.

ICOMOS Canada understands the need to develop the municipality of Lunenburg and does not advocate that the site and its buffer zone remain frozen in time. But, as part of the technical body advising UNESCO on cultural sites, our organization wishes to raise a few questions in order to create as many favorable conditions as possible for maintaining the OUV of the site.

With this in mind, would your administration agree to comment or answer the following questions?

1. As of 2017, there appears to have been a series of changes by local authorities in legal protections, policies and development control regulations that favor housing development within the site's buffer zone. Were these changes brought to the attention of Parks Canada and the UNESCO World Heritage Center at the time? Has there been a technical opinion or validation of the adequacy of these changes with the protection of the site's OUV?
2. Has the Town of Lunenburg undertaken a full and independent heritage impact assessment study of the development project, in accordance with the guidelines and

principles of ICOMOS and the World Heritage Centre? Has a strategic environmental impact assessment been considered?

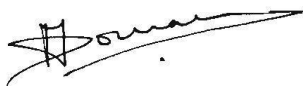
3. Does the Town of Lunenburg, as site manager, have a site management plan in place and, if so, can you provide us with a copy of this plan?

4. Would you agree to provide information on how and when the "Town of Lunenburg Heritage Sustainability Strategy (2010)" was implemented by the city with a brief summary of the dates that various recommendations of the report were implemented?

5. What are the actions and monitoring measures the Town of Lunenburg, as site manager, has implemented to ensure "the appropriate managing authority to determine whether planned development or changes in use in the buffer zone would impact the Outstanding Universal Value (OUV) of the associated World Heritage property? Does the Town of Lunenburg receive any technical support from Parks Canada or the provincial or federal authorities?

We thank you in advance for the answers and clarifications that will allow our organization to have a better understanding of the situation in Lunenburg, and we express our willingness to make the expertise of our members available to you to support your administration in preserving the OUV of this remarkable site for Canada and the international community.

While awaiting your response, please accept, Mr Mayor, our cordial greetings.



Mathieu Dormaels *Ph.D.*,
President
ICOMOS Canada
president@canada.icomos.org

cc. : The Honourable Allan MacMaster, Nova Scotia's Minister of Communities, Culture, Tourism and Heritage
Nadine Spence, Vice President, Indigenous Affairs and Cultural Heritage, Parks Canada
Geneviève Charrois, Executive Director, Cultural Heritage Parks Canada
Regina Durighello, Director of the World Heritage Program, ICOMOS
Jean Laberge, Chair, Advisory Committee on World Heritage, ICOMOS Canada
Hilary Grant, Director of Community Development, Town of Lunenburg

Town of Lunenburg Council
119 Cumberland Street, P.O. Box 129
Lunenburg, Nova Scotia B0J 2C0

November 22, 2024

Dear Mayor Jamie Myra and Members of the Town Council,

I am writing to express my strong support for the construction of public washroom facilities on the grounds of the Lunenburg Academy. This essential project aligns with the values outlined in our town's Comprehensive Community Plan, fostering inclusion, contemporary excellence, and placemaking.

Currently, there are two single-unit washrooms on the main floor of the building, which houses four tenants. The Lunenburg Library regularly serves 120 to 200 customers a day, the Atlantic Canada Language Academy has between 30 and 45 staff and students, Lunenburg Walking Tours brings in an average of 15 people twice a day, and the Historic Classroom sees between 60 and 200 visitors daily, who frequently arrive on tour buses of 40-50 people at a time. As the only floor open to the public, this results in long washroom lines, crowding in the hallway, and disruptions in regular library operations. The facilities, not designed or maintained for this heavy use, frequently become unsanitary or inoperative, leading to service interruptions and frustration.

Access to clean and safe washroom facilities is widely recognized as a fundamental human right. This is especially important in a community space like the library, where individuals of all ages and abilities gather. This lack of adequate washroom facilities compromises the experience of regular users and visitors alike, a concern explicitly addressed in the CCP, which emphasizes the need for well-maintained and accessible public spaces, municipal buildings, and leisure facilities to improve community livability and foster a welcoming environment. Furthermore, outdoor facilities could provide access beyond the Academy's open hours, extending the use of the surrounding park, community garden, and active transportation route into the early morning and evening.

From an economic perspective, Lunenburg's reputation as a UNESCO World Heritage Site attracts thousands of visitors annually, as recognized in the CCP. By providing adequate public amenities, the town can encourage longer and repeat visits, fostering greater patronage of local shops, businesses, and attractions. By incorporating environmentally sustainable and aesthetically sensitive design, this project can also exemplify the CCP's commitment to environmental stewardship and heritage preservation.

I urge the Town Council to prioritize this proposal as a strategic investment in our community's future. This project embodies the CCP's guiding principles, addressing the needs of both current and future generations while enhancing the quality of life for all.

Sincerely,



Ashley Nunn-Smith
CEO & Chief Librarian, South Shore Public Libraries



Upgraded Washroom Facilities Urgently Needed at the Lunenburg Academy

November 29, 2024

**Attention: Lunenburg Town Council
119 Cumberland Street, P.O. Box 129
Lunenburg, NS, B0J 2C0**

Dear Mayor Jamie Myra and Members of Town Council,

I am writing to express concerns about the very limited washroom facilities inside the Lunenburg Academy.

As you are aware, the Lunenburg Academy is a well-known and loved National Heritage Site, attracting a significant number of visitors from around the world each year. This year was our busiest yet, with thousands of people visiting our Heritage Classroom. It is a joy to see bus after bus, filled with tourists, roll up to the Academy with people disembarking with cameras in hand, in awe of our beautiful building. Many times, after the long drive from Halifax, and before they take a stroll around the grounds to take pictures of our majestic architectural gem, and even before stopping into our museum, they look for a washroom. The result is overcrowded halls and long lines of people, waiting to get into the only washrooms available, which are *inside* the Lunenburg Library. It is disheartening. Not only is it an inconvenience for guests, but locals and valued tenants are disrupted. And the mess left behind for the library to clean up is unacceptable.

While the Academy showcases an important piece of our town's rich history and cultural heritage, the current facilities are unable to adequately accommodate the influx of visitors. This situation not only creates discomfort for our guests but also places an undue burden on the limited washroom facilities of other tenants within the building.

The lack of sufficient washroom access not only leads to long wait times and frustration, but it is also ultimately detracting from the overall experience that our visitors have when exploring this iconic location. Tourists who travel great distances should be able to enjoy their visit without the added inconvenience of inadequate amenities. Providing adequate facilities would reflect positively on our commitment to hospitality and visitor care.

Another thing that becomes problematic, particularly given the fact we are a National Historic Site, is that the Heritage Classroom's hours of operation are dictated by the Town library. This is for no other reason other than the washroom facilities are located inside their leased space. Our guests have no access to facilities. When the library is closed, for whatever reason, we are legally obligated to close the Heritage Classroom. This has happened during holidays, when we have more tourists than usual wanting to visit the Academy, and even when the library experiences staffing shortages and must close for the day.

We need a solution. We are proposing temporary washroom facilities be built outside on the grounds. In terms of financial considerations, the initial investment in constructing them would be a valuable addition to the town's infrastructure. The increase in visitor satisfaction could lead to longer stays and higher spending in our local businesses, providing a positive return on investment. Having dedicated washroom facilities would reduce the pressure on existing tenants, allowing them to focus on serving their guests without the added responsibility of accommodating transient visitors.

From our perspective, it is a necessity for people to visit our museum.

As we look toward the future, we need to prioritize the comfort and satisfaction of those who come to appreciate our town's heritage. Building washroom facilities at the Lunenburg Academy would not only enhance the visitor experience but also serve as a testament to our dedication to preserving and promoting our local history.

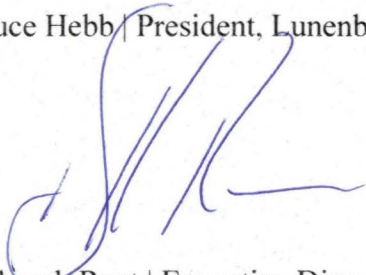
We urge the Town to consider this proposal seriously and look forward to discussing how we can work together to make Lunenburg an even more welcoming destination for all who visit.

Thank you for your time and consideration.

Sincerely,



Bruce Hebb | President, Lunenburg Academy Foundation Board of Directors



Deborah Rent | Executive Director, Lunenburg Academy Foundation

Subject: Traffic and Parking Study Follow-up
From: Community Development
Date: March 4, 2025 – COTW



Recommendation

That Council provide staff direction on any resulting priority items resulting from the completion of the Traffic and Parking Study.

Background

In March 2024, the Town of Lunenburg issued an RFP and retained WSP Canada Inc. to undertake a Traffic and Parking Study to enhance traffic flow and parking while addressing seasonal challenges and ensuring the preservation of the heritage values of the environment. There was also a public engagement component to the project. The study involved data collection at key locations and included resulting design recommendations for the Town's consideration. WSP delivered the final report to staff and presented it at the January 25, 2025 Council meeting.

Discussion

The full parking study can be found here: <https://townoflunenburg.ca/1799-2025-traffic-parking-study/file.html>

The following recommendations are from page 30 of the study:

WSP provided the following recommendations:

- Metering with a pay-by-plate system to facilitate use for tourists and by-law enforcement officers.
- Creating a resident parking pass for those with vehicles that live on streets without driveways.
- Reconfigure and increase parking capacity at the Community Centre parking lot.
- Install an all-way stop configuration at the Dufferin / Lincoln / Falkland intersection.
- Discuss All-Way STOP configuration at the intersection of Trunk 3 / Route 332 with Nova Scotia Dept. of Public Works.

The following items were identified as potential next steps for the Town to consider:

- The Town of Lunenburg should advance the preferred intersection and parking modifications to detailed design to confirm property acquisition is not required at the intersections and better understand construction costs prior to construction.

- In addition to the recommendations for this project, the WSP team recommends that the Town of Lunenburg investigate the following ideas that were noticed around the Town during meetings and through site visitations:
 - More, consistent signage for streets, particularly the one-way street network;
 - Maintain pavement markings throughout the year and consider additional directional pavement markings (this will better indicate one-way streets);
 - Study the desire and feasibility for a Park & Ride facility; and,
 - Update the Active Transportation Plan with attainable goals to improve pedestrian and cycling while reducing the parking demand for residents and providing recreational opportunities for residents and visitors.

Financial

Any direction from council will help clarify anticipated budgetary requirements for the upcoming fiscal year.

Subject: 2025/26 REMO Budget & Strategic Planning Resource Allocation
From: Kayla Byrne, Municipal Clerk
Date: March 4, 2025 – COTW



Recommendation

That Committee of the Whole direct staff to present Option 1 (Regional Staff – Status Quo + Coordinator) as the Town of Lunenburg’s preferred choice to the REMO Advisory Committee.

That Committee of the Whole direct staff to present Option 2 (Revised Approval Process) as the Town of Lunenburg’s preferred choice to the REMO Advisory Committee.

Alternatives

- Consider other identified options

Background

On February 10, the REMO Advisory Committee met to review the 2025/26 REMO Budget, including staffing options and Strategic Planning Resource Allocation. These topics were also discussed at a February 19 meeting with all five partner councils.

At the February 19 meeting, it was decided that each partner council would review the options and provide direction at their respective council meetings. These decisions will then be submitted for consideration at the next REMO Advisory Committee meeting on March 12.

At the March 12 meeting, the REMO Advisory Committee will review the recommendations from each council and formulate a final recommendation. This recommendation will then be presented to all five partner municipalities for final approval.

Discussion

For the 2025/26 REMO Budget, decisions must be made regarding staffing levels and the budget approval process. Council may also wish to provide guidance on future emergency policy and long-term preparedness initiatives that could shape budget allocations.

Options for Consideration:

A. Staffing & Resource Allocation

Option	Description	Cost for TOL
Option 1: Regional Staff (Status Quo)	Retains Regional Manager and Coordinator	\$20,040

Quo + Coordinator) *Staff's recommendation	adds one Coordinator in Chester.	
Option 2: Local Resources (Expanded Staffing)	Adds three Local Emergency Coordinators (LECs) to improve local preparedness and response (one Coordinator based at MODL, one based in MODC, and one shared between TOL, TOB and TOMB.	\$39,550
Alternative: Phased Approach	Hires one Coordinator now and reassesses additional positions after two years.	TBD

Staff recommend Option 1 (Regional Staff – Status Quo + Coordinator) as the preferred choice for the Town of Lunenburg and believe this option is sufficient in meeting the Town’s emergency management needs at this time.

While expanding to a more localized staffing structure (Option 2) may provide additional benefits, the increase in costs—nearly doubling the Town’s financial contribution—may require a more in-depth discussion. Given this, staff believe that any potential expansion should be considered as part of the 2026/27 budget deliberations, allowing for a more comprehensive review of long-term emergency management needs and financial impacts.

B. Budget Approval Process

Option	Description
Option 1: Maintain Current Process	Requires two councils to approve REMO’s budget (if they represent 51% of funding).
Option 2: Revised Approval Process *Staff's recommendation	Increases approval threshold to three councils and introduces a draft budget review meeting for all Councillors before final approval.

Staff recommend Option 2 (Revised Approval Process) as the preferred choice, as it ensures a more balanced and inclusive decision-making process, particularly for smaller municipalities. Under the current model (Option 1), REMO’s budget can be approved with the support of only two councils, provided they represent 51% of the total funding. This means that if the two largest municipalities approve a significant budget increase, smaller municipalities may have limited input in the decision—even if it results in a substantial financial impact on them.

C. Additional strategic options for emergency policy & long-term preparedness

While Council is primarily being asked to decide on staffing and budget approval, there are additional strategic considerations related to emergency policy and long-term preparedness. Some of these priorities may be incorporated into future budgets, and through each partnering municipality’s

direction, Council will need to decide where to focus efforts:

- *Emergency Policy & Priorities*
 - Vulnerable Persons Registry: Establishing a database to identify and support at-risk residents during emergencies.
 - Emergency Notification System: Enhancing public alert systems, possibly through a mobile app, improved social media outreach, or integration with provincial emergency communications.
- *Long-Term Preparedness & Resilience Planning*
 - Flood & Hazard Mapping: Expanding the use of GIS technology to map risk-prone areas and improve evacuation planning.
 - Strengthening Community Partnerships: Increasing collaboration with fire departments, community halls, and private sector stakeholders to enhance emergency response capabilities.
 - Emergency Shelter & Livestock Evacuation Planning: Identifying and securing agreements with facilities that can serve as emergency shelters, including considerations for large-animal evacuation in rural areas.

While these additional initiatives do not require immediate budget approval, they will influence future resource allocations. Council may wish to provide direction on which initiatives should be explored further so that REMO can develop cost estimates and funding strategies.

Relevant Legislation

- Emergency Management Act
- [Regional Emergency Management Bylaw](#)

Financial

For 2024/25, the TOL portion of the REMO budget was \$21,511.51, as recommended by the REMO Advisory Committee.

The Intermunicipal Emergency Services Agreement requires that a budget be presented to the REMO Advisory Committee for recommendation to the partner municipalities. Under the current agreement, the budget is considered approved once at least two councils vote in favour, provided they collectively contribute at least 51% of the funding.

Communications

Committee's direction on these items will be communicated to the REMO Advisory Committee ahead of its March 12 meeting.

Attachments

February 19, 2025 Special REMO meeting agenda package

REMO Budget Presentation AGENDA

Special Meeting – Via TEAMS

Wednesday, February 19, 2025 – 6:00 p.m.

- | | Page |
|--|------|
| 1. Call to Order | |
| 2. REMO 2025-26 Budget, Strategic Planning Resource Allocation | 2 |
| 3. Next Steps: | |
| • Municipal Councils to discuss between February 20 th and March 11 th | |
| • REMO Advisory: Wednesday, March 12, 2025, 11:00 a.m. – 12:30 p.m. | |
| 4. Adjournment | |

**** This meeting will be held as a TEAMS meeting only. ****

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Report To: Regional Emergency Management Advisory Committee (REMAC)
Submitted By: Alex Dumaresq, Deputy CAO, MODL
Date: February 10, 2025
Re: Examination of Staff Resource allocation

Background

REMO was established by agreement of 4 councils to work together to provide coordinated emergency planning and response. In 2017, the Town of Lunenburg joined the organization, expanding the service to all citizens in the County. REMO's daily operations focus on the following areas itemized below

Planning

- Creation and updating all emergency & contingency plans
- Consulting with Planning Committee and stakeholders
- Approval of plans and policies at Advisory Committee meetings

Training & Exercising

- Training and exercising key staff to be prepared for activations
- Training and keeping AECs updated on roles for on-call coverage
- Attending training by the province and other entities to stay up to date
- Be Ready training for municipal staff

Building network and relationships with partners

- Identifying and maintaining stakeholder partnerships
- Government departments
- First responders
- Community halls/comfort centres
- Potential suppliers & resources during emergencies
- Large facilities and businesses
- Working with and keeping updated with the provincial Dept of EM (DEM)

Public Outreach and Education

- Public presentations
- Emergency Preparedness Week
- 72-hour preparedness promotion
- Social media and web presence

Governance & Administration

- Coordinating and supporting REMAC
- Tracking expenditures vs budget
- Information management among five units

Emergency Response

- Oversight of on-call rotation
- Serve as “duty officer”
- Critical role in guiding ECC operations

Special Projects

- As time permits (e.g. Vulnerable persons registry, volunteer roster)

Resources

Currently staffing is one regional manager and a (vacant) coordinator position. In addition, during exercises and activations REMO draws upon CAOs & Deputy CAOs from partner units as well as Assistant Emergency Coordinators (AECs).

Issues

Some persistent concerns outlined in this section led to the addition of the coordinator position to the 2024/25 REMO budget.

Increasing Severity & Frequency of Events

2023 was a busy year for emergency response in MODL. Over 30 days were spent in active monitoring, partial activations, and one full activation. The flooding in July of 2023 resulted in the full activation and necessitated several declarations of local states of emergency, a voluntary evacuation and two mandatory evacuations. Over the past decade Nova Scotia has

been experiencing stronger winter storms, more direct landings of hurricanes, more and longer extended power outages, flash flooding and historic forest fires.

In response to these increased threats the province is in the process of changing its response to emergency management. In the last year, the province has created a standalone department responsible for emergency management, increased local responsibility for public alerts, and directly criticized local EMO for insufficient public notification. Most recently, the Department of Emergency Management sent communication outlining higher expectations for Local EMOs to respond - including dedicated public lines, and reciprocal in-person activations. There are strong indications that local REMOs can expect greater demands to be placed on them from the Provincial department.

Activation Gap

Lunenburg REMO uses the Incident Command System (ICS) as an organizing schema for activations. This internationally recognized system has standardized roles and systems for emergency management and is important for interagency cooperation and communication. Historically, Lunenburg REMO has been relatively lucky and has managed smaller events largely through virtual and partial activations. As the frequency and severity of emergencies has increased, the need for a larger number of trained and available staff for positions in an Emergency Coordination Centre (ECC) has increased.

Based on recent activations and training, municipal staff working with REMO have determined that between 24-50 individuals are required to fully activate over multiple shifts. It is important to note that the majority of these positions have been and will remain municipal staff (e.g. CAOs and AECs), who have undertaken additional training and responsibility for exercises and activations. There are 2 specific needs to address the activation gap: first municipal units must commit more staff for exercises training and activations; second, greater backup and redundancy for the regional manager is required to ensure that there is expert emergency management advice available to staff operating an activated ECC.

Need for projects to improve Emergency Response & Preparedness

After action reports

Significant strides have been made to improve emergency response since 2019. The 2023 Flooding After Action Report listed over 100 recommendations to improve the program and close the gaps. Recommendations covered the following areas: ECC positions depth,

competence, & resources; contingency plan revisions; communications; Inter-agency information sharing & collaboration across shifts; and volunteer & elected official training.

In addition to the after-action reports, the Advisory Committee has discussed a range of special projects that could be undertaken to the benefit of emergency planning and preparedness. Some of these projects include: ECC Role Specialization and Training; Evacuation Shelters; Volunteer Roster; Vulnerable Persons Registry; REMO app for Alerts; Evacuation Routes; and REMO Radio Station.

The Provincial government has at various times completed assessments or required self assessments of municipal emergency managements. Appended to this report is a copy of the most recent self assessment completed by Lunenburg REMO. The assessment reveals that we have the basic elements of a program in place and continue to work towards having a comprehensive program in place.

Discussion

To summarize the above background and issues, REMAC has considered the following conditions or baseline assumptions:

1. There is an increasing need for emergency response driven both by changing climate and by increasing public expectations
2. REMO needs more resources than present allocation of a Regional Manager and AECs
3. Emergency response works best through regional cooperation

Following the Budget approval process in 2024, the Municipality of Chester raised concerns about both the budget approval process and the need to consider alternative allocations of resources.

Budget Approval Process

Currently the agreement requires a budget to be presented to the REMAC for recommendation to the partner units. The agreement states that the budget is approved once at least 2 councils approve it, provided they make up at least 51% of the budget. It was noted that the number of units (2) was not increased when the Town of Lunenburg joined. It was also noted that the budget is one of the largest decisions that the REMAC committee makes and, on occasion, some units have reported concern that they did not feel sufficient information was received by

them prior to the budget being formally passed by the organization based on the conditions set out in the agreement.

To address these concerns staff are recommending the following changes. First, REMAC should undertake a more comprehensive budget process as follows:

- Staff present a draft budget for REMAC to review and approve in draft form.
- REMAC should then host a meeting to which the members of all Councils are invited to review the draft budget. The meeting would provide an efficient approach to ensure that all councillors had access to draft budget information before it was passed, so they could raise concerns or questions to their REMAC representatives before the budget is recommended to partner Councils.
- Following the draft budget presentation REMAC will then re-consider the draft budget for recommendation to Councils.

Second, the agreement should be revised to require at least 3 units representing at least 51% of the funding before the budget is formally considered approved.

Arrangement of Resources

Option 1: Regional Staff, decentralized offices

Description: This would include the same staffing complement as in the 2024/25 budget: A Regional Manager, a Coordinator, and additional existing municipal resources (6 AECs, and the CAO group).

Allocation:

The Regional Manager would remain based out of the host unit offices in Cookville on the western side of the county. The Coordinator would be based out of Chester in the eastern side of the county. The AECs and CAO groups would be maintained to provide staffing for the on-call rotation and ECC activations.

Approximately 50% of the Coordinator's time would be spent on local preplanning activities, including identifying and maintaining stakeholder partnerships, supporting local community groups and larger residential facilities and commercial operations in emergency planning and preparedness, and public outreach and education. The remaining portion of the coordinator's time would be devoted to regional level activities (i.e. planning and running training/exercises,

special projects, on-call and activation work, incorporating local networks and community plans into REMO Contingency plans). Work plans for REMO are generated via the regional manager presenting to the CAO group in advance of the budget preparation and following after action reports.

Costing:

This model uses the existing cost allocation model of uniform assessment:

	Uniform Assessment	Share	Regional Costs	Total Cost
District of Lunenburg	3,493,034,076	49.6%	186,384	186,384
District of Chester	2,123,424,985	30.2%	113,303	113,303
Town of Bridgewater	851,153,903	12.1%	45,416	45,416
Town of Lunenburg	375,580,597	5.3%	20,040	20,040
Town of Mahone Bay	195,179,307	2.8%	10,415	10,415
Totals	7,038,372,868	100.0%	375,558	375,558

Analysis:

The Primary benefit of this model is that it is an enhancement of resources over what was available in 2023. It would permit more time for staff to work on training and exercises, special projects, and local pre-planning work. Critically, adding the position provides much needed redundancy for covering the Regional Manager functions during vacation, illness, and extended activations. The option is also a smaller budget commitment in comparison with Option 2.

In comparison with the second option, less resources are available for local pre-planning, activations, and special projects. This approach leaves a high level of responsibility for emergency management with municipal staff who have other full-time responsibilities. Any activation beyond active monitoring requires AECs and CAOs to take on important roles in the Emergency Coordination centre. In addition, there is less capacity for special projects to be completed under this option.

Option 2: Local Resources, Regional Coordination

Description: This represents an increase in staffing over the 2024/25 budget: A regional Manager, 3 local emergency coordinators, and additional existing municipal resources. Under this model, it can be expected that some units would eliminate the AEC position, however each unit would still be responsible for providing a number of staff who would be available for training exercises and activations beyond the CAO group.

Allocation:

The Regional Manager would remain based out of the host unit (i.e. MODL) offices in Cookville on the western side of the county. The local emergency coordinators would be based in 3 of the municipal partners, for example, one in the District of Chester, one in the District of Lunenburg and one in Mahone bay, serving the three towns. The AECs and CAO groups would be maintained to provide staffing for the on-call rotation and ECC activations.

Approximately 75% of the Local emergency coordinators' time would be spent on local pre-planning activities, including identifying and maintaining stakeholder partnerships, supporting local community groups and larger residential facilities and commercial operations in emergency planning and preparedness, and public outreach and education. The remaining 25% of the coordinator's time would be devoted to regional level activities (i.e. planning and running training and exercises, special projects, on-call and activation work, incorporating local networks and community plans into REMO Contingency plans).

Examples of local pre-planning work identified by units:

- Strengthening local stakeholder partnerships such as local fire commissions and departments community halls and comfort centres;
- Supporting larger residential facilities and commercial operations in emergency planning and preparedness (e.g. Maibec, Shoreham Village, Charing Cross Manor);
- Local hazard mapping including flood mapping and evacuation route planning in collaboration with municipal GIS staff;
- Explore potential evacuation shelter facility locations within MOC;
- Staff Training Support – Assist in disseminating Emergency management training to MODC staff who may be needed during activations.
- Engagement with Smaller Community Groups – Increase outreach to vulnerable community groups, such as the Blandford Seaside Senior Club, to understand their emergency needs and explore engagement opportunities.
- Enhance collaboration with MOC first responders to strengthen emergency preparedness and response efforts.
- Support community groups and individual residents adopt the FireSmart model;
- Community presentations on 72-hour preparedness and the municipal role during an emergency;
- Securing local facilities that could house large livestock during an emergency;
- Assisting comfort centres during activation and securing volunteer rosters and grant applications.

It is important to note that these activities (with the exception of the flood and evacuation route mapping) currently form part of REMOs preparedness work. The addition of local coordinators would increase the total staff hours dedicated to this work and would improve local institutional knowledge.

Costing:

This model uses the existing cost allocation formula for regional costs and then assigns proportional local costs, i.e.: 1 position costs to MODL, one to MODC, 50% of a position to TOB and 25% each to TOL & TOMB.

	Uniform Assessment	share	Regional Costs	Local Costs*	Total Cost
District of Lunenburg	3,493,034,076	49.6%	140,635	97,715	238,350
District of Chester	2,123,424,985	30.2%	85,492	97,715	183,208
Town of Bridgewater	851,153,903	12.1%	34,269	48,858	83,126
Town of Lunenburg	375,580,597	5.3%	15,121	24,429	39,550
Town of Mahone Bay	195,179,307	2.8%	7,858	24,429	32,287
Totals	7,038,372,868	100.0%	283,376	293,146	576,522

For ease of comparison, both cost options are presented here in a single table:

Unit	Option 1	Option 2
District of Lunenburg	186,384	238,350
District of Chester	113,303	183,208
Town of Bridgewater	45,416	83,126
Town of Lunenburg	20,040	39,550
Town of Mahone Bay	10,415	32,287
Totals	375,558	576,522

It is important to note that there is some opportunity under option 2 to free some time at the CAO level that is currently allocated towards training and smaller activations. It is not possible to quantify financially due to the varying hourly costs, number of CAOs/Deputies involved and level of engagement but is an important consideration.

Analysis:

Benefits:

- The primary benefit is more resources are available to REMO and to individual communities for emergency preparedness and management. Currently local pre-planning work is being conducted by the Regional Manager. With more resources

available to do this community planning and education work, the Regional Manager would have more time to devote to enhancing the functionality and training of the ECC and to address special projects and after-action report recommendations.

- An additional benefit is the increased professionalization of ECC staff. With four full time staff working in emergency management this approach reduces the demand on the CAO group and AECs who have other municipal duties. If desired, active monitoring and some partial activations could be run without requiring non-EMO staff to take on ECC roles. It is important to bear in mind that continued involvement of municipal staff in the emergency management will be required; most events requiring more than active monitoring will require more than the proposed 4 EM staff.
- Given the additional capacity provided through this option, it is more likely that REMO could address after action report recommendations, special projects, and new expectations from the provincial department.

Issues:

- The cost to hire an additional 2 positions is a barrier potential barrier to pursuing this option.
- The funding formula is more complex and requires agreement from the Towns on how they would share the costs and time of the split regional coordinator.
- There is some potential for management challenges for the new positions given that they will have reporting responsibilities to both their local unit(s) as well as the REMO manager. As a result, there is some risk of losing the benefits of regional coordination.

Alternatives

Rather than selecting one option over the other, REMAC could adopt a staged approach whereby a coordinator is hired regionally and embedded in Chester. In 2 years, an assessment of progress on local pre-planning, training of municipal staff for ECC work, and addressing after action report recommendations could be completed so that the REMAC could determine if the addition of 2 more local coordinators is advisable.

The funding model for option 2 is not the only option available. Alternative approaches could be identified and examined (e.g. the shared local coordinator costs could be allocated using the same cost sharing formula that exists for REMO).

Conclusions

There is an increasing need for emergency response. Experience in Lunenburg County has demonstrated that emergency response works best through regional cooperation. REMO needs more resources than present allocation of a Regional Manager and AECs. REMAC must advise councils on the best route and appropriate budget to do so.

**BRIEFING NOTE TO REMO ADVISORY
FOR INFORMATION**

PURPOSE

Nova Scotia Dept of Emergency Management created a voluntary, municipal evaluation self-assessment to evaluate the municipal/regional emergency management programs and staff continue to monitor it as a gauge for planning purposes.

BACKGROUND

- In 2012, NS EMO created a self-assessed municipal evaluation to be completed every four years. In 2016, NS EMO changed the evaluation to be completed every two years by NS EMO as many self-assessments were graded high creating a misleading assessment. In 2020, NS EMO returned to a voluntary self-assessment format, reviewed annually.
- The 2016 assessment ranked REMO as ‘extremely prepared’ and the only gap indicated was that the EMC and Emergency Coordination Centre staff did not have training at the ICS 300 level. The high score created a misleading representation of the actual emergency management program. For instance, points were allocated because a document was produced to fulfill the requirement, however items such as accuracy, up to date information, if plans were followed, etc. were not considered in the score.
- In 2020, staff added a column for percentage complete to grade the item instead of answering yes/no.
- Since 2020, staff have continued updating the 2020 Municipal Self-Evaluation as a tool to identify gaps and planning.
- There are three levels of assessment and process since 2020 is below.

Type of Plan	2020	2024
Essential Plan	79%	98%
Enhanced Plan	42%	78%
Comprehensive Plan	35%	68%

FINANCIAL IMPLICATIONS

- No financial implication outside of the regular budget and some work will include input from the CAOs and AECs.

RECOMMENDATION/NEXT STEPS

- This was provided to REMO Advisory Committee as awareness of REMO meeting the provincial evaluation requirements set out by the province. It may assist in budget discussion and future workplan requests by REMAC.

Attachment: Municipal Emergency Management Program Assessment Tool

Municipal Emergency Management Program Assessment Tool

In order to determine future emergency management needs, a local government should understand its current capacity and capabilities. The Nova Scotia Emergency Management Office is providing municipalities with a self-assessment tool to assist municipalities in determining their capacity to respond, and activities they may wish to undertake to enhance their current capacity. The self-assessment tool encompasses three levels of preparedness: Essential (meets basic requirements of the Emergency Management Act), Enhanced (more advanced EM program elements) and Comprehensive (all-inclusive and complete EM program). Municipalities are encouraged to complete the self-assessment and discuss with their Emergency Management Preparedness Officer (EMPO).

A tool designed to assist municipalities to assess the effectiveness of their Emergency Management Program

Municipality: Lunenburg County Emergency Management Organization (Town of Bridgewater, Town of Mahone Bay, Town of Lunenburg, Municipality of Chester, Municipality of Lunenburg)

Municipal Emergency Management Coordinator: Angela Henhoeffler

Chief Administration Officer or Clerk:

Alex Dumaresq (MODL), Tammy Crowder (BW), Tara Maguire (MOC), Dylan Heide (TOMB), Jamie Doyle (TOL)

**% Complete
or Grade**

**Work
Progression**

Essential Plan

Municipality has established and maintained a Municipal emergency by-law	50%	100%
Municipality has established and maintained a Municipal Emergency Management Organization	75%	100%
Municipality has appointed a co-ordinator of the Municipal Emergency Management Organization and prescribed the duties of the co-ordinator (EMC) which shall include the preparation and co-ordination of Municipal emergency management plans	100%	100%
Municipality has appointed a committee consisting of members of the municipal council to advise it on the development of emergency management plans	100%	100%
Municipality has prepared and approved a Municipal emergency management plan	70%	90%
Essential Plan Grade	79%	98%

Enhanced Plan

Municipality participates in a Regional Emergency Management Organization	75%	100%
EMC duties are set out in Municipal emergency management plan or bylaw	80%	80%
There is an alternate EMC trained and appointed by the Municipality	90%	100%
There is a clear process to determine the duties and responsibilities of the EMC and alternate	90%	100%
Activation triggers are defined for comfort centres and reception centres	50%	100%
Municipal emergency plans are reviewed and tracked annually by the Municipal Emergency Management Organization	20%	90%
A Municipal emergency management plan has been approved and signed by council within the last five years	0%	90%
A Municipal emergency management plan considers the following critical infrastructure , including applicable civic addressing, impacts and mitigation strategies for the municipality in the event of a threat to, or failure of, the critical infrastructure	10%	100%
Comfort centres/ evacuation reception centres	50%	0%
Fuel (heating oil, propane, diesel, gasoline)	10%	10%
Municipal utility (water, sewer, etc.)	10%	10%
Power	10%	10%
Telecommunications	10%	10%
Potential cyber security impacts and mitigation strategies for the municipality (e.g. computerized critical infrastructure)	0%	100%

A Municipal emergency management plan considers vulnerable populations (ex. persons with disabilities, medical conditions, frail elderly)	0%	0%
Municipal emergency management plans includes a notification process for emergency management personnel and stakeholders	50%	100%
There is a process in place for Council to monitor its Emergency Management Program	70%	70%
Municipality has an annual exercise and training program	70%	100%
The Municipality regularly participates in exercising and training with NSEMO	0%	100%
Post-exercise and post-event debrief sessions are held accordingly, lessons learned are documented, and an After-Action Report is written	50%	100%
Lessons learned and the After-Action Report are shared with NSEMO	100%	100%
There is a public information/awareness and education strategy in place	50%	100%
There is a Municipal emergency communications plan/media plan	70%	100%
The Municipal Emergency Management Committee of Council meets regularly to discuss the Emergency Management Program	85%	100%
An Emergency Coordination Centre (ECC) is designated and exercised	50%	100%
ECC activation triggers are defined in a Municipal emergency management plan	80%	100%
Standard Operating processes for the ECC are documented	60%	60%
A hazard risk/vulnerability assessment (HRVA) has been completed for the Municipality	50%	100%
Results of the HRVA are being used to improve the Municipal Emergency Management Program	50%	100%
There is a clear process for reviewing and updating HRVA	0%	100%
Municipality has a clear internal policy to request that NSEMO issue an emergency alert (Alert Ready System)	10%	100%
There are mutual aid agreements/MOUs with neighbouring municipalities	5%	80%
Enhanced Plan Grade	42%	78%
Comprehensive Plan		
The Municipality has a full time Emergency Management Coordinator (EMC)	100%	100%
The Municipality has contingency arrangements if the main ECC is unavailable	20%	80%
Municipality has designed/implemented additional emergency management projects/capacity such as the following:		
Vulnerable populations registry	0%	0%
Extreme heat plan	10%	10%
Comfort centre guidelines	50%	100%
Other (Name)		
The Municipal emergency management plans consider the federal-provincial-territorial 2019 Emergency Management Strategy for Canada	0%	0%
Contact information in the Municipal emergency management plans are updated a minimum of twice per year	20%	100%
Municipal Emergency Management Advisory Committee meets at least three times per year	100%	100%
Municipal Emergency Management Planning Committee meets at least three times per year	0%	100%
Municipality communicates preventative action options/recommendations to residents	50%	90%
Comprehensive Plan Grade	35%	68%

Instructions: The completion of this self-assessment by the Municipal EMC is voluntary. It is intended to show municipalities the status of their Emergency Management Program. Please feel free to contact your Emergency Management Preparedness Officer to discuss this assessment tool. Municipalities are also encouraged to forward the completed assessment tool to emo@novascotia.ca

2025-26 REMO Budget DRAFT

		2024-25 YTD		2024-25 budget		Option 1: Status Quo Enhanced - Manager in MODL, EMC in Chester Working Regionally		Option 2: 1 Manager, 3 EMCs (Chester, MODL, shared with Towns)	
				Total	Change from Last Year Core Budget	Total	Change from Last Year Core Budget		
TRAINING/ TRAVEL									
01-2250000-140	TRAVEL	5,440.27	6,000.00	7,000.00	1,000.00	12,000.00	6,000.00		
01-2250000-141	STAFF CONFERENCE/TRAINING/PROFESSIONAL DEVELOP	6,772.39	8,000.00	8,000.00	0.00	13,000.00	5,000.00		
	ECC TRAINING (ICS, ECC, 2 Be Ready, Evacuation, SOLE, Scribe, section specific) (EST \$1,000/COURSE)	7,239.13	10,000.00	9,000.00	(1,000.00)	9,000.00	(1,000.00)		
01-2250000-249	MOCK EXERCISES	3,317.67	5,000.00	6,500.00	1,500.00	6,500.00	1,500.00		
01-2250001-201	SUPPLIES - FIELD SUPPLIES (ECC)	3,374.84	5,000.00	3,000.00	(2,000.00)	3,000.00	(2,000.00)		
	TOTAL TRAINING/ TRAVEL	26,144.30	34,000.00	33,500.00	(500.00)	43,500.00	9,500.00		
ADMINISTRATION									
01-2250000-119	REMO-HONORARIUM	136,887.50	201,400.00	197,482.00	(3,918.00)	336,646.00	135,246.00		
01-2250000-129	REMO-BENEFITS	24,364.61	38,738.00	43,500.00	4,762.00	85,300.00	46,562.00		
01-2250000-201	OFFICE EXPENSES (REMO)	13,038.13	14,000.00	7,200.00	(6,800.00)	21,200.00	7,200.00		
01-2250000-210	ADMINISTRATION-INSURANCE	1,205.01	1,700.00	1,700.00	0.00	1,700.00	0.00		
01-2250000-225	RADIO EQUIPMENT	1,078.25	3,400.00	3,400.00	0.00	3,400.00	0.00		
01-2250000-226	OTHER EQUIPMENT	21,500.00	21,500.00	5,000.00	(16,500.00)	5,000.00	(16,500.00)		
01-2250000-230	TELEPHONE-LOCAL SERVICE	177.29		4,520.00	4,520.00	4,520.00	4,520.00		
01-2250000-231	CELLULAR PHONE (REMO)	1,676.47	7,180.00	4,000.00	(3,180.00)	7,000.00	(180.00)		
01-2250000-239	TELEPHONE-INTERNET SERVICES		3,400.00	5,400.00	2,000.00	5,400.00	2,000.00		
01-225-0005-230	TELEPHONE-EMO INFO LINE		0.00	156.00	156.00	156.00	156.00		
01-2250000-235	ADVERTISING-GENERAL	5,325.99	16,000.00	10,000.00	(6,000.00)	10,000.00	(6,000.00)		
01-2250000-236	ADMINISTRATION-ACCOUNTING	1,000.00	1,000.00	1,000.00	0.00	1,000.00	0.00		
01-2250000-248	ADMINISTRATION-RENTAL	1,300.00	1,300.00	1,300.00	0.00	1,300.00	0.00		
01-2250000-254	LICENSE FEES		1,800.00	5,200.00	3,400.00	5,200.00	3,400.00		
01-2250001-236	ADMINISTRATION-CLERICAL	3,500.00	3,500.00	3,500.00	0.00	3,500.00	0.00		
	TOTAL ADMINISTRATION	211,053.25	314,918.00	293,358.00	(21,560.00)	491,322.00	176,404.00		