

INTEGRATED COMMUNITY SUSTAINABILITY PLAN



July 17, 2023
V.2

This is to certify the attached is a true and correct copy of the Town of Pictou Accepted Integrated Community Sustainability Plan passed at a duly called meeting of the Council of the Town of Pictou held on 17 day of July, 2023.

Given under the hands of the Mayor and the Chief Administrative Officer for the Town of Pictou this day of _____, 2023 and under the seal of the Town.

James J. Ryan
Mayor

Kyle K. Slaunwhite
Chief Administrative Officer

EXECUTIVE SUMMARY

The following represents the third full Integrated Community Sustainability Plan (ICSP) released by Town of Pictou (Town) since 2010. This ICSP document will provide a situation analysis on the Town, outline council priorities and discuss programs which will allow delivery of goals over the next five fiscal years (2023/24 – 2028/29). The plan further provides a framework which is to be used as a guide by Town Council in their establishment of multi-year capital budgets, referred to as Capital Investment Plans (CIPs), and annual operating budgets.

Generally, the Town of Pictou has a declining population, has seen a recent substantial residential assessment growth (relating mainly properties selling/removal of cap), has a slowly growing commercial tax base, consistent tax rate, improving but still deficient asset replacement program and a divergent population age. What this roughly means is:

- There is an increasing tax burden on fewer residents.
- There is still a need to continue to push commercial development.
- The capital deficiency has improved but not at an adequate rate based on asset lifecycle.

The Town will be taking a targeted approach with the goals of improving population, increasing commercial tax base, and improving infrastructure. This will be accomplished by making Town owned land available for development, introducing a Development Assistance Policy, promoting commercial opportunities at both the highway commercial (rotary) and downtown/waterfront commercial (Water St, Front St, Caladh Ave), enhancing natural assets, creating new opportunities for its residents and visitors, and invest heavily in capital infrastructure through operations and long-term debt.

Program priorities have been laid out under one of four pillars of sustainability (social, cultural, economic, and environmental), while operational priorities are described within core initiative tables with specific references to CIPs and annual budgets.

The plan was developed through community consultation, namely input from citizens during the October 2020 municipal election and stakeholder groups.

Considerable effort and focus were placed on the economic and environmental pillars over the course of the last ICSP. Examples of investments included: an approximate \$6M investment in central water treatment, \$6M in gateway enhancements through the Pictou Roundabout and \$6M on infrastructure improvements for roads and water leaks. The Town has also begun a review of Pictou Waterfront by updating its waterfront masterplan. This initiative is believed to touch on all four pillars as Pictou's downtown is reimagined.

In part, these priorities relate to Council's priorities of:

- enhancing existing assets and relationships including:
 - downtown,
 - waterfront, and
 - rich partnerships with Pictou Landing First Nation, Scottish Settlers, #2 Construction Battalion and marine commerce,
- population and housing opportunities;

- property assessment growth being outpaced by the fiscal requirements of the Town, e.g., the cost of program delivery continues to increase for mainly inflationary reasons, while property assessments have entered negative growth. Commercial opportunities continue to be a top priority. The initial delivery of opportunities at the roundabout are still ongoing, but an increased focus to create opportunities in the downtown will be highlighted throughout this report. The differentiating factors are the roundabout is a service centre that is meant to catch traffic, while the downtown and waterfront opportunities are meant to create experiential opportunities that highlight our working waterfront and rich history.

To address the strategic directions and concerns the following initiatives are being advanced:

Environmental pillar: Investments in waterfront development and access to the natural environment and assets will become a priority over the next several years. There will be a climate change and disaster mitigation lens as well as ways for the public to interact with the waterfront. Initiatives will be better explained through the Waterfront Master Plan. In addition, continued separation of storm water from sanitary sewer and street resurfacing program will continue.

Economic pillar: Promotion and readying for investment and commercial development, e.g., continued promotion and sale of lots surrounding the roundabout. Additionally, time and financial effort will be placed in working with the downtown and waterfront business community to create a wayfinding signage program. In addition, the Town is exploring additional opportunities along the waterfront for kiosks, purchasing and developing land and find partnerships for existing Town owned buildings.

Social pillar: The sale of Town owned land to promote housing growth; direct involvement in the provision of affordable housing; and through partnerships with other governments the construction of a modern library (renovation and addition to the deCoste Entertainment Centre) – to be known as Pictou County Cultural Hub, i.e., adding to the town’s appeal to persons and families considering a relocation to Pictou.

Cultural pillar: Council also plans to work with businesses, community groups and ratepayers on the redevelopment of Pictou’s waterfront. The exercise will be placemaking and be promoting a four season, working waterfront that attracts residents and visitors alike. In addition, community groups and taxpayers will work on the construction of a new park to promote the heritage associated with Victory Heights. Apart from projects noted herein, emphasis with respect to recreation over the term of this ICSP will be on improving the useful life condition of existing Tangible Capital Assets (TCAs), including the marina, Town owned buildings, and the condition of the Jitney Trail prior to the addition of new recreation/cultural TCAs.

The Town will turn its attention to existing assets within each Town department that are approaching the end of useful life – notably investments in fire related equipment, public works salt shed and the Town Office.

To fiscally plan and ensure affordability of the above noted capital investments, Council has committed to an in-depth examination of financing options including maintenance of an acceptable long-term debt ratio; engagement in funding partnerships with other governments;

the management of special reserves (e.g., Canada Community-Building Fund (CCBF) – formerly gas tax); and an increase in annual contributions towards capital made from the operating budget.

To advance initiatives Council has resolved to:

- Limit the long-term debt to operating ratio to 10% with the primary focus on using debt to match cost sharing opportunities for waterfront development;
- Use CCBF proceeds on paving projects only;
- Increase capital out of revenue budgeting to \$500,000-800,000 per year through reallocation of current expenditures, if council wants debt ratio to remain <10%;
- Pursue cost-sharing programs to undertake major stormwater diversion;
- Developing healthy reserves for new capital opportunities as they arise; and
- Use proceeds from sale of land to create reserves for strategic development purposes.

Table of Contents

EXECUTIVE SUMMARY.....i

1 INTRODUCTION 1

2 WHO ARE WE? 2

 2.1 Overview..... 2

 2.2 Situation Analysis 2

 2.2.1 Population 2

 2.2.2 Finances..... 4

 2.2.3 Capital Assets..... 10

3 STRATEGIC/COMPETITIVE POSITIONING 12

 3.1 Identity Creation..... 12

 3.2 Population Decline 12

 3.3 Residential and Commercial Assessment and Tax Rate 12

 3.4 Tangible Capital Assets..... 13

 3.5 Measurables 13

 3.6 Goals..... 14

4 SUMMARY OF PILLAR INVESTMENTS AND DEPT. INITIATIVES 15

 4.1 Initiatives 17

5 COMMUNICATIONS..... 32

6 PLAN DEVELOPMENT APPROVAL PROCESS 33

 6.1 Background Information 33

 6.2 Origins of Municipal Planning Documents 33

 6.3 Integration of Sustainability Principles in the MPS 34

 6.4 The ICSP Relative to Statements of Provincial Interest..... 34

Appendix A – List of Priorities and Responsibilities 38

Appendix B – Capital Project Summary..... 41

Appendix C – Priority Ranking Map..... 42

List of Tables and Figures

Table 1 - Pictou County Tax Rate Comparison 7

Table 2. Assessment Trends 7

Table 3. Commercial Assessment Trends 8

Table 4. Summary of Five-Year Capital Investment Plan..... 11

Table 5. Five-Year Debt Ratio 11

Figure 1. Pillars of Sustainability..... 1

Figure 2. Population Trends 2

Figure 3. Population Age Diversion 3

Figure 4. Town of Pictou Financial Condition Index (DMA) 2020/21 4

Figure 5. Select FCIs..... 5

Figure 6. Town of Pictou Revenue Distribution - 2020-21 6

Figure 7. Residential Assessment Trends Graphed 8

Figure 8. Commercial Assessment Trends Graphed..... 9

Figure 9. Consultative Process..... 33

1 INTRODUCTION

The Province of Nova Scotia released a manual in 2007 to assist municipalities prepare ICSP documents. This document defines “sustainability” as: ***“an effort to provide the best outcomes for the human and natural environments both now and into the indefinite future. Sustainability relates to the continuity of economic, social, cultural, and environmental aspects of communities, as well as the non-human environment.”*** The manual further defines “sustainable development” as ***“infrastructure development that ensures that the use of resources and the environment today does not damage prospects for use by future generations.”***

As implied by Figure 1, ICSPs are intended to detail actions within one of four pillars: social; cultural; economic; and environmental. These pillars are interrelated and over time must be kept in balance to ensure sustainability. In the case of this ICSP, Town Council has also chosen to list key core (operational) initiatives to be undertaken over the next five-years.

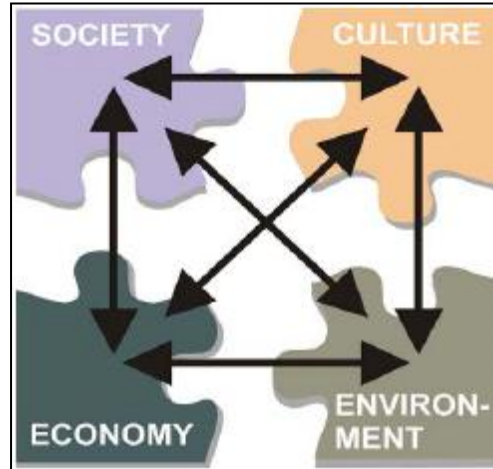


Figure 1. Pillars of Sustainability

Additionally, the ICSP defines how the Town intends to partner and communicate with other governments and residents over the next five-years.

2 WHO ARE WE?

The Town of Pictou, located on the beautiful Northumberland Shore of Nova Scotia, Canada, is renowned as the "Birthplace of New Scotland" as it was here where the first wave of Scottish immigrants landed in 1773. Pictou offers diverse amenities, period homes on tree-lined streets, and strong entrepreneurial spirit. Pictou residents enjoy a relaxed lifestyle with a mixture of old-world charm and culture together with modern facilities and friendly hospitality.

Situated on the northern side of Pictou Harbour, the Town is located at the convergence of the West River, Middle River, and East River. The coming together of these fresh and tidal water creates a unique, brackish environment that is a highly productive habitat for a variety of aquatic species such as oysters, clams, mackerel, herring, and Atlantic salmon.

Throughout the Town's history and still to this day, Pictou has been defined by its access to the water. The waters of Pictou Harbour presented the only direct connection between the Town and the rest of the world during the 18th, 19th, and 20th centuries. As the largest harbour on the North Shore and with some of the warmest waters in Atlantic Canada, it is no coincidence that Pictou has been the site of both Indigenous and European settlements. Today, a network of roads, ferries, and rail trails connect Pictou to the rest of Nova Scotia and beyond.

2.1 Overview

In the 2022 census the Town of Pictou, has a population of 3,107, median age of 53.2, median total income (before tax) of \$33,200, number of private dwellings 1,666, square area of 7.99 and population density of 388.7. Applying the census date to the assessment role, the total Towns total residential assessment is \$163,466,900, total commercial assessment is \$31,814,500, and the median taxable residential assessment is \$109,718.

2.2 Situation Analysis

2.2.1 Population¹

Census reports since 1996 show the population in the Town of Pictou decreasing by an average of 40 people per year.

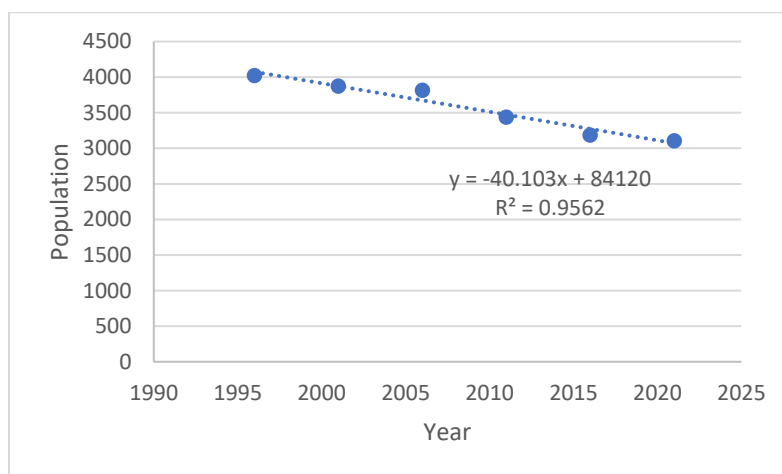


Figure 2. Population Trends

¹ Raw data obtained from Statistics Canada

Figure 3. Population Age Diversion shows a divergent trend in ages over 65 and under 15. This highlights the pronounced population disparity that will occur in the upcoming years.

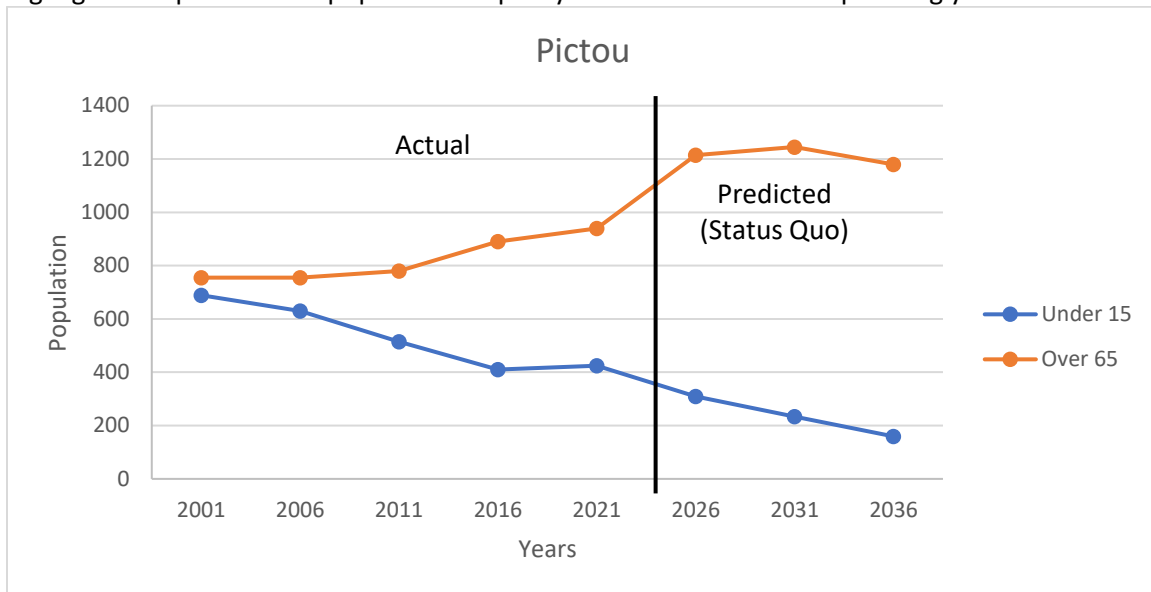


Figure 3. Population Age Diversion

2.2.1.1 Population Decline Interpretation

The Town of Pictou has seen continual population decline for several decades. This is mainly due to divergent population age where the number of young families and youth are in the decline, while the number of 65+ continue to grow. The latter is expected as those born during the “baby boom” are now reaching retirement age. Those entering retirement are not being offset by birth or immigration. As a result, the Town’s population decreasing. The Town of Pictou requires an influx of younger families to address the issue of population decline.

From a municipal finance perspective, certain funding programs have been based in part on population. Unless those distribution formulas are changed, having a declining population would decrease Town revenue received from other parties, thereby putting more burden on fewer property owners.

To address this, Province has developed population strategy. Council has resolved to:

- Incorporate aspects of population growth within Town programming and initiatives, e.g., a new library features immigrant collections.
- Work with developers to establish more affordable housing.
- Encourage property development by making municipal land available.
- Promote existing and create new opportunities through partnership with the Accessibility Committee, Active Pictou County, and the communication team at the Town of Pictou. It is important to highlight the incentives for families moving to Pictou and to show a barrier free approach.
- Enhance communications and technology including: a complete website overhaul (notification lists), online presence for council meetings (YouTube and Facebook) and easier payment methods for taxes, water, and recreation (Paymentus).
- Enact a Development Assistance Policy to encourage developers to create new housing opportunities and subdivisions in undeveloped areas.
- Provide housing to immigrants or a Society mandated to support immigrants settling in Pictou

2.2.2 Finances

Initiatives and policy directives have been shaped by citizen input, a financial condition analysis and the assembly of a population profile.

2.2.2.1 Financial Ratios

The Department of Municipal Affairs maintains a Financial Condition Index (FCI) that measures the performance of Nova Scotia’s 50 municipal units. FCIs are shown in a traffic light format, i.e., red light indicating an unfavourable score, yellow indicating that the calculation produced a cautious score relative to the comparable groupings of municipalities, and green equating to a positive indicator (being above the calculated threshold of the comparable grouping of municipalities). The following represents the most recent report on the Town of Pictou.



Figure 4. Town of Pictou Financial Condition Index (DMA) 2020/21

The available presented within DMA’s reports lags for a couple of years. The Town is making large capital investments in infrastructure but should be cautious as the Town’s physical infrastructure, particularly streets, sidewalks, and buried sewer. With current budget levels, capital work is being deferred in comparison with the capital cost replacement life calculation of all assets. Think of this as if depreciation were applied to all Town assets.

As part of the Nova Scotia Utility and Review Board (NSUAR) application M07050, financial projections were produced under a Town (status quo) structure for a period of five-years. Under status quo, it was estimated that approximately \$12M over the succeeding five-years would be expended on TCA upgrades and installations. This calculation had more to do with what was deemed to be affordable and dealt only with the most pressing issues. Under the same NSUAR file, applicants were required to project capital upgrades and installations including the identification and costing of deferred capital work. This second analysis identified and estimated about \$31M in capital upgrades and installations should be undertaken in Pictou (a variance of \$19M comprised mostly of paving, sidewalk, and wastewater collection). The funding of deferred capital in Pictou was intended to align the condition of the Town of Pictou’s assets to those of the other three M07050 applicants. What this translate to using today’s costs of material is the Town should be allocating approximately \$4M per year to do capital infrastructure replacement.

To advance several of the capital initiatives, debt had to be used to finance those projects. With the capital work proposed for 2022, the Town’s debt will exceed 10% and trigger a change from a

green to a yellow FCI. This is a required sacrifice to ensure that appropriate service levels can be achieved.

On an encouraging note, the Town has taken proactive measure to improve its reserves, collect on outstanding taxes and has a recent housing boom that are not reflected within the attached FCIs.

The following table highlights outcomes within select FCIs under the status quo analysis submitted to the NSUARB (exhibit P-34).²

	Reliance on Gov't Trf	Operating Reserves	Debt Service Ratio	Undepreciated Assets	5 yr Capital Purchases	Combined Reserve	Notes
2011-12	10.9%	1.2%	9.0%	71.40%	640%		
2012-13	11.9%	2.0%	9.5%	72.30%	467%		
2013-14	12.9%	0.5%	9.8%	69.20%	347%		
2014-15	10.9%	3.9%	9.0%	62.70%	109%		
2015-16	11.3%	2.9%	8.6%	60.90%	90%		
2016-17	10.6%	6.7%	8.8%	56.50%	118%	11.50%	
2017-18	11.2%	10.8%	11.1%	60.60%	143%	15.10%	Balloon P
2018-19	10.5%	11.2%	6.6%	53.40%	195%	20.30%	
2019-20	10.2%	11.8%	6.5%	52.10%	210%	24.90%	
2020-21	10.7%	14.7%	6.5%	50.90%	212%	28.80%	

Figure 5. Select FCIs

2.2.2.2 Taxable Assessments

The Town’s reliance on property assessments is by far the biggest component of its revenue stream. Counting the collection of property-based taxes for transfer to the School Board, and collections on government properties (grants in lieu), taxation accounted for 79% of the required revenues in the fiscal year ended March 31, 2022.

² NSUARB application M07050 was a voluntary application to amalgamate four municipalities situate in Pictou County. The application was withdrawn and dismissed on June 22, 2016. The financial analysis and infrastructure reviews undertaken as part of the application and specific to Pictou are relevant and used within this report as baseline information.

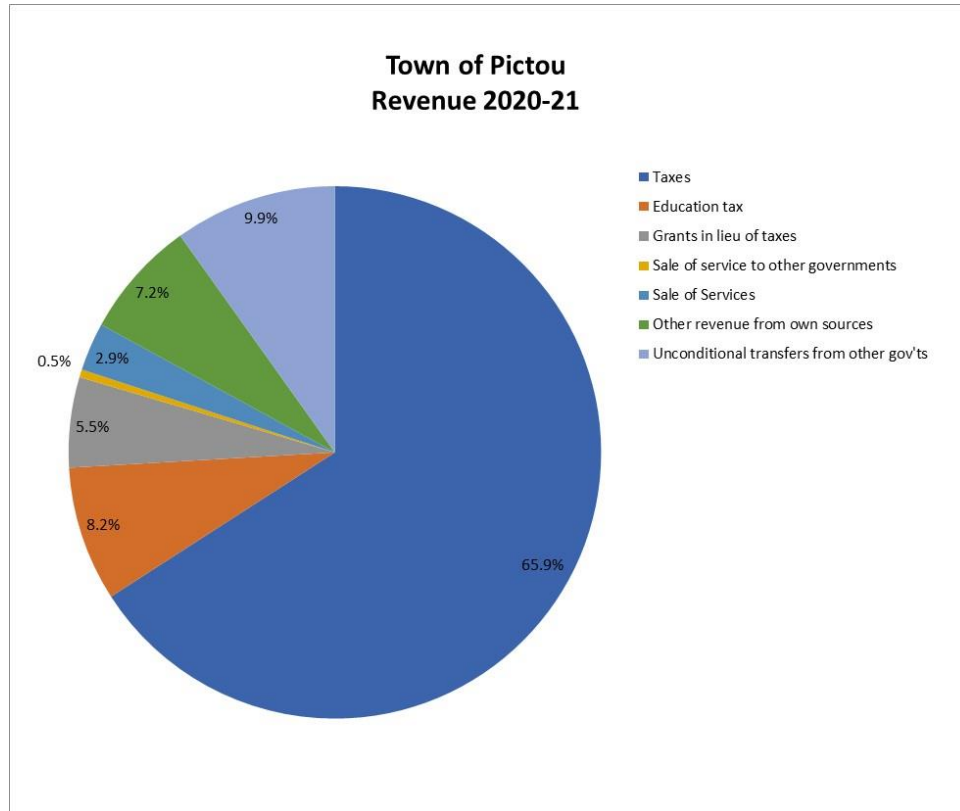


Figure 6. Town of Pictou Revenue Distribution - 2020-21

Not unlike several municipalities in Nova Scotia and Pictou County, growth in property assessments in Pictou has either been negligible or negative until recently, when the low cost of housing has propelled interest in the area causing assessments to rise.

As referenced above, property taxes are not only used to pay for operating expenses but used to finance the purchase of TCAs, e.g., fund the purchase within the fiscal year, pay annual interest and principal payments associated with debt incurred to fund TCAs, or fund a special capital reserve for future use in the financing of TCAs.

Even with assessments growing, there is an increase expectation for services and capital improvements. The Town of Pictou recently adjusted its tax rate for the first time in over 10 years, which is reflective of the Town having the lowest residential tax rates of all the Towns in the County. Commercial tax rates are still in the mid to high range, which could be a partial deterrent for commercial growth. The Commercial Phase-In Taxes By-Law has been created to create incentive, but Council should still be cautious when considering changes to commercial rates.

Table 1 - Pictou County Tax Rate Comparison

Year Ending	Pictou		Trenton		Stellarton		Westville		New Glasgow	
	Commercial	Residential	Commercial	Residential	Commercial	Residential	Commercial	Residential	Commercial	Residential
2014/15	\$4.33	\$1.63	\$5.49	\$1.99	\$4.15	\$1.82	\$3.69	\$2.08	\$4.40	\$1.82
2015/16	\$4.33	\$1.63	\$5.44	\$1.99	\$4.15	\$1.82	\$3.69	\$2.08	\$4.40	\$1.82
2016/17	\$4.34	\$1.64	\$5.44	\$1.99	\$4.15	\$1.82	\$3.69	\$2.08	\$4.40	\$1.82
2017/18	\$4.34	\$1.64	\$5.44	\$1.99	\$4.15	\$1.82	\$3.69	\$2.08	\$4.40	\$1.82
2018/19	\$4.34	\$1.64	\$3.98	\$1.38	\$4.15	\$1.82	\$3.69	\$2.08	\$4.40	\$1.82
2019/20	\$4.34	\$1.64	\$4.10	\$1.62	\$4.15	\$1.82	\$3.69	\$2.08	\$4.45	\$1.84
2020/21	\$4.34	\$1.64	\$4.10	\$1.94	\$4.15	\$1.82	\$3.69	\$2.08	\$4.45	\$1.84
2021/22	\$4.34	\$1.64	\$4.10	\$1.99	\$4.15	\$1.82	\$3.69	\$2.08	\$4.45	\$1.84
2022/23	\$4.34	\$1.69	\$4.10	\$2.04	\$4.15	\$1.82	\$3.69	\$2.08	\$4.45	\$1.84

Table 2. Assessment Trends

Town of Pictou Assessment Trend (Residential) - 2010 to 2023

Residential, Commercial and Capped Assessment				
Y/E	Residential Market Assmt	Capped Residential Assmt	Res Market Growth	CAP Res growth
2011	128,558,800	117,666,400		
2012	134,081,600	120,890,600	4.3%	2.7%
2013	139,894,200	127,239,700	4.3%	5.3%
2014	142,960,600	130,395,900	2.2%	2.5%
2015	143,887,000	131,908,500	0.6%	1.2%
2016	142,242,600	133,367,500	-1.1%	1.1%
2017	139,831,800	134,358,500	-1.7%	0.7%
2018	142,847,100	133,049,700	2.2%	-1.0%
2019	139,953,200	132,547,100	-2.0%	-0.4%
2020	139,104,500	132,173,000	-0.6%	-0.3%
2021	140,133,500	133,498,200	0.7%	1.0%
2022	143,380,200	136,266,100	2.3%	2.1%
2023	155,392,000	146,335,900	8.4%	7.4%
2024	183,836,300	163,466,900	18.3%	11.7%

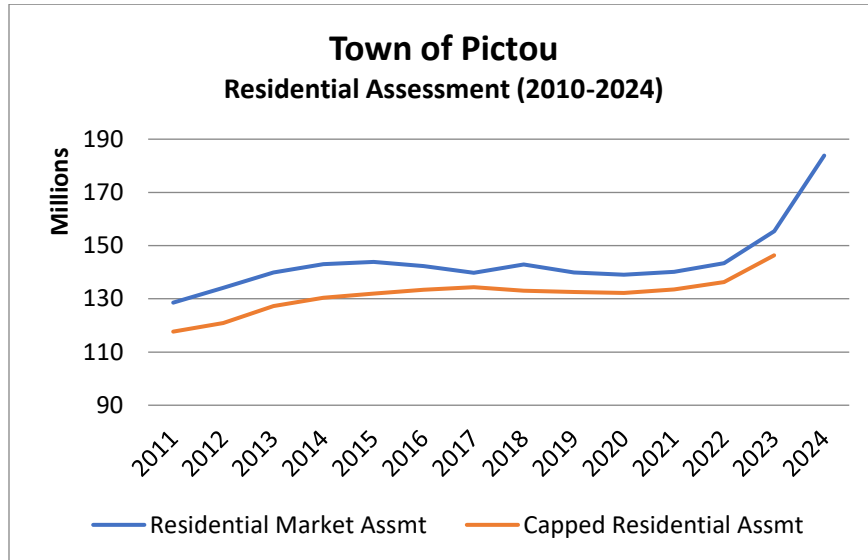


Figure 7. Residential Assessment Trends Graphed

Table 3. Commercial Assessment Trends

Town of Pictou Assessment Trend (Commercial) - 2010 to 2023

Y/E	Market Assmt	% Growth
2010	21,699,300	
2011	22,831,400	5%
2012	23,611,000	3%
2013	22,093,800	-6%
2014	22,282,000	1%
2015	23,902,800	7%
2016	22,993,400	-4%
2017	23,247,200	1%
2018	22,486,795	-3%
2019	22,607,100	1%
2020	25,965,500	15%
2021	26,865,500	3%
2022	28,858,900	7%
2023	28,941,900	0%
2024	31,814,500	9.9%

Notes:

1. The 15% increase in from 2020 was mainly due to the completion of a water treatment plant and is not a new revenue stream.
2. 7% growth form 2022 was largely due to the completion of the Dora Construction project that included a gas station and fast-food restaurant.

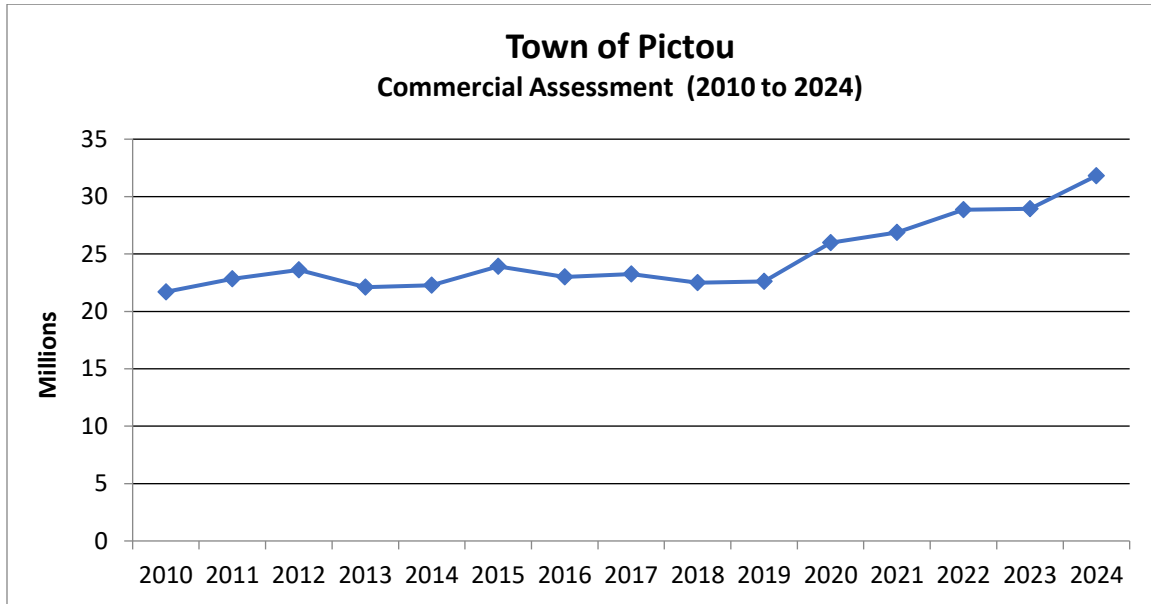


Figure 8. Commercial Assessment Trends Graphed

2.2.2.3 Financial Condition Interpretation

Town finances, whether related to operating or capital aspects, are primarily funded through taxable assessments. Taxable assessments are currently rebounding (growth) in the Town of Pictou.

Several initiatives have been undertaken to grow taxable assessments. Chosen initiatives in this area include:

- Acquiring and marketing commercial and industrial lands (capitalizing on the market potential of Waterfront Development for commercial and residential opportunities as well as continuing Highway Commercial and Industrial lots near high traffic counts, a sizable population and existing business base);³
- Developing a Waterfront Masterplan to guide and revitalize core downtown commercial and residential initiatives;
- Working with different levels of government and public and private sector to promote growth, new opportunities, and partnerships (on land and along/in the water);
- Enacting a Commercial Assessment Phase-In By-Law to encourage improvements, expansions, and the addition of new commercial construction within the Town; and
- Marketing Town owned residential holdings with development conditions.
- Enacting a Development Assistance Policy to encourage developers to expand residential/commercial opportunities through creation of new subdivisions.

³ For additional information see “Western Pictou County Economic Profile” <http://www.townofpictou.ca/assets/PDFs/Town-Hall/Planning/Western-Pictou-County-Economic-Profile-V3.pdf>

2.2.3 Capital Assets

Addressing the orderly replacement and installation of Tangible Capital Assets (TCA) is a large issue facing the Town. These replacements include:

- Strategic investments in economic, social, and cultural infrastructure (Waterfront Development, parks) to create the foundation of a marketing strategy by promoting, enhancing, and developing opportunities for underutilized natural assets
- Mandated capital infrastructure requirements, e.g., wastewater (storm and sanitary sewer) and water mains
- Deferred capital improvements, e.g., rehabilitation and resurfacing of streets, sidewalks, curbs, and ditches
- Continued replacement of rubber-tired assets
- Targeted strategies for buildings improvements

To resolve this issue the Town needs to have a clearly defined five-year Capital Investment Plan. The financing aspect of the plan will need to:

- Forecast and maintain an acceptable debt ratio
- Prioritize use of CCBF reserves and annual proceeds
- Take full advantage of external contributions, e.g., National and Provincial Infrastructure Funds
- Increase the annual contribution to capital financing from the Town's operating fund (referred to as capital out of revenue financing).
- Determine an acceptable replacement program that looks at life of assets, replacement cycles and creation of reserves to lower financial burden.

Additional initiatives that will be required to support investment planning are:

- Undertake an efficiency review of departments in attempt to redirect and increase funding of capital projects from operations
- Revisit sewer charges one capital contributions have been fulfilled. Possible options include maintaining service equivalents or switching to a flow-based bill, similar to water bills that are based on consumption (operating costs) and base (capital improvements to maintain WWTP or piped infrastructure).
- Focusing efforts in areas which will not only eliminate barriers (roads) but will enhance and promote marketability of assets.
- A comprehensive accessibility plan to ensure that all improvements consider new accessible opportunities.

An outline of the Town's five-year Capital Investment Plan is attached in Appendix B. This CIP will require updating upon the completion of asset management and accessibility plans.

Table 4. Summary of Five-Year Capital Investment Plan

	Estimated Cost	Financing					
		CCBF	Reserves	Grants	Debt	Operations	Other
Municipal							
Buildings	16,465,000			13,922,000	1,600,000	140,000	803,000
Streets and Sidewalk	3,335,000	1,075,000				2,260,000	
Sewer	1,680,000			-	441,000	795,000	444,000
Fleet	915,000				640,000	275,000	
Protection	125,000				-	125,000	
Community Development	13,381,000			8,113,167	4,856,833	130,500	280,500
Total	\$ 35,901,000	1,075,000	-	22,035,167	7,537,833	3,725,500	1,527,500

Table 5. Five-Year Debt Ratio

	23-24	24-25	25-26	26-27	27-28
Principal Payments	354,424	508,097	486,902	390,404	459,604
Interest Payments	157,430	237,653	256,936	299,188	338,627
Total Debt Payments	511,854	745,750	743,838	689,593	798,232
Own Source Revenue	5,789,416	6,216,549	6,490,099	6,619,591	6,751,672
Debt to Operating Ratio	8.8%	12.0%	11.5%	10.4%	11.8%

3 STRATEGIC/COMPETITIVE POSITIONING

3.1 Identity Creation

The Town of Pictou understanding the opportunities that exists and obstacles that it needs to overcome. The first is understanding the creating an identity and the building upon that to leverage associated opportunities.

The Town of Pictou is positions on the largest harbour in the Northumberland Strait, but it has minimal marine infrastructure and underutilizes its natural coastal opportunities. Promoting Pictou as a nautical community with themed experiential opportunities will create the value proposition and brand that is currently lacking. Existing programming through the deCoste Centre, Pictou Recreation, Ship Hector Society, Pictou MPAL, and other community groups are already available but will be bolstered through synergistic and common themes. Through the Waterfront Masterplan, projects and programs have been recommended that builds the identity of the Town. These initiatives will solidify themes and associated opportunities will begin to present themselves.

3.2 Population Decline

Pictou's population decline is due to decreased density within each dwelling. There are fewer and fewer homes that have large families, and instead people are moving to Pictou for privacy. This is observed by the high occupancy rate that was presented by the Pictou County Housing Coalition July 29, 2021, Housing Crisis Report but continued population decrease. To offset this trend, the Town will need to create a targeted housing start program. This will be done by making Town owned residential property available for development and working with developers to create new subdivisions. This can be accomplished through continued partnership with realtors and development of new policy relating to Development Assistance to offset the capital cost relating to required infrastructure within the Town Subdivision By-Law.

3.3 Residential and Commercial Assessment and Tax Rate

Residential assessments have been naturally increasing over the last 2 years. This change occurred as COVID created an environment that allowed people to work from home and enabled decentralization. Pictou's low-cost housing market quickly became of interest.

Each property that sold had the assessment cap removed. This permitted the underassessed property values to be re-evaluated to a more realistic view of housing costs, thus increasing residential tax revenue.

Since the influx of interest, the housing market has now limited stock for others who are interested. The Town of Pictou is beginning now to see interest from developers who want to create new housing opportunities. The Town has already committed to making its housing stock available but private property is also being developed. There has been an increasing ask for Municipal-Developer partnership to install the require infrastructure to make vacant lots become subdivisions. Council can create fairness to this approach by either putting the burden on the developers or create a Development Assistance Policy.

3.4 Tangible Capital Assets

To ensure that strategic initiatives can proceed, council will need to invest heavily in the Town's tangible capital assets. This does not mean that projects should create unmanageable financial burden on the Town, and the Town will ensure of this by carefully monitoring their FCIs. The investment will be two-fold however as balance will need to be maintained between strategic assets and core initiatives.

Strategic assets will be investments that help advance strategic plans. These projects will relate to residential, commercial and tourism growth. Most of the initiatives from the Waterfront Masterplan can be included within this group of projects.

Core assets are those that will help eliminate barriers or create costs savings. These assets are roads, pipes, fleet, and buildings. While having new roads and pipes will not create incentive for residential or commercial growth but poor infrastructure could detract from interest in the area. Similarly, having aged pipes could create disruptions, poor flow conditions or increased maintenance cost. Adding storm sewer piping, will alleviate pressures at the wastewater treatment plant. Aged fleet will consume more fuel and require additional maintenance, so replacing can contribute to cost savings and climate change goals.

It is recommended to take a comprehensive approach when working with these capital expenses:

Core assets costs are reoccurring so finding a perpetual way to finance these will be important. Using capital from revenue, gas tax and grants to finance these pieces of infrastructure will be important to ensure that these projects can happen without having a major impact on budgets. Furthermore, it is recommended to enhance capital spending and reduce operating spending with the goal of solving problems with infrastructure, not patching them. Instead of setting a fixed contribution from Capital from Revenue, it is recommended to take a percent budget approach. This way any growth in assessment can be assigned to improving, replacing, or adding to infrastructure. Over the past several years, the Towns Capital from Revenue contributions account for 10% of the Town's total revenues/expenses.

Strategic initiatives are finite and based on current plans that are adopted by council. These initiatives will have one-time costs that will be generally greater than the core assets listed above. Using debt to leverage external funding (e.g., grants) will be a sustainable way for the Town to pay for these costs over time. The Town will be limited to a debt ratio of up to 15% percent, but this ratio will decrease when debt is paid but also when taxable assessment increases. Since these initiatives are intended to have positive impacts on both population and assessment, it would be fair to utilize the benefits of the initiatives to open more debt room for future opportunities.

3.5 Measurables

The five-year CIP and annual work plans are to include initiatives in a manner that maintains the Town's fiscal competitiveness. Two main measurements will be used to gauge performance in this area relative to the other Pictou County municipal units and Nova Scotia Towns:

- A comparison of average property tax burden per dwelling unit; and
- A ranking of commercial tax rates.

To uphold a principle of affordability, Council resolved that ICSP initiatives must be within the financial means of the Town. In this regard, the concepts of phasing, multiple yearly budgets, debt affordability, partnerships with other governments and organizations, and the use of several sources of capital financing are to be part of this ICSP.

Additionally, the Town will utilize local resources to assess the local financial benefits which may not translate into commercial and residential growth. Partners such as the Pictou County Partnership (PCP) and Destination Eastern and Northumberland Shores Tourism Association (DEANS) will help use performance indicator to determine initiative effectiveness.

3.6 Goals

As part of all strategies then Town plans to take a wholistic approach when promoting existing or creating new opportunities. The Town of Pictou's Accessibility Plan, Active Pictou County and the Waterfront Masterplan will work together to create synergies, while the communications team will ensure all opportunities, events and messaging is shared through improved channels. The goal is to highlight and promote existing and new events to help market the Town of Pictou, which should drive commercial or residential interest and assessment. By increasing population, the Town will increase assessment. The increased assessment will help distribute the financial burden of any capital initiatives and minimize impact on the tax rate, as well as lower the Town's debt ratio.

4 SUMMARY OF PILLAR INVESTMENTS AND DEPT. INITIATIVES

The following summarizes Council's ICSP priorities:

Pillar Investments:

- The Town is looking to turn its attention to cultural and economic pillars within its strategic plan. These activities are driven through the Waterfront Development plan that outlines several opportunities for enhancing the natural assets and leveraging those to create new spaces:
 - Partnering with the deCoste Entertainment Centre to help create the Cultural Hub involving Pictou Antigonish Regional Library
 - Construction of an extended Market Wharf and Breakwater to enhance access to and attraction of Pictou Waterfront
 - Creation of new commercial spaces in the downtown through the development of the former Bottle Depot Property, addition of new kiosks, other structure on existing and potential wharves
 - Repurposing of existing buildings including the CN Station, RCMP building and Town Office
 - Continuing to promote the Town as investment ready (particularly related to the Town's Commercial Highway)
 - Reorganizing downtown business improvement programs
 - Working with a neighborhood committee to enhance, celebrate and promote the heritage of Victory Heights
 - Utilizing the waterfront create new opportunities for people and groups to gather and celebrate heritage (Pictou Landing First Nations, No. 2 Construction Battalion, Music Community, Scottish)

- The Town is also looking to maintain a balanced approach when considering its pillars. This will be achieved through the following social and environmental pillars:
 - Follow an ordered plan of below grade (piped) service renewal and street resurfacing, e.g., possible storm separations, sanitary lines, water lines and street and sidewalk rehabilitation
 - Develop a district metering program to help reduce water losses
 - Loop dead-end waterlines to improve water quality, fire flows and to prepare for future growth
 - Install a boardwalk along the waterfront to create a connected walk
 - Extend the Jitney Trail by re-envisioning and realigning Caladh Avenue – one-way with bike lanes
 - Undertaking a population strategy primarily involving the municipal role in (immigrant) housing.
 - The Town is looking to make Town owned property available for development.
 - The Town is also considering implementing a Developer By-Law that creates incentives for the creation of new subdivisions.

Departmental/Program Initiatives:

- Public Works
 - Replace Salt Shed

-
- Replace Public Works Building
 - Replacement of aged heavy equipment and light duty vehicles
 - Improvement to crosswalks visibility, utility, and compliance with Accessibility Act

 - Protection
 - Separation of communication building from water for equipment longevity
 - Continuation, reorganization, and enhancement of the Foundation (Town of Pictou Volunteer Fire Fighters Society – a registered CRA Charitable Society) to facilitate the ordered replacement of heavy equipment
 - Creation of an asset management plan for equipment
 - Comparison of benchmark data to departmental expenditure levels
 - Completion of a Municipal policing review

 - Administration
 - Replacement of aged workstations
 - Continue to look for payment options
 - Review and update existing Policies and By-laws and implement new one to streamline activities and follow best practices
 - Determined management structure for Pictou Waterfront
 - Create a marketing strategy for the Town of Pictou and waterfront (signage, wayfinding, beautification, etc.)

 - Regional Projects
 - Consideration of existing and new requests
 - Create a marketing strategy for the County of Pictou with PCP
 - Participation in a review of the pooled deed transfer tax trust obligations
 - Develop sharing agreements for operations items (Planning, Building Inspection, Street Sweeping, etc.)
 - Climate Change Cohorts / Summit

 - All Departments
 - Completion of physical building reviews (development of asset management plans)
 - Preparation of accessibility plans
 - Develop environmental sustainability plan
 - Modernize technological and infrastructure offerings

The above departmental/program initiatives are to be included in annual work plans and operating budgets. These initiatives are in addition to existing operational requirements – for example ongoing work in developing cruise ship visitation being facilitated through Parks and Recreation and the shoreline upgrade program underway along the Jitney Trail.

4.1 Initiatives

The following tables detail the various initiatives to be included within the Town’s CIP by ICSP pillar. Within these initiatives it should also be noted that the Waterfront Masterplan touches on all four pillars. Specific initiatives of the Masterplan will be discussed under the appropriate heading:

DOWNTOWN REVITALIZATION - WATERFRONT MASTERPLAN			
Primary Pillar: ECONOMIC			
Current Situation:			
Overview			
<ul style="list-style-type: none"> The Town has an established business district and business improvement (BID) levy per s.56 of the <i>Municipal Government Act</i> (enables the Town to grant BID funds to a Society to administer programs on the Town’s behalf). The business district represents approx. 4% of the Town’s taxable assessment The downtown is a significant tourist attraction and economic generator for the region but is currently underutilized Companion infrastructure that the Town owns and supports (and is detailed elsewhere in this plan) includes: the deCoste Centre; the Hector Marina; and the Market Street wharf 			
Strengths			
<ul style="list-style-type: none"> Naturally existing attraction for both locals and tourist A good mix of private and public sector venues A Waterfront Masterplan has been developed 			
Constraints			
<ul style="list-style-type: none"> Underdeveloped and aged infrastructure Declining base of commercial assessments Very costly to bring to standards 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Improve vibrancy and occupancy rates of downtown businesses Create new opportunities for attractions and rebuilt Pictou’s identity around the waterfront Develop a marketing strategy to rebrand Pictou while leveraging natural assets 			
Preconditions:			
<ul style="list-style-type: none"> Waterfront Masterplan 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Extend Market Wharf 40 ft and construct a new breakwater 	<ul style="list-style-type: none"> 2022-24 	<ul style="list-style-type: none"> Ext Funding Approved Completion
2	<ul style="list-style-type: none"> Realign Caladh Avenue and develop waterfront loop 	<ul style="list-style-type: none"> 2022-2025 	<ul style="list-style-type: none"> Traffic Study Completion
3	<ul style="list-style-type: none"> Develop vacant property for kiosks / commercial use 	<ul style="list-style-type: none"> 2022-2024 	<ul style="list-style-type: none"> Issue EOIs Construction
4	<ul style="list-style-type: none"> Repurpose existing building to create increased opportunities (CN, RCMP, Town Office) 	<ul style="list-style-type: none"> 2023-2024 	<ul style="list-style-type: none"> Issue EOIs Buildings Occupied

5	<ul style="list-style-type: none"> • Install Wayfinding Signage for downtown Pictou 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Signs Installed
6	<ul style="list-style-type: none"> • Develop Marketing Strategy for downtown Pictou 	<ul style="list-style-type: none"> • 2024-25 	<ul style="list-style-type: none"> • Release of Marketing Material
7	<ul style="list-style-type: none"> • Review and update Business Improvement District By-Law 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Council Approval

PROFILE AND MARKETING PLAN			
Primary Pillar: ECONOMIC			
Current Situation:			
Overview			
<ul style="list-style-type: none"> The Town has growth and revitalization opportunities within residential, commercial, and industrial sectors, i.e., marketing of the downtown/waterfront area; sale of municipal landholdings at the entrance to town; repurposing of Crown lands surrounding the provincial rotary, and the sale of municipally owned residential lots off Spruce Street and Harbour Drive Growth opportunities also exist in the marketing and sale of private sector landholdings 			
Strengths			
<ul style="list-style-type: none"> Pictou Waterfront is ripe for development Pictou being the service centre of Pictou West Pictou being a gateway to the Province of Prince Edward Island 			
Constraints			
<ul style="list-style-type: none"> Lack of “packaged” economic and demographic data 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Determined “selling points” and create a modern identity for the Town that fits into a uniform plan to attract interest Produce marketing material for Pictou, utilizing the natural asset that is the waterfront. To identify the data sets required to effectively market commercial, residential, and industrial landholdings To utilize and share the packaged data with the private sector 			
Preconditions:			
<ul style="list-style-type: none"> None 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Develop and implement marketing program 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Hiring Marketing firm Production of marketing material
2	<ul style="list-style-type: none"> Continue to market and advertise Town-owned lots at roundabout 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Sale of lots/business creation Commercial Assessment increase
3	<ul style="list-style-type: none"> Determined and assemble economic data 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Creation of KPIs to determine program success

WATERFRONT MASTERPLAN			
Primary Pillar: CULTURAL			
Current Situation: Overview			
<ul style="list-style-type: none"> Pictou’s culture and the water/waterfront will be forever connected. While developing the waterfront it is important to include the storytelling aspect that make Pictou what it is. This does not only include historical information but what it is thriving to become. Culture will take forms and the Town wants to encourage creative ways to attract visitors to learn and enjoy the spaces. 			
Strengths			
<ul style="list-style-type: none"> A wealth of information existing surrounding Scottish Settlers A home for providing cultural entertainment is present via the deCoste The Jitney Trail allows visitors to explore historic rail path along Pictou Harbour 			
Constraints			
<ul style="list-style-type: none"> Pictou Landing First Nations is currently underrepresented and are now in high demand for their involvement New spaces need to be created to house cultural pieces. 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Create storytelling components along Pictou Harbour that allows residents and visitors to enjoy and learn about the past Leverage the natural assets to create an experience Partner with groups to enhance the offerings on Pictou Waterfront (deCoste Centre, Hector Heritage Quay, Fisheries Museum, etc.) 			
Preconditions:			
<ul style="list-style-type: none"> Waterfront Masterplan 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Pictou Cultural Hub Construction 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Completion
2	<ul style="list-style-type: none"> Placemaking/Storytelling Artwork along the Waterfront in partnership with Pictou Landing Nations and Creative PC, others 	<ul style="list-style-type: none"> 2023-2028 	<ul style="list-style-type: none"> Installation of pieces
3	<ul style="list-style-type: none"> Repurpose Historical Sites (CN Station) 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Lease Agreement / proposed use
4	<ul style="list-style-type: none"> Extension of Jitney Trail to CN Station to reconnect train station to the former tracks. 	<ul style="list-style-type: none"> 2025 	<ul style="list-style-type: none"> Active Transport Lane Installed
5	<ul style="list-style-type: none"> Support Ship Hector Revitalization Project 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Relaunch of ship and opening of interpretive centre

VICTORY HEIGHTS / VETERANS PARK			
Primary Pillar: CULTURAL			
Current Situation:			
Overview			
<ul style="list-style-type: none"> • Victory Heights is a unique neighbourhood within the town comprised of war time housing associated with the community’s ship building heritage. • Wartime exhibits currently include: <ul style="list-style-type: none"> ○ Canadair CT-133 Fighter Jet; Everett L. Badoux (decorated airman); Admiral Leonard Murray Memorial/Battle of the Atlantic; Canadian Merchant Navy Veterans Association/Park Ships 			
Strengths			
<ul style="list-style-type: none"> • Built heritage (existing housing stock) • Long-standing citizens – family lineage • Opportunity to explore, celebrate and promote this aspect of the Town’s heritage • Partnering with external organizations • Existing exhibits • Ship building community linkage to war efforts • Contributions of women during war efforts • Town owned land • Pictorial presentation of Pictou history – Ron Wallace (pictorial publication) 			
Constraints			
<ul style="list-style-type: none"> • High percentage of non-resident ownership • Existing exhibits need to be refurbished 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> • Celebrating and promoting the heritage of Victory Heights • Improving the condition of the housing stock • Enhancing neighborhood pride/assessment values • To celebrate the community’s war time contributions • Promote continued ship building heritage 			
Preconditions:			
<ul style="list-style-type: none"> • External Funding • External Partnerships 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> • Determine appropriate sites 	<ul style="list-style-type: none"> • 2022 	<ul style="list-style-type: none"> • Completion
2	<ul style="list-style-type: none"> • Develop site and interpretative plan with Heritage Advisory Committee 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Council Approval
3	<ul style="list-style-type: none"> • To explore partnerships and project funding, e.g., CEF 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Agreements
4	<ul style="list-style-type: none"> • Expand and implement exhibits 	<ul style="list-style-type: none"> • 2023-2024 	<ul style="list-style-type: none"> • Completion

STREET AND PIPED INFRASTRUCTURE REHABILITATION			
Primary Pillar: ENVIRONMENTAL			
Current Situation:			
Overview			
<ul style="list-style-type: none"> Street rehab can involve installation, repair or replacement of storm water, sanitary and water lines in addition to curb and gutter, streetlights, and sidewalks. Because of this combination, the Town requires and overall asset management plan (see Appendix C) Street rehab can also involve safety, accessibility, active transportation and required traffic flow improvements 			
Strengths			
<ul style="list-style-type: none"> Gas tax funding Operational Costs already assigned 			
Constraints			
<ul style="list-style-type: none"> Overall cost Limited amounts of capital funding from annual operating budgets Reliance on external funding (grants) 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Significantly improve infrastructure and develop a plan to maintain and meet Accessibility Act Reduce non-revenue water Reduce complaints related to infrastructure 			
Preconditions:			
<ul style="list-style-type: none"> Capital and Operating Budgets Asset Management Plan External Funding Approval 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Refine an asset management plan 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Council Approval
2	<ul style="list-style-type: none"> Annual capital budget and workplan 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
3	<ul style="list-style-type: none"> Annual work plan and tender approval 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
4	<ul style="list-style-type: none"> Develop District Metering Program 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Final report
5	<ul style="list-style-type: none"> Install district meters 	<ul style="list-style-type: none"> 2023-24 	<ul style="list-style-type: none"> Completion
6	<ul style="list-style-type: none"> Monitor water use 	<ul style="list-style-type: none"> 2024+ 	<ul style="list-style-type: none"> Non-revenue water
7	<ul style="list-style-type: none"> Loop dead-end waterlines to improve pressure, fire flow and water quality 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Fire Flow improvements

WATERFRONT MASTERPLAN			
Primary Pillar: ENVIRONMENTAL			
Current Situation: Overview			
<ul style="list-style-type: none"> All activities along the water involve the Town’s greatest asset, Pictou Harbour. With this asset does come environmental consideration that will need to be made. These considerations include storms, rising sea-level and ensuring the natural environment stays intact. 			
Strengths			
<ul style="list-style-type: none"> Pictou Harbour will be a natural draw that will be enhanced by surrounding opportunities 			
Constraints			
<ul style="list-style-type: none"> Naturally occurring storms and rising tide as part of climate change will create challenges to maintain opportunities 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Create built infrastructure that will last and ensure longevity 			
Preconditions:			
<ul style="list-style-type: none"> Waterfront Masterplan 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Consider critical areas and potential storm impacts 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Report Completed
2	<ul style="list-style-type: none"> Develop the waterfront keeping those critical aspects in mind 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Construction life
3	<ul style="list-style-type: none"> Create specific projects to address and protect key areas from storm impact (e.g., Breakwater) 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Asset Management Plan
4	<ul style="list-style-type: none"> Construct project to ensure coastal protection 	<ul style="list-style-type: none"> 2024-26 	<ul style="list-style-type: none"> Completion
5	<ul style="list-style-type: none"> Develop opportunities to reduce drinking water consumption (dry hydrants) 	<ul style="list-style-type: none"> 2025-26 	<ul style="list-style-type: none"> Completion

WATERFRONT MASTERPLAN			
Primary Pillar: SOCIAL			
Current Situation: Overview			
<ul style="list-style-type: none"> Pictou Waterfront Masterplan wants to create opportunities for people to gather, tell stories and enjoy the waterfront. 			
Strengths			
<ul style="list-style-type: none"> Pictou’s waterfront already has several natural features that are alluring to residents and visitors Recent environmental conditions have increased the appeal of visiting the site The waterfront plan clearly outlines initiatives that will continue to enhance the offerings in the area 			
Constraints			
<ul style="list-style-type: none"> Risk of air quality with uncertain Pulp Mill future. Built infrastructure is aged 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Create a premier waterfront destination that inspires visitation similar to Halifax, Sydney Lunenburg, Chester, but use “Pictou” features Create new gathering opportunities 			
Preconditions:			
<ul style="list-style-type: none"> Waterfront Masterplan 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Complete geotechnical investigation along the water 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Geotechnical Report
2	<ul style="list-style-type: none"> Design and build a boardwalk to connect Market Wharf to existing sites 	<ul style="list-style-type: none"> 2024-2027 	<ul style="list-style-type: none"> Council Approval Design and Construction Complete
3	<ul style="list-style-type: none"> Complete traffic study of Caladh Avenue 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Traffic Study
4	<ul style="list-style-type: none"> Extend the Jitney Trail to the CN Station 	<ul style="list-style-type: none"> 2025 	<ul style="list-style-type: none"> Construction Complete
5	<ul style="list-style-type: none"> Continue to offer waterfront experiences (music, kayak rentals, boat tours, etc.) 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Utilization statistics

HOUSING / POPULATION STRATEGY			
Primary Pillar: SOCIAL			
Current Situation:			
Overview			
<ul style="list-style-type: none"> Declining population with significant increases in the older cohorts and decreases in the working and younger age groups (with exception of under 15) No municipal plan to actively partner with or utilize provincial or federal immigration programs 			
Strengths			
<ul style="list-style-type: none"> Vacant housing/Land (in tax sale proceedings or foreclosure) Opportunity to consider and include immigration strategies that align with the Province’s goals Several active developers 			
Constraints			
<ul style="list-style-type: none"> Coordination of efforts – ability for Pictou to meet Provincial doubling of population commitment Marketing efforts need to be improved to show what Pictou has to offer 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Identify municipal partner(s) – address scale Develop a population strategy based on a pilot model approach (municipal housing) Present pilot to federal and provincial program representatives Roll out of pilot initiatives Leverage natural assets to create draw / differentiate Pictou 			
Preconditions:			
<ul style="list-style-type: none"> Obtain support from CMHC or Housing Nova Scotia 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Undertake inventory of available housing 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Completion
2	<ul style="list-style-type: none"> Develop a realtor RFP for making properties available for purchase/tender 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Completion
3	<ul style="list-style-type: none"> Enter into PSA agreements that contain development agreements and buyback terms 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Acceptance
4	<ul style="list-style-type: none"> Any larger parcels are to be held for larger development. These will be released via EOI process through realtors 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Development Agreement
5	<ul style="list-style-type: none"> Create a Developer By-Law that outlines Town support structures 	<ul style="list-style-type: none"> 2025 	<ul style="list-style-type: none"> Enactment of By-Law

CORE INITIATIVE: ASSET MANAGEMENT PLANS			
<p>Current Situation:</p> <p>Overview</p> <ul style="list-style-type: none"> The Town requires asset management plans related to buildings and rubber-tired assets The Town should also investigate efficiency options or green technology to improve current operations and create cost savings The Town also should ensure that it is remaining up to date with their technology. Mobile apps, charging stations, Wi-Fi are all expected to help guide visitors. These gaps should be identified <p>Strengths</p> <ul style="list-style-type: none"> Staffing knowledge South facing community Current drive from Government to roll-out green technology <p>Constraints</p> <ul style="list-style-type: none"> Capital funding (deferred capital work will continue) 			
<p>Goals (prioritized as follows):</p> <ul style="list-style-type: none"> Develop multiple-year prioritized asset management plans Include prioritized aspects within multi-year Capital Investment Plan 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Fleet replacement plan 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
2	<ul style="list-style-type: none"> Prepare building envelope and system reviews including efficiency assessment 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Report
3	<ul style="list-style-type: none"> Issue Request for Proposals CNR Station 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Executed Agreement
4	<ul style="list-style-type: none"> Issue EOI for the former Pictou Academy 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Executed Agreement
5	<ul style="list-style-type: none"> Review location of Town Office 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Council Approval
6	<ul style="list-style-type: none"> Determined need for recreation building 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Council Approval
7	<ul style="list-style-type: none"> Create new buildings/kiosks on waterfront 	<ul style="list-style-type: none"> 2024+ 	<ul style="list-style-type: none"> Construction Complete
8	<ul style="list-style-type: none"> Technology Infrastructure review 	<ul style="list-style-type: none"> 2024+ 	<ul style="list-style-type: none"> Report Created
9	<ul style="list-style-type: none"> Technology Implementation 	<ul style="list-style-type: none"> 2025+ 	<ul style="list-style-type: none"> Technology installed

CORE INITIATIVE: HUMAN RESOURCE PLANS			
<p>Current Situation: Overview</p> <ul style="list-style-type: none"> Town requires appropriate staffing levels to ensure service expectations are met. This can be accomplished by a variety of methods but to ensure staff is used to their potential, cross training will be essential. Town should review their strategic goals to ensure there are no gaps within the workforce. With the attention to waterfront development, residential growth, community need and visibility, Council needs to consider adding new talent for: Community Development, Marketing, Waterfront Management, Communications <p>Strengths</p> <ul style="list-style-type: none"> Staffing resources to prepare plans <p>Constraints</p> <ul style="list-style-type: none"> Nova Scotia Environment regulatory regime Budgetary restrictions 			
<p>Goals (prioritized as follows):</p> <ul style="list-style-type: none"> Prepare and implement succession plans Prepare and implement regulatory compliant and affordable reorganization of Public Works 			
<p>Preconditions:</p> <ul style="list-style-type: none"> Within existing fiscal capacity 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Complete organizational review using current strategic objective, FTEs and identifying gaps within staffing skills 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Organization and HR Review Report
2	<ul style="list-style-type: none"> Hire required skillset to advance strategic plans 	<ul style="list-style-type: none"> 2023-2024 	<ul style="list-style-type: none"> Staff Hired
3	<ul style="list-style-type: none"> Updated organizational structure considering regulatory requirements, span of control, and affordability considerations for all Town departments 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Council Approval
4	<ul style="list-style-type: none"> Implement Approve Org. Structure 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Ongoing
5	<ul style="list-style-type: none"> Develop a cross-training program for staff within department 	<ul style="list-style-type: none"> 2022 	<ul style="list-style-type: none"> Ongoing
6	<ul style="list-style-type: none"> Develop a program for knowledge transfer within public works 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Ongoing

CORE INITIATIVE: ENGAGEMENT IN REGIONAL PROJECTS			
<p>Current Situation: Overview</p> <ul style="list-style-type: none"> A significant number of assets are either retained by corporate entities owned by all or most of the municipal units situate in Pictou County or by a not-for-profit or a singular government but considered to be regional in nature, i.e., used or frequented by citizens from across Pictou County. For certain regional assets and programs, the municipalities have reached funding agreements. The Pictou Fisheries Training Pool is an example of a regionally identified and funded asset. Other assets have yet to be agreed upon as being regional in nature with identified funding contributions. <p>Strengths</p> <ul style="list-style-type: none"> Precedents in place for sharing on regional assets Mayors and Warden Committee to review and make recommendations <p>Constraints</p> <ul style="list-style-type: none"> Budgetary restrictions Capability of the pooled Deed Transfer Tax collections Agreement among the municipalities 			
<p>Goals (prioritized as follows):</p> <ul style="list-style-type: none"> Work with municipal partners to determine the capability beyond existing commitments of the pooled Deed Transfer Tax collections Work with municipal partners in the identification and funding arrangement for regional assets going forward Determined common strategic initiatives that will improve service or create cost savings 			
<p>Preconditions:</p> <ul style="list-style-type: none"> Approval of all or some neighbouring municipalities 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Collective cash flow analysis of the Deed Transfer Tax proceeds and Trust Agreement obligations 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
2	<ul style="list-style-type: none"> Continue to work with PCWCBAI and PCSSA for strategic assets 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
3	<ul style="list-style-type: none"> Find common interest/initiatives that could create cost savings opportunity (e.g., Street Sweeper, Planning Officer, Building Inspector, Environment Coordinator) 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
4	<ul style="list-style-type: none"> Continue to investigate Provincial/Federal standing offer contracts for bulk buying opportunities 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval

CORE INITIATIVE: FIRE DEPARTMENT			
<p>Current Situation:</p> <p>Overview</p> <ul style="list-style-type: none"> • The Dept has been involved in multiple year rebuilding – emphasis being placed on training and equipment renewal • A charitable foundation has been registered with the Canada Revenue Agency with a mandate exclusively surrounding the funding of fire department equipment • Municipal fire inspections also fall under Town fire protection <p>Strengths</p> <ul style="list-style-type: none"> • Trained and dedicated force • Prioritized list of properties requiring municipal inspection <p>Constraints</p> <ul style="list-style-type: none"> • Budgetary restrictions • Trained municipal fire inspectors 			
<p>Goals (prioritized as follows):</p> <ul style="list-style-type: none"> • Advance municipal fire inspections • Develop lifecycle costing of equipment 			
<p>Preconditions:</p> <ul style="list-style-type: none"> • Human resource • Engagement of Firefighters Foundation 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> • Initiate risk-based inspection of properties 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Completion
2	<ul style="list-style-type: none"> • Undertake condition and age review of inventoried assets 	<ul style="list-style-type: none"> • 2022 	<ul style="list-style-type: none"> • Completion
3	<ul style="list-style-type: none"> • Development of asset replacement program 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Completion
4	<ul style="list-style-type: none"> • Approval of asset replacement plan 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Council Approval
5	<ul style="list-style-type: none"> • Leverage funding and fundraising opportunities via the Volunteer Fire Fighters Society 	<ul style="list-style-type: none"> • Ongoing 	<ul style="list-style-type: none"> • Funds raised/reserves

CORE INITIATIVE: MUNICIPAL POLICING			
<p>Current Situation:</p> <p>Overview</p> <ul style="list-style-type: none"> • The Town has a direct contract for policing with the Federal government – Municipal Policing Services Agreement (MPSA). Most municipalities have contracts with the Province • Without limitation, the Town’s Municipal contract involves 7 members, plus overtime, plus Town provision of clerical support and a building. The Town contract is presently operating under a 24/7 model of policing • To achieve 24/7 coverage a reciprocal agreement exists between Town and West Pictou members, i.e., members assigned to both municipalities support each other across municipal boundaries/jurisdictions • RCMP management have not been able to quantify the reciprocal support arrangement, i.e., do Town members spend more time in Municipality or vice versa • Other policing models (policing plans) exist, e.g., on call scheduling, or Town conversion to a provincial municipal policing contract • The Nova Scotia Minister of Justice rules on what constitutes an effective/required policing plan <p>Strengths</p> <ul style="list-style-type: none"> • Members stationed within Town limits • Limited enforcement of Town By-Laws • Prior model of policing wherein the Town contracted five members (with a then larger population base) <p>Constraints</p> <ul style="list-style-type: none"> • Budgetary restrictions • Contractual obligation including a notification period • Requires review and approval by the Minister of Justice 			
<p>Goals (prioritized as follows):</p> <ul style="list-style-type: none"> • Effective and Efficient policing 			
<p>Preconditions:</p> <ul style="list-style-type: none"> • Compliance with federal MPSA contract • Endorsement from Provincial Minister of Justice 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> • Council to have conversation about their goals and desired outcomes 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Completion
2	<ul style="list-style-type: none"> • Direction given to staff around moving forward 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Completion
3	<ul style="list-style-type: none"> • Staff initiates policing review 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Completion
4	<ul style="list-style-type: none"> • Decision to be made about policing model based on policing review 	<ul style="list-style-type: none"> • 2024 	<ul style="list-style-type: none"> • Council Approval

CORE INITIATIVE: ACCESSIBILITY LEGISLATIVE ALIGNMENT			
Primary Pillar: SOCIAL			
Current Situation:			
Overview			
<ul style="list-style-type: none"> In April 2017 Nova Scotia passed Bill 59, Accessibility Act. The Legislation covers six standards which are: Goods and Services, Information and Communication, Public Transportation and Transportation Infrastructure, Employment, Education, and Built Environment (including buildings, right-aways and outdoor spaces). This legislation will have jurisdiction over municipalities. Implementation Strategy will be made public 2017/18; with a goal of an accessible Nova Scotia by 2030. 			
Strengths			
<ul style="list-style-type: none"> Planning resource - Let Abilities Works Partnership Society Existing accessibility equipment at some facilities Provincial, federal, and private funding programs available for accessibility projects (Community ACCESS-ability Grant, Enabling Access Fund, Rick Hanson Foundation) Staffing resources to prepare plans 			
Constraints			
<ul style="list-style-type: none"> Lack of current statistics on disability demographics specific to Pictou County Lack of base knowledge on current accessibility conditions 			
Goals (prioritized as follows):			
<ul style="list-style-type: none"> Develop an accessibility/barrier free strategy which focuses on the six standards as set in the Accessibility Act. Decrease barriers for access to public spaces on Town owned lands/property. 			
Preconditions:			
<ul style="list-style-type: none"> None 			
Priority	Task	Target Date	Performance Indicator
1	<ul style="list-style-type: none"> Form a working committee for Accessibility and Inclusion 	<ul style="list-style-type: none"> Complete 	<ul style="list-style-type: none"> Complete
2	<ul style="list-style-type: none"> Develop an accessibility/barrier free strategy which focuses on the six standards as set in the Accessibility Act 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Council Approval
3	<ul style="list-style-type: none"> Accessibility upgrades to existing buildings 	<ul style="list-style-type: none"> Ongoing – no later than 2030 	<ul style="list-style-type: none"> Complete
4	<ul style="list-style-type: none"> Accessibility upgrades to public spaces 	<ul style="list-style-type: none"> Ongoing – no later than 2030 	<ul style="list-style-type: none"> Completion

5 COMMUNICATIONS

Council has resolved to communicate the development, adoption, ongoing implementation and updating of this ICSP with citizens and stakeholders. The following work plan is intended to address this important component:

Communications with Stakeholder Groups

- Engaging Pictou Landing First Nations to become part of waterfront development initiatives to tell their story
- Promotion and event planning for Pictou 2023
- Partnering with the deCoste for entertainment opportunities
- Assisting the Ship Hector Society to modernize the Hector Heritage Quay and Ship Hector site
- Discuss opportunities with the Pictou County Partnership (PCP)
- Work with the business community to help market Pictou Downtown and Waterfront District
- Develop Regional Plans and execute initiatives with Municipal neighbours
- Engage other stakeholder groups to discuss areas of mutual interest or concern

Rollout of Town Visual Identity Program:

- Implements a Town identity program including wayfinding and waterfront zone signage, consistent look to Town communications/website (branding), enhance existing assets to become showcases including waterfront, boardwalks, Caladh Avenue, Jitney
- Harmonizing the colours and messaging on Town vehicles

Citizen Communications

- Updating the Town website with push notifications for those interested in receiving communications
- Provide updates to events, initiatives, and projects through the Town newsletters

On the Ground Communications:

- Continue to post important messages on the Fire Department sign that can be viewed on Church Street.
- Make best efforts to reach property owners for billing purposes including sending reminder notices, distributing door knockers, and requesting address updates (PO Box) when mail is returned.

6 PLAN DEVELOPMENT APPROVAL PROCESS

6.1 Background Information

Early in their mandate Council identified the need for a multi-year plan. To assemble this plan, Council chose to develop draft recommendations based on the views of electorate, input from stakeholder groups, and a situational analysis of the Town (financial and a population profile).

In assembling draft recommendations, Council considered:

- Waterfront Masterplan
- Capital projections assembled and submitted to the Nova Scotia Utility and Review Board case no. M07050 and updated annually
- Financial Condition Index as published by the Nova Scotia Department of Municipal Affairs
- Secondary Planning Strategy and Land Use By-Law
- Data published by Statistics Canada with anticipated forecasts
- Climate Change Adaptation Plan
- Statements of Provincial Interest with a focus on housing and immigration and green initiatives
- Views of stakeholders and residents

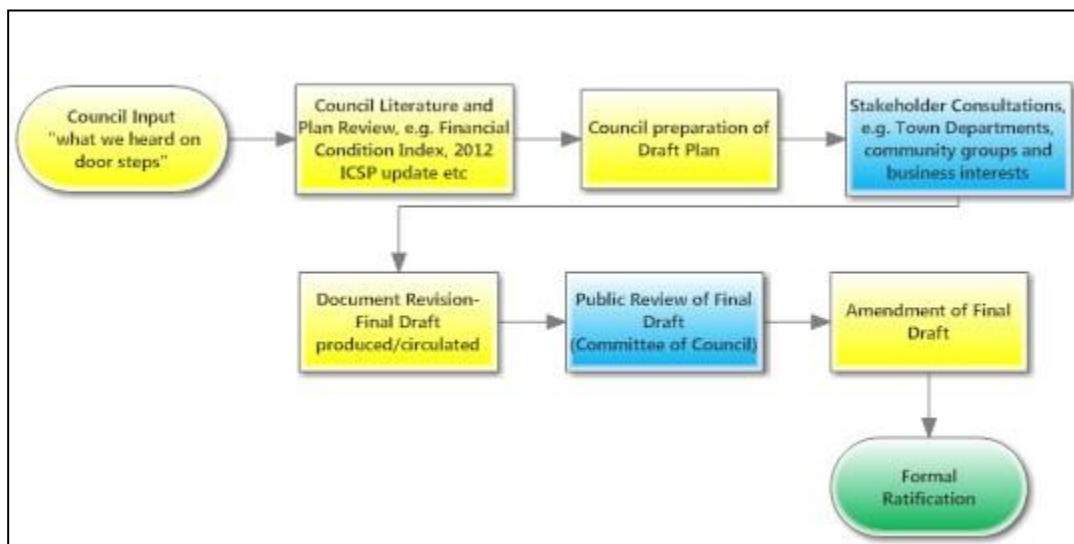


Figure 9. Consultative Process

6.2 Origins of Municipal Planning Documents

Pictou is enabled, through the Municipal Government Act (MGA), to establish policies and By-Laws regulating development. This allows local municipalities to address planning and development issues within their jurisdiction through a process accessible to local residents. In August of 2016 the Town of Pictou enacted a common Land Use By-Law to carry out the purpose and intent of an Inter-Municipal Planning Strategy and a Secondary Planning Strategy specific to Pictou.⁴ The municipal planning strategies together are referred to as the Town's "Municipal Planning Strategy" (MPS).

⁴ The Land Use By-Law and Inter-municipal Planning Strategy are common to the Towns of New Glasgow, Pictou, Stellarton, Trenton and Westville

These documents are due for review and will consider changing climate as well as the need to increase population density and changing housing trends, such as tiny houses. A review will be conducting between 2022 and 2023 to update these documents.

6.3 Integration of Sustainability Principles in the MPS

Pictou's current MPS integrates sustainability, as defined in the introduction section, via policy objectives relating to municipal infrastructure, environmental protection, residential, commercial, industrial, waterfront, heritage, recreation, and institutional developments.

In terms of economic sustainability, it is vital that investment in public infrastructure be made in alignment with broad development plans. Plans for public infrastructure investment are to result in direct increases to the Town's tax base through private development and, as such, permit reclamation of Town capital expenditure within a reasonable period. Such development plans will allow for continued public investment in infrastructure.

To address the environmental pillar, Pictou's MPS policies attend to the physical "lay of the land" and how development can best be incorporated into both the human-built form and the natural features of the community. Specific policies address watercourse protection, support for active transport links, traffic flow, wellfield protection, sewage treatment, disruption of natural drainage areas, storm water impacts and site design standards. These policies are used regularly to manage development and to limit impacts and protect areas important to the community's natural environment.

In terms of the social and cultural pillars, the MPS has set out direction for Council regarding leveraging natural assets (waterfront) to create social opportunities, identify and promote relevant cultural and heritage buildings, identify accessibility gaps, enhancement of recreational, tourism and cultural programming and promotion of neighbourhood integrity.

Council can also opt to create minimum standards for the areas that it prioritizes. This would include ensure that properties in highly visible areas do not detract from the overall waterfront and downtown feel.

6.4 The ICSP Relative to Statements of Provincial Interest

Statements of Provincial Interest identify the Province's interest in the use and development of land (MGA section 193).

The MGA requires that municipal planning documents be "reasonably consistent" with these Statements of Provincial Interest. Reasonably consistent means that municipalities must take reasonable steps to apply the relevant statements to the local situation when preparing or amending their Municipal Planning Strategy and/or Land Use By-law.⁵

There are currently five Statements of Provincial Interest: Drinking Water; Flood Risk Areas; Agricultural Lands; Infrastructure; and Housing. At present, only the statements of Drinking

⁵ Additional Information on Provincial Statements of Interest can be found at: http://www.gov.ns.ca/snsmr/muns/manuals/PDF/LGRH/LocalGovernmentResourceHandbook_5.1.pdf

Water, Infrastructure and Housing are applicable to the Town of Pictou. Pictou's Waterfront area is prone to storm surge flooding however is not included within the Province's Flood Risk Areas. With respect to these three, the Town believes that its planning documents are reasonably consistent as defined by the MGA.

The purpose of this section is to provide the reader with an overview of the Statements of Provincial Interest and to comment on the relationship of the ICSP and planned disbursement of Gas Tax to these Statements.

Drinking Water Statement of Interest

Residents and visitors to the Town rely on well water supplied by two different aquifers / watershed areas (groundwater recharge areas). One of the areas is within Town boundaries and is controlled by land use planning, while the second is outside of the Town boundary and is managed cooperatively by a stakeholder-based Source Water Protection Advisory Committee.

The Town of Pictou's Land Use By-Law has a Water Supply Zone which contains requirements designed to protect the drinking water. One of the primary measures includes the restriction of certain development and activities from occurring within the zone to protect the integrity of drinking water.⁶

Both watershed areas are also managed by policies contained within the Town's Source Water Protection Plan (SWPP). The SWPP is a living document that is examined on a bi-annual basis by the advisory committee.⁷

Infrastructure Statement of Interest

According to the Provincial Statement, the Town's planning documents are to "promote the efficient use of existing infrastructure and reduce the need for new municipal infrastructure". In this regard, the Town's planning documents contain policy statements and zone requirements that detail lot size requirements; a focused approach to "infilling" prior to expansion of central services; and a discouragement of development that "leapfrogs" over serviced areas of the Town to unserviced areas.

Housing Statement of Interest

The Town is fortunate to retain a wide range of housing stock including: two homes for special care, assisted care apartments, public housing, multiple unit, semi-detached units, single detached homes, and pre-manufactured homes.

The goal of this Provincial Statement is to "provide housing opportunities to meet the needs of all Nova Scotians". The Statement sets out four provisions that are to be considered within the Town's land use (planning) documents. The Town believes their planning documents to be in keeping with these four provisions. At present the Town's land use documents permit housing developments of all types through "as-of-right" approvals and Development Agreements.

More recent initiatives of the Town's Planning Advisory Committee include previously referenced zoning changes to permit higher density development within the downtown zone. Additionally,

⁶ For more information on the Town's Land Use By-Law please consult: http://www.pcdpc.com/plan_development/planning_and_development/lub/pictou/PIlub.pdf

⁷ To review a copy of the Source Water Protection, Plan please consult: www.townofpictou.ca

the Committee has amended the Generalized Future Land Use map to enable future multiple unit housing developments. This amendment will carry through to the Land Use By-Law when central services are provided to these areas, thus enabling multiple unit development as-of-right.

With respect to the extension of central services, three separate areas of the town are under consideration:

- one to service a single detached housing sub-division development
- a second to service a development featuring a series of greater than 4 multiple unit structures
- a third development targeting a series of 2-unit semi-detached homes

PLAN AMENDMENTS

Council resolved to structure the ICSP as a “living plan”, open to review and revisions without unnecessary constraint, to ensure continued sustainability under the four pillars.

At times Council may be requested by a citizen, stakeholder, or alternatively may wish to internally consider an initiative or project not currently contained within this ICSP. While this ICSP is intended to be a “living document”, a document that is subject to change provided that the change enhances the strategic direction set out by Council, Council recognizes that projects and initiatives need to be reasonably resourced. At times this may mean projects or initiatives are introduced with the required incremental resources; or the current project(s) or initiative(s) need to be withdrawn from the plan to redirect required resources to the proposed project or initiative.

Council believes bold initiatives are required to address the difficulties facing Pictou. In addressing these difficulties, a deliberate introduction of challenging initiatives has been put forward. Many would consider certain initiatives within this plan to be “stretch targets”. Many of these initiatives and work plans are intended to move the Town in a new direction will require the participation of others. Readers should note that each of the initiative tables include a “precondition” section. Council is of the opinion, that continual updates and revisions will be required as partnership plans unfold.

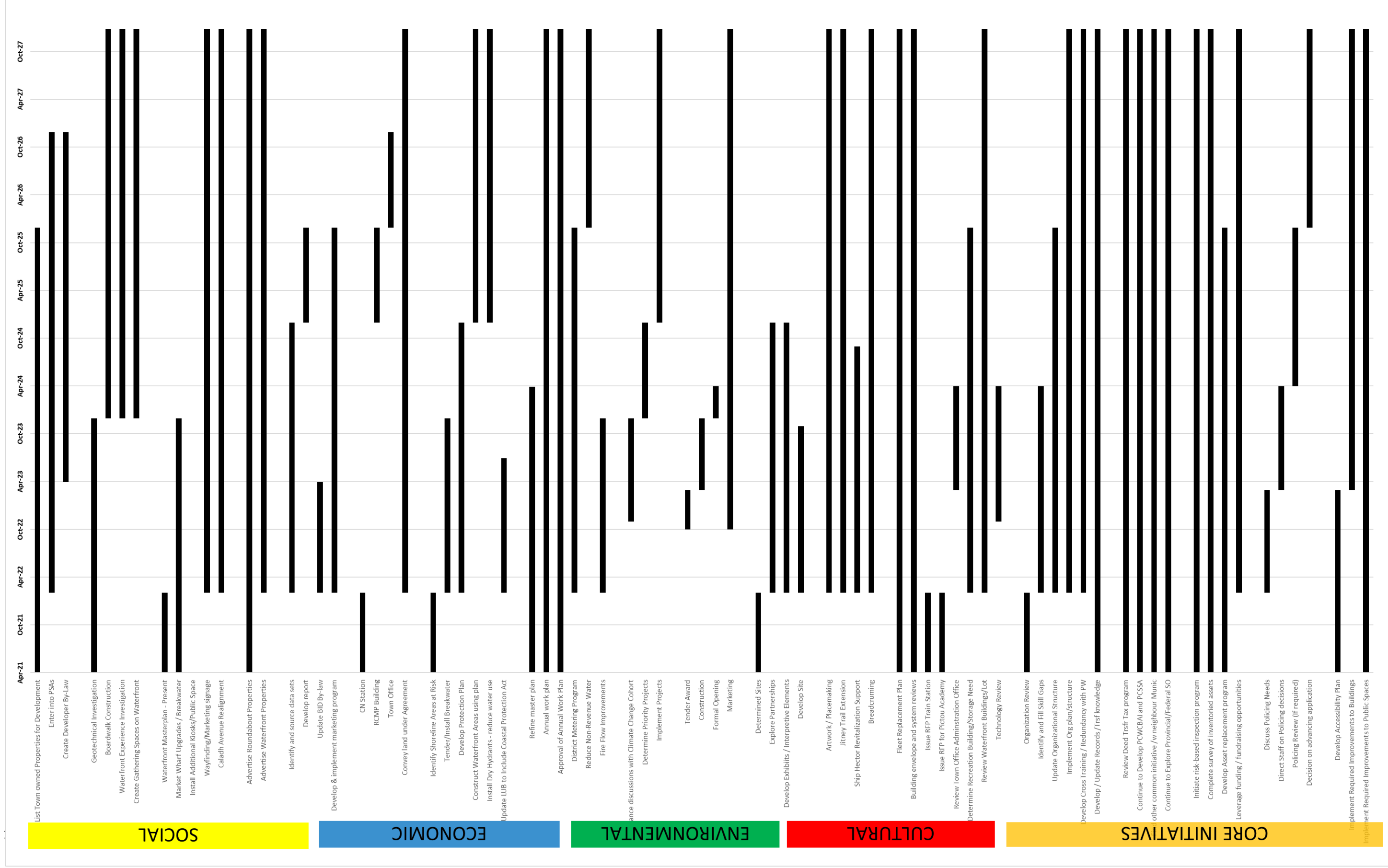
Council has further resolved to consider amendments relative to:

- the Statutory framework under which municipalities must operate
- Provincial Statements of interest
- The Town’s Land Use Planning Documents
- The impact on the Town’s annual budgets and Capital Investment Programs
- The cost-benefit of introducing change relative to the strategic direction approved by Council

Council has instructed staff to include the relevant points listed above within standardized reports and procedures. Examples being having recommendation reports include an analysis of how the topic at hand relates to the ICSP; and inclusion of ICSP commentary within annual work plans approved by Council.

Appendix A – List of Priorities and Responsibilities

PILLAR	INITIATIVE	TASK	START DATE	TARGET DATE	LEAD
SOCIAL	Housing starts / Population Strategy	List Town owned Properties for Development	Apr-21	Dec-25	CAO
		Enter into PSAs	Feb-22	Dec-26	CONS/CAO
		Create Developer By-Law	Apr-23	Dec-26	CONS/CAO
	Waterfront Masterplan	Geotechnical Investigation	Apr-21	Dec-23	ENG
Boardwalk Construction		Dec-23	Jan-28	ENG	
Waterfront Experience Investigation		Dec-23	Jan-28	CDO	
Create Gathering Spaces on Waterfront		Dec-23	Jan-28	CDO/CONS	
ECONOMIC	Waterfront Masterplan - Present	Waterfront Masterplan - Present	Apr-21	Feb-22	CAO
		Market Wharf Upgrades / Breakwater	Apr-21	Dec-23	ENG
		Install Additional Kiosks/Public Space	Dec-23	Oct-25	ENG
		Wayfinding/Marketing signage	Feb-22	Jan-28	DC/CDO
	Commercial Assessment Growth	Caladh Avenue Realignment	Feb-22	Jan-28	ENG
		Advertise Roundabout Properties	Apr-21	Jan-28	CAO
	Profile & marketing plan	Advertise Waterfront Properties	Feb-22	Jan-28	CAO
		Identify and source data sets	Feb-22	Dec-24	PCP/CDO
		Develop report	Dec-24	Dec-25	PCP/CDO
		Update BID By-law	Feb-22	Apr-23	DC
	Repurpose Existing Buildings	Develop & implement marketing program	Feb-22	Dec-25	COUNCIL
		CN Station	Apr-21	Feb-22	CAO
RCMP Building		Dec-24	Dec-25	CAO	
Town Office		Dec-25	Dec-26	CAO	
ENVIRONMENTAL	Waterfront Masterplan	Convey land under Agreement	Feb-22	Jan-28	CAO
		Identify Shoreline Areas at Risk	Apr-21	Feb-22	CONS
		Tender/Install Breakwater	Feb-22	Dec-23	ENG
		Develop Protection Plan	Feb-22	Dec-24	ENG/CAO
	Street and piped infrastructure	Construct Waterfront Areas using plan	Dec-24	Jan-28	ENG
		Install Dry Hydrants - reduce water use	Dec-24	Jan-28	ENG
		Update LUB to include Coastal Protection Act	Feb-22	Jul-23	COUNCIL
		Refine master plan	Apr-21	Mar-24	ENG/CAO
	Green energy/clean tech	Annual work plan	Apr-21	Jan-28	ENG/CAO
		Approval of Annual Work Plan	Apr-21	Jan-28	COUNCIL
		District Metering Program	Feb-22	Dec-25	ENG
		Reduce Non-Revenue Water	Dec-25	Jan-28	ENG
CULTURAL	Waterfront Placemaking	Fire Flow Improvements	Feb-22	Dec-23	ENG/CAO
		Advance discussions with Climate Change Cohort	Nov-22	Dec-23	PM
		Determine Priority Projects	Dec-23	Dec-24	CAO
		Implement Projects	Dec-24	Jan-28	COUNCIL
	Pictou Cultural Hub	Tender Award	Oct-22	Mar-23	CAO
		Construction	Mar-23	Dec-23	CONS
		Formal Opening	Dec-23	Apr-24	COUNCIL
		Marketing	Oct-22	Jan-28	DC / CDO
	Victory Heights / Veterans Park	Determined Sites	Apr-21	Feb-22	ENG/COUNCIL
		Explore Partnerships	Feb-22	Dec-24	CDO
		Develop Exhibits / Interpretive Elements	Feb-22	Dec-24	CDO / CONS
		Develop Site	Feb-22	Nov-23	ENG / CONS
Waterfront Placemaking	Artwork / Placemaking	Feb-22	Jan-28	CDO	
	Jitney Trail Extension	Feb-22	Jan-28	ENG	
	Ship Hector Revitalization Support	Feb-22	Sep-24	COUNCIL	
	Breadcrumbing	Feb-22	Jan-28	CDO / CONS	
CORE INITIATIVES	Asset Management Plans	Fleet Replacement Plan	Apr-21	Jan-28	ENG
		Building envelope and system reviews	Apr-21	Jan-28	ENG
		Issue RFP Train Station	Apr-21	Feb-22	CAO
		Issue RFP for Pictou Academy	Apr-21	Feb-22	CAO
	Human Resource Plans	Review Town Office Administration Office	Mar-23	Apr-24	CAO
		Determine Recreation Building/Storage Need	Feb-22	Dec-25	RM
		Review Waterfront Buildings/Lot	Feb-22	Jan-28	CAO/CDO
		Technology Review	Nov-22	Apr-24	MF/DC
	Engagement in Regional Projects	Organization Review	Apr-21	Feb-22	CAO
		Identify and Fill Skill Gaps	Feb-22	Apr-24	CAO/DH
		Update Organizational Structure	Feb-22	Dec-25	CAO/DH
		Implement Org plan/structure	Feb-22	Jan-28	CAO/DH
Fire Department	Develop Cross Training / Redundancy with PW	Feb-22	Jan-28	COUNCIL	
	Develop / Update Records / Trsf knowledge	Apr-21	Jan-28	PM/SUPT	
	Review Deed Trsf Tax program	Apr-21	Jan-28	CAO	
	Continue to Develop PCWCBAI and PCSSA	Apr-21	Jan-28	CAO	
Municipal Policing review	Find other common initiative /w neighbour Munic	Apr-21	Jan-28	CAO	
	Continue to Explore Provincial/Federal SO	Apr-21	Jan-28	CAO/DH	
	Initiate risk-based inspection program	Apr-21	Jan-28	CAO/FC	
	Complete survey of inventoried assets	Apr-21	Jan-28	PM/FC	
Accessibility Plan	Develop Asset replacement program	Apr-21	Dec-25	CAO/FC	
	Leverage funding / fundraising opportunities	Feb-22	Jan-28	FC	
	Discuss Policing Needs	Feb-22	Mar-23	CAO/COUNCIL	
	Direct Staff on Policing decisions	Mar-23	Apr-24	COUNCIL	
Engagement in Regional Projects	Policing Review (if required)	Apr-24	Dec-25	CAO/COUNCIL	
	Decision on advancing application	Dec-25	Jan-28	COUNCIL	
	Develop Accessibility Plan	Apr-21	Mar-23	DC/CDO	
	Implement Required Improvements to Buildings	Mar-23	Jan-28	DC/ENG	
Fire Department	Implement Required Improvements to Public Spac	Apr-21	Jan-28	DC/ENG/CDO	



Appendix B – Capital Project Summary

Project Name	Total	23-24	24-25	25-26	26-27	27-28
Buildings						
CN Station	\$ 90,000	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Broidy Park Building	\$ 150,000	\$ 150,000				
Town Office Upgrades	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Library	\$ 15,000,000	\$ 15,000,000				
Public Works Building	\$ 1,000,000				\$ 1,000,000	
Salt Shed	\$ 175,000	\$ 175,000				
Building sub-total	\$ 16,465,000	\$ 15,385,000	\$ 20,000	\$ 20,000	\$ 1,020,000	\$ 20,000
Streets/Sidewalks/Street Lights						
Roads/Sidewalk/Pipes	\$ 3,275,000	415,000	715,000	715,000	715,000	715,000
Mobile Speed Sign	\$ 20,000	20,000				
RRFB Crosswalks	\$ 40,000		20,000	20,000		
Streets Sub-total	\$ 3,335,000	435,000	735,000	735,000	715,000	715,000
Sewer						
Lift Station Upgrades	\$ 100,000	20,000	20,000	20,000	20,000	20,000
Catch	\$ 100,000	20,000	20,000	20,000	20,000	20,000
WWTP Improvements	\$ 1,480,000	170,000	170,000	800,000	170,000	170,000
Sewer Sub-total	\$ 1,680,000	210,000	210,000	840,000	210,000	210,000
Fleet						
Service Truck	\$ 175,000	35,000	35,000	35,000	35,000	35,000
Street Sweeper	\$ 350,000	350,000				
Snow Blades/Tools/Misc	\$ 100,000	20,000	20,000	20,000	20,000	20,000
Heavy Equipment	\$ 290,000	40,000	250,000			
Fleet Sub-total	\$ 915,000	445,000	305,000	55,000	55,000	55,000
Protection						
Fire Truck	\$ -					
Misc	\$ 125,000	25,000	25,000	25,000	25,000	25,000
Sub-total Protection	\$ 125,000	25,000	25,000	25,000	25,000	25,000
Community Development						
Signage/Beautification	\$ 40,000	20,000	5,000	5,000	5,000	5,000
Parks (Veterans, Heights)	\$ 150,000	30,000	30,000	30,000	30,000	30,000
Active Transport/Trails	\$ 50,000	10,000	10,000	10,000	10,000	10,000
Accessibility	\$ 50,000	10,000	10,000	10,000	10,000	10,000
2023	\$ 261,000	261,000				
Gut Bridge	\$ 500,000	500,000				
Market Wharf	\$ 10,500,000	10,500,000				
Water/Church Retaining Wall	\$ 500,000				500,000	
Geotechnical Investigation	\$ 30,000	10,000	10,000	10,000		
Caladh Ave Realignment	\$ 500,000			500,000		
Waterfront Initiatives/Boardwalk	\$ 800,000		200,000	200,000	200,000	200,000
Community Development Sub-to	\$ 13,381,000	11,341,000	265,000	765,000	755,000	255,000
Total Town	35,901,000	27,841,000	1,560,000	2,440,000	2,780,000	1,280,000

Appendix C – Priority Ranking Map

