

INTEGRATED COMMUNITY SUSTAINABILITY PLAN



January 19, 2026
V.3

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 19 day of January, 2026.

Given under the hands of the Mayor and the Chief Administrative Officer for the Town of Pictou this day of _____, 2026 and under the seal of the Town.

James J. Ryan
Mayor

Kyle K. Slaunwhite
Chief Administrative Officer

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EXECUTIVE SUMMARY

The following represents the fourth 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 (2026/27 – 2030/31). The plan also provides a framework to guide Town Council in establishing 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 experienced substantial recent residential assessment growth (primarily due to property sales and removal of caps), a slowly growing commercial tax base, a consistent tax rate, an improving but still deficient asset replacement program, and a divergent population age profile. In practical terms, this means:

- There is an increasing tax burden on fewer residents.
- There remains a need to continue to pursue 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, 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, including input from citizens during the October 2024 municipal election and stakeholder groups.

Considerable effort and focus were placed on all pillars during the last ICSP. Examples of investments include approximately \$16M in the deCoste Cultural Hub, \$16M in waterfront/coastal protection initiatives (wharf, Caladh, Jitney), \$3M in stormwater separation, \$5M in core infrastructure (roads and water), and about \$1.5M in recreation initiatives (Gut Bridge, splash pad, recreation equipment, and parks).

Moving forward, Council will maintain a balanced approach as part of this strategic planning, with increased emphasis on recreation. These priorities include:

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

- addressing property assessment growth that is being outpaced by the fiscal requirements, e.g., the cost of program delivery continues to increase for mainly inflationary reasons.
- Continuing to prioritize commercial opportunities. While the initial delivery of opportunities at the roundabout is still ongoing, increased focus on creating opportunities downtown will be highlighted throughout this report. The roundabout serves as a service center designed to capture traffic, while downtown and waterfront opportunities aim to create experiential attractions that showcase our working waterfront and rich history.

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

Environmental pillar: Investing in waterfront development and access to the natural environment and assets will become a priority over the next several years. Initiatives will incorporate a climate change and disaster mitigation lens and create ways for the public to interact with the waterfront. These initiatives will be detailed in the Waterfront Master Plan. Additional priorities include continued separation of storm water from sanitary sewer, street resurfacing program and applying a new lens through the Climate Change Advisory Committee as well as partnerships with the Clean Foundation for green initiatives.

Economic pillar: Promotion of the community, readiness for investment, and commercial development guide this pillar. Efforts include continued promotion and sale of lots surrounding the roundabout/rotary, working with the Business Advisory Committee to create a wayfinding signage program directing visitors downtown, exploring waterfront opportunities for kiosks, purchasing and developing land, and forming partnerships for existing Town-owned buildings.

Social pillar: Selling Town-owned land to enable housing opportunities, collaborating with developers to create affordable housing, and enhancing partnerships with other governments to promote free public spaces for gathering, celebration, and enjoyment of Pictou's natural assets form the foundation of this pillar.

Cultural pillar: Redevelopment of Pictou's waterfront is the primary focus of this pillar, emphasizing placemaking and promoting a four-season working waterfront that attracts residents and visitors. Additional initiatives include constructing a new park to celebrate Victory Heights heritage and enhancing existing Tangible Capital Assets (TCAs)—such as the marina, Town-owned buildings, and the Jitney Trail—before adding new recreation/cultural TCAs.

The Town will also focus on existing core assets within each department that are approaching the end of their useful life, notably investments in fire-related equipment, the public works salt shed, and the Town Office.

To ensure fiscal sustainability and affordability of these capital investments, Council has committed to an in-depth examination of financing options, including maintaining an acceptable long-term debt ratio, engaging in funding partnerships with other governments, managing special reserves (e.g., Canada Community-Building Fund (CCBF)), and increasing annual contributions toward capital from the operating budget.

To advance these 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 and Housing Accelerator Funds (HAF) proceeds on paving/infrastructure projects only;
 - Increase capital out of revenue budgeting to \$800,000 per year based the Asset Management Reports;
 - Pursue cost-sharing programs to undertake stormwater diversion projects;
 - Develop healthy reserves for new capital opportunities; and
 - Use proceeds from sale of land to create reserves for strategic development purposes.

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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.

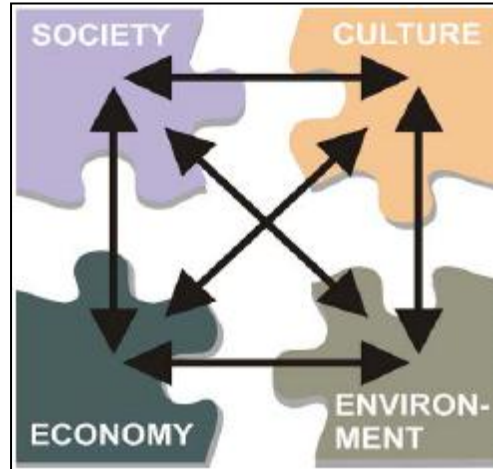


Figure 1. Pillars of Sustainability

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 Mission Statement

The Town of Pictou strives to offer municipal infrastructure that supports economic development and cultural opportunities through an innovative and environmentally focused approach. The services are to be continually updated to reflect the changing demographic profile while maintaining Pictou's strong sense of community.

2.2 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 data to the assessment role, the total Towns total residential assessment is \$264,053,000 total commercial assessment is \$38,990,000, and the median taxable residential assessment is \$116,150.

2.3 Situation Analysis

2.3.1 Population¹

In Figure 2. Population Trends, Census reports since 1996 show the population in the Town of Pictou decreasing by an average of 40 people per year.

¹ Raw data obtained from Statistics Canada

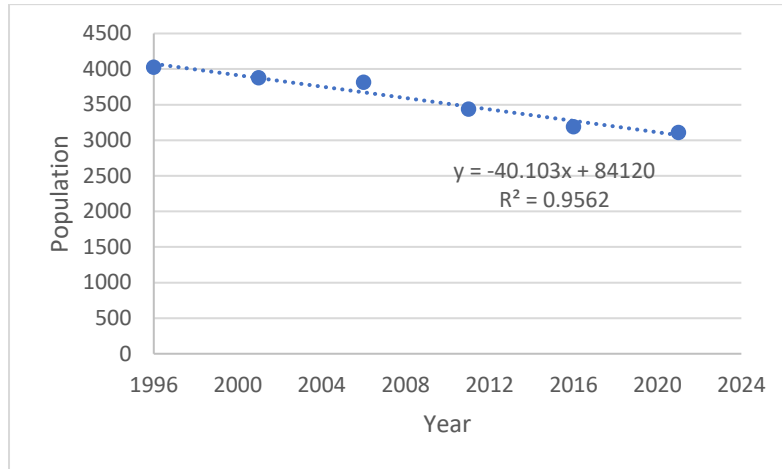


Figure 2. Population Trends

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.

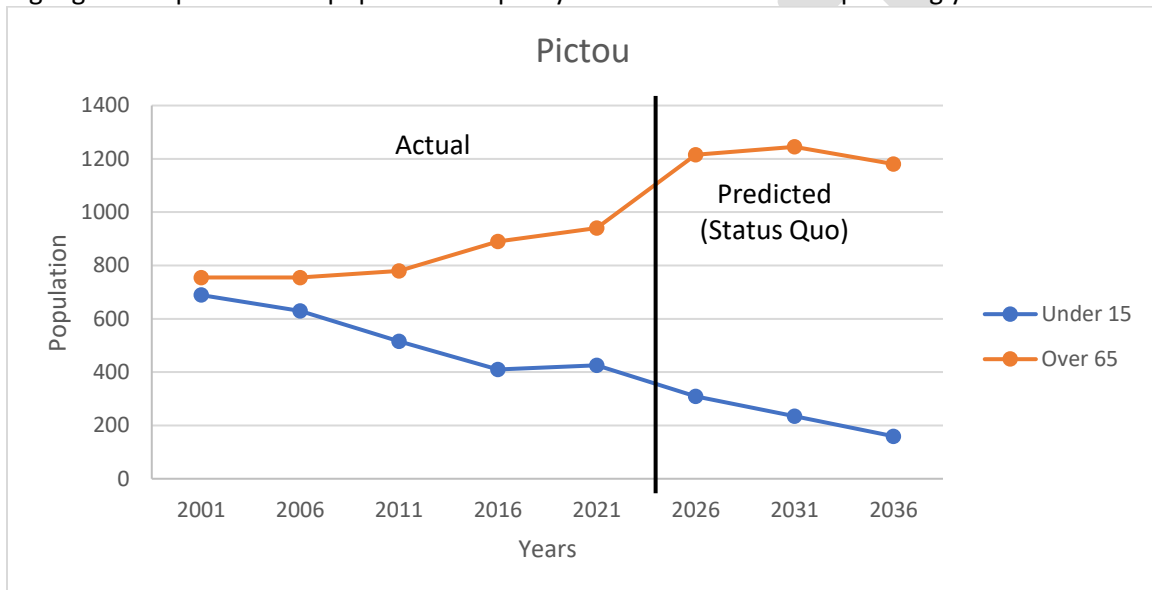


Figure 3. Population Age Diversion

2.3.1.1 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/immigration growth within Town programming and initiatives, e.g., a new library that 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 opportunities and 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.
- Provide supports to societies mandated to support immigrants settling in Pictou.

2.3.2 Finances

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

2.3.2.1 Financial Ratios

The Department of Municipal Affairs maintains a Financial Condition Index (FCI) that measures the performance of Nova Scotia’s 49 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) 2023/24

The information presented within DMA’s reports lags by a couple of years.

The Town is making significant capital investments in infrastructure based on Asset Management Reports. Continued investment is necessary to prevent the Town from experiencing an annual deficit in infrastructure condition. However, this level of investment makes it challenging to build

reserves, which are the primary drivers of negative indicators. In staff's opinion, the need for reliable infrastructure outweighs the need to build reserves.

As part of the Nova Scotia Utility and Review Board (NSUARB) application M07050, financial projections were produced under a Town (status quo) structure for a five-year period. Under the status quo scenario, approximately \$12 million was estimated to be spent on TCA upgrades and installations over the next five years. This calculation focused on affordability and addressed only the most pressing issues. Under the same NSUARB file, applicants were required to project capital upgrades and installations, including identifying and costing deferred capital work. This second analysis estimated that about \$31 million in capital upgrades and installations should be undertaken in Pictou—a variance of \$19 million, comprised mostly of paving, sidewalks, and wastewater collection. Funding deferred capital in Pictou was intended to align the condition of the Town's assets with those of the other three M07050 applicants.

This data was further reviewed and updated in 2024 by the Town Engineer. It was incorporated into an Asset Management Report, which provides guidance on priority infrastructure targets and investment needs to ensure that the average condition of infrastructure improves year over year. To advance several capital initiatives around waterfront enhancements and protection, debt financing was used. With the capital work currently underway (Market Wharf and Caladh Avenue), it is projected that by 2028, the Town's debt will approach 10%, potentially triggering a change from a green to a yellow FCI. This is considered a necessary sacrifice to achieve appropriate enhancements.

On an encouraging note, the Town has taken proactive measures to improve its reserves, collect outstanding taxes, and benefit from a recent development "boom," which is not yet fully reflected in current FCIs. The unfortunate situation is Uncollected Taxes are being impacted by one or two property owners, who continue to pay interest and are very unlikely to go to tax sale, but are able to push the Town into "Yellow". Overall, based on the increased interest in the Town, staff are comfortable with the "yellow" mark for uncollected taxes, as the value of assets ensures taxes are paid before reaching tax sale.

Lastly, the Town has a "yellow" mark in the residential tax effort. Staff are not concerned with this metric, as this is largely based on salary information from 2021 Statistics Canada data. It is anticipated that this will normalize once 2026 Statistic Canada information is released.

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

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.

	Reliance on Gov't Trf	Operating Reserves	Debt Service Ratio	Undepreciated Assets	5 yr Capital Purchases	Combined Reserve
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%
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%
2021-22	19.5%	12.8%	7.1%	51.40%	241%	23.70%
2022-23	12.2%	8.9%	6.7%	54.00%	250%	11.10%
2023-24	12.6%	10.7%	6.9%	60.80%	319%	13.00%

Figure 5. Select FCIs

2.3.2.2 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, 2025.

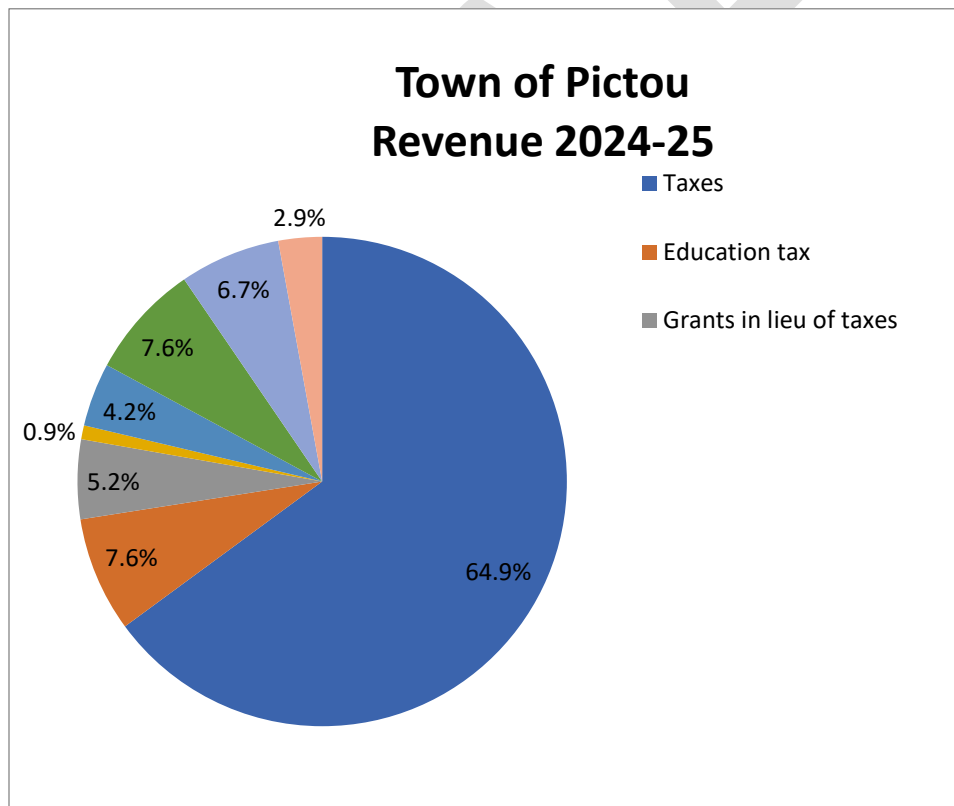


Figure 6. Town of Pictou Revenue Distribution - 2024-25

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 also for the finance 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.

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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
2023/24	\$4.34	\$1.69	\$4.10	\$2.04	\$4.30	\$1.88	\$3.95	\$2.13	\$4.45	\$1.84
2024/25	\$4.34	\$1.69	\$4.10	\$2.04	\$4.30	\$1.88	\$3.95	\$2.13	\$4.45	\$1.84

Table 2. Assessment Trends

Town of Pictou Assessment Trend (Residential) - 2010 to 2026

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%
2025	226,606,100	176,076,500	23.3%	7.7%
2026	264,053,000	193,507,400	16.5%	9.9%

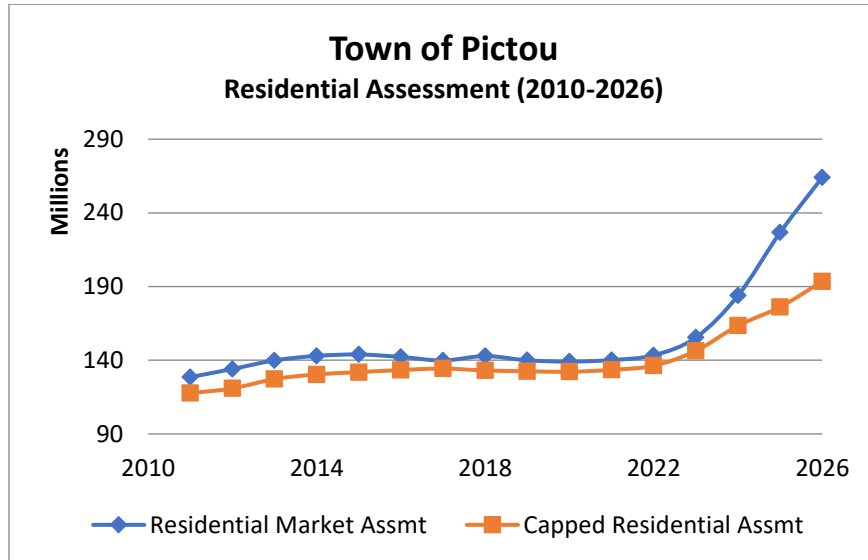


Figure 7. Residential Assessment Trends Graphed

Table 3. Commercial Assessment Trends

Town of Pictou Assessment Trend (Commercial) - 2010 to 2026

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	10%
2025	34,777,000	9%
2026	38,990,000	12%

Notes:

1. The 10% increase in 2024 and 9% increase in 2025 were mainly due to market condition increases with no specific new construction or renovations.
2. The 12% increase in 2026 was largely due to the completion of the deCoste Cultural Hub Project.

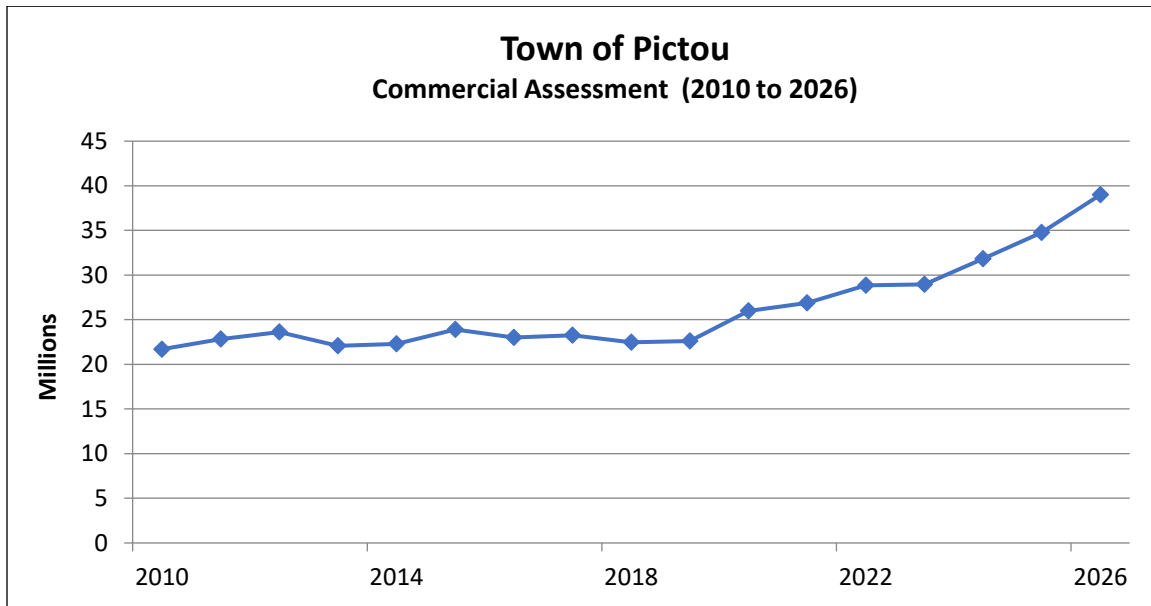


Figure 8. Commercial Assessment Trends Graphed

2.3.2.3 Financial Condition Interpretation

Town finances, whether related to operating or capital costs, are primarily funded through taxable assessments. Assessments have been increasing in the Town of Pictou for the last few years.

Several Initiatives have been undertaken to grow taxable assessments, including:

- 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 various 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;
- Marketing Town owned residential holdings with development conditions; and
- Promoting our community as quality of life option for anyone looking to escape city living.

2.3.3 Capital Assets

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

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>

- Strategic investments in economic, social, and cultural infrastructure (Waterfront Development, recreation) 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.
- Acquisition of strategic assets to lower operating costs (Street sweeper, roll of container and flatbed truck).
- 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 all reserves and annual proceeds.
- Take full advantage of external contributions, e.g., Federal 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. This will take the form of asset management plans, which have already been created for several assets.

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

- Undertaking an efficiency review of departments in attempt to redirect and increase funding of capital projects from operations
- Revisiting sewer charges (on property tax bills) once capital contributions have been fulfilled. Possible options include maintaining service equivalents or switching to a flow-based billing system, similar to water bills that are based on consumption (operating costs) and base (capital improvements to maintain WWTP or piped infrastructure).
- Focusing efforts on areas which will not only eliminate barriers (roads) but will enhance and promote marketability of assets (waterfront).
- Developing a comprehensive accessibility plan to ensure all improvements incorporate new accessible opportunities.
- Providing additional reasons why young families should consider Pictou, by enhancing recreational and family oriented assets such as parks, trails, and social gathering places (waterfront).

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	620,000			-	500,000	120,000	-
Streets and Sidewalk	6,625,000	1,180,000		886,000	1,057,000	3,502,000	
Sewer	2,130,000		1,170,000		420,000	-	540,000
Fleet	265,000				-	265,000	
Protection	175,000			50,000	-	125,000	
Community Development	2,578,500		57,500	756,250	1,716,000	48,750	-
Total	\$ 12,393,500	1,180,000	1,227,500	1,692,250	3,693,000	4,060,750	540,000

Table 5. Five-Year Debt Ratio

	25-26	26-27	27-28	28-29	29-30	30-31
Debt	527,723	621,598	728,247	931,874	964,476	1,027,705
Taxable Income	7,397,220	8,136,942	8,950,636	9,398,168	9,868,076	10,361,480
Debt Ratio	7.1%	7.6%	8.1%	9.9%	9.8%	9.9%

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3 STRATEGIC/COMPETITIVE POSITIONING

3.1 Identity Creation

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

The Town of Pictou is positioned 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/Aging Population

Pictou's population decline is partially 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 confirmed by the high occupancy rate mixed with the low population figures within the Pictou County Housing Coalition July 29, 2021 Housing Crisis Report, but continued population decrease is still observed.

To offset this trend, the Town will need to create a targeted housing start program. This will be accomplished by making Town owned residential property available for development and working with developers to create new subdivisions by continued partnership with realtors and development of new strategies relating to Development Assistance to offset the capital cost relating to required infrastructure within the Town Subdivision By-Law.

Furthermore, Pictou faces challenges with its aging population. In 2021 the median age in Pictou was 53.2. The median age is continuing to increase which flags potential challenges especially when residents seek services. When more of the population is retired than working there becomes a workforce gap and businesses face challenges delivering their product. Enhancing recreational and social opportunities will help create opportunities young families and immigrants to consider the area. With "work from home" opportunities decreasing and large industries leaving, this will create new challenges, so ensuring that the Town supports its commercial sector is more important than ever.

3.3 Residential and Commercial Assessment and Tax Rate

3.3.1 Residential

Residential assessments have been naturally increasing over the last several 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 for those wanted to call Pictou home. This is creating interests from developers who want to be part of new housing opportunities. The Town has already committed to making its property stock available but other private lands are also being developed.

With the increase development, developers are asking more frequently for municipal-developer partnership to install the require infrastructure to turn large vacant lots into subdivisions. Council has options on how to approach these requests by either: a) putting the burden on the developers, b) creating a Development Assistance Policy or c) working on a case by case basis with each developer.

3.3.2 Commercial

Commercial assessments have experienced moderate growth over the last five years. Unfortunately, a significant portion of this growth can be attributed to Town-specific developments such as the Water Treatment Plant and the deCoste Cultural Hub.

However, there has also been growth driven by the private sector, including new development at the rotary and renovations of downtown businesses. In fact, Pictou has been outpacing other municipalities in commercial growth rates.

Even with this higher commercial growth, Pictou still needs to continue pushing for new and expanded commercial activity. Staff propose continuing to expand opportunities in the undeveloped areas around Pictou's rotary, which serves as the gateway to the Town.

How the gateway is developed is just as important as ensuring development occurs. Council should continue to explore opportunities that attract visitors from Highways 104, 6, and 376. The expectation is for service-center development, such as box stores and fast-food establishments, similar to what other communities offer. Council should limit or only consider activities that complement a service center and, just as importantly, maintain a distinct feel from the downtown waterfront district.

Downtown Pictou must continue to be developed in a way that complements the Town's quality of life, waterfront character, and niche markets that make Pictou unique. The goal is to preserve what makes Pictou special while ensuring the downtown remains appealing to permanent residents, tourists, and potential future residents.

The final commercial component to address is industry. Pictou has a working waterfront and is still home to the Port of Pictou. Industrial development should be encouraged, particularly in areas such as shipbuilding, which align with provincial and federal strategies. That said, while industry is important, Council should carefully consider the boundary between downtown commercial and industrial areas. Both can coexist in the downtown, but a balance must be achieved to ensure tourism experiences and quality of life are not compromised by industrial activity. These two objectives are not mutually exclusive and can create synergies if managed correctly.

3.3.3 Tax Rate

One item that consistently rises to the top of Council priorities is tax rates. The Town of Pictou currently has the lowest residential tax rate of all towns within Pictou County and a commercial rate that falls within the mid-range.

Instead of comparing tax rates alone, Council could continue making decisions based on average tax burden, which reflects the tax bill for the average home in the community. This approach provides a more accurate picture of the true “cost of living in our community,” avoiding distortions caused by artificially inflated or deflated assessments.

While this principle held true a few years ago, Pictou now has a bimodal distribution of assessments. This means that long-time homeowners have suppressed tax bills because their assessments only increase by inflation, while new builds are assessed at current market construction values. The difference can be striking—three to four times higher assessments for new builds compared to older homes.

Staff recommend continuing to hold tax rates steady and allowing natural growth to drive funding for new initiatives and inflationary costs.

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 (TCAs). This does not mean projects should create an unmanageable financial burden on the Town; rather, investments should be guided by the Provincial Financial Condition Indicators (FCIs). The investment approach will be two-fold, maintaining balance between **strategic assets** and **core initiatives**.

Strategic assets are investments that advance strategic plans and support residential, commercial, and tourism growth. Most initiatives from the Waterfront Master Plan and Recreation Plans fall within this category.

Core assets are those that eliminate barriers or create cost savings. These include roads, pipes, fleet, and buildings. While new roads and pipes may not directly incentivize growth, poor infrastructure can deter interest in the area. Similarly, aged pipes can cause disruptions, poor flow conditions, and increased maintenance costs. Adding storm sewer piping will alleviate capacity pressures at the wastewater treatment plant. Likewise, replacing an aging fleet reduces fuel consumption and maintenance costs, contributing to both financial savings and climate change goals.

It is recommended that a comprehensive approach be taken when managing these capital expenses:

- **Core assets** incur recurring costs, so finding a sustainable financing method is essential. Using capital from revenue, gas tax, and grants will help fund these projects without major budget impacts. Additionally, capital spending should be prioritized over operating spending, with the goal of solving infrastructure problems rather than patching them. Instead of setting a fixed contribution for Capital from Revenue, a percentage-based approach is recommended. This way, any growth in assessment can be allocated to improving, replacing, or adding infrastructure. Over the past several years, the Town’s

Capital from Revenue contributions have accounted for approximately 10% of total revenues/expenses.

- **Strategic initiatives** are finite and based on current Council-adopted plans. These projects typically involve one-time costs that are generally higher than those for core assets. Using debt to leverage external funding (e.g., grants) is 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%, but this ratio will decrease as debt is repaid and taxable revenue grows. Since these initiatives are intended to positively impact both population and assessment, it is reasonable to utilize the benefits of these projects to create additional debt capacity for future opportunities.

3.5 Measurables

The five-year Capital Investment Plan (CIP) and annual work plans must include initiatives that maintains the Town's fiscal competitiveness. Two main measurements will be used to gauge performance in this area relative to other Pictou County municipal units and Nova Scotia towns:

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

To uphold the principle of affordability, Council has resolved that ICSP initiatives must remain within the financial means of the Town. In this regard, concepts such as phasing, multi-year budgeting, debt affordability, partnerships with other governments and organizations, and the use of multiple sources of capital financing will form part of this ICSP.

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

3.6 Goals

As part of all strategies, the Town plans to take a holistic approach when promoting existing opportunities or creating new ones. The Town of Pictou's Accessibility Plan, Active Pictou County, and the Waterfront Master Plan will work together to create synergies, while the communications team will ensure that all opportunities, events, and messaging are shared through improved channels. The goal is to highlight and promote existing and new events to help market the Town of Pictou, driving commercial and residential interest and increasing assessments. By growing the population, the Town will increase its assessment base. This increased assessment will help distribute the financial burden of capital initiatives, minimize the impact on tax rates, and lower the Town's debt ratio.

In summary, Council's goal should be growth, as this reduces the financial burden of initiatives on residents. Initiatives that promote growth or reduce costs should be prioritized.

4 SUMMARY OF PILLAR INVESTMENTS AND DEPT. INITIATIVES

4.1 Summary of Council's ICSP Priorities

4.1.1 Pillar Investments

The Town will focus on cultural and economic pillars within its strategic plan, primarily driven by the Waterfront Development Plan, which outlines opportunities to enhance natural assets and leverage them to create new spaces:

- Partner with the deCoste Entertainment Centre to create the Cultural Hub involving the Pictou Antigonish Regional Library (complete).
- Construct an extended Market Wharf and Breakwater to enhance access to and attraction of the Pictou Waterfront (underway).
- Develop new commercial spaces downtown through:
 - Redevelopment of the former Bottle Depot property (ongoing).
 - Addition of kiosks and structures on existing and potential wharves (ongoing).
- Repurpose existing buildings, including the CN Station, RCMP building, and Town Office (in progress).
- Continue promoting the Town as investment-ready, particularly along the Commercial Highway (ongoing).
- Reorganize downtown business improvement programs (ongoing).
- Work with a neighborhood committee to enhance, celebrate, and promote the heritage of Victory Heights (in-progress).
- Utilize the waterfront to create new opportunities for community gatherings and heritage celebrations (e.g., Pictou Landing First Nation, No. 2 Construction Battalion, music community, Scottish heritage) (in-progress).

The Town will also maintain a balanced approach by advancing **social and environmental pillars** through:

- Implement an ordered plan for below-grade service renewal and street resurfacing (storm separations, sanitary lines, water lines, sidewalks) (ongoing).
- Develop a district metering program to reduce water losses (complete/ongoing).
- Loop dead-end waterlines to improve water quality, fire flows, and prepare for future growth (ongoing).
- Install a waterfront boardwalk to create a connected walking experience (in-progress).
- Extend the Jitney Trail by re-envisioning and realigning Caladh Avenue as a one-way street with reintroducing the rail trail (in-progress).
- Undertake a population strategy focused on housing, including:
 - Make Town-owned property available for development (ongoing).
 - Implement a Developer By-Law to incentivize new subdivisions (not started).

4.1.2 Departmental/Program Initiatives

Public Works

- Replace salt shed and Public Works building (in-progress).
- Continue replacing aged heavy equipment and light-duty vehicles (ongoing).
- Improve crosswalk visibility, utility, and compliance with the Accessibility Act (ongoing).

Protection

- Continue, reorganize, and enhance the Town of Pictou Volunteer Fire Fighters Society (CRA-registered charity) to facilitate ordered replacement of heavy equipment.
- Create an asset management plan for equipment (complete/ongoing).
- Benchmark departmental expenditures (ongoing).
- Support policing efforts through deterrents (lighting), surveillance equipment, and awareness infrastructure (speed signs) (ongoing).

Administration

- Replace aged workstations (ongoing).
- Explore payment options and software enhancements (financial, planning, permitting) (in-progress).
- Review and update policies and by-laws for efficiency and best practice (ongoing).
- Determine management structure for Pictou Waterfront (very early stages).
- Create a marketing strategy for the Town and waterfront (signage, wayfinding, beautification) (ongoing).

Regional Projects

- Consider existing and new requests (ongoing).
- Develop a marketing strategy for Pictou County with DEANS (ongoing).
- Review pooled deed transfer tax trust obligations (in-progress).
- Develop sharing agreements for operational items (planning, building inspection, street sweeping) (ongoing).
- Participate in Climate Change Cohorts/Summit (ongoing).

All Departments

- Complete physical building reviews and develop asset management plans (ongoing).
- Maintain accessibility and inclusion plans (ongoing).
- Develop an environmental sustainability plan (ongoing).
- Modernize technological and infrastructure offerings (ongoing).

These departmental and program initiatives will be included in annual work plans and operating budgets, in addition to existing operational requirements—for example, ongoing efforts to develop cruise ship visitation through Parks and Recreation and shoreline upgrades along the Jitney Trail.

4.2 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 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 and Visitor Marina 			
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"> 2022-26 	<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"> 2022-26 	<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"> 2022-30 	<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"> 2023-26 	<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"> 2023-30 	<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"> 2024-30 	<ul style="list-style-type: none"> Release of Marketing Material
Completed Initiatives			
	<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"> Changed to Business Advisory Committee Model
	<ul style="list-style-type: none"> Released EOIs for several Town owned buildings 	<ul style="list-style-type: none"> 2022-2024 	<ul style="list-style-type: none"> Several new tenants, some stayed and some were temporary.

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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"> Waterfront is ripe for development Service centre of Pictou West 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:			
<input type="radio"/> 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"> 2026-30 	<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"> 2026-30 	<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"> 2026 	<ul style="list-style-type: none"> Creation of KPIs to determine program success
Completed Initiatives			
	<ul style="list-style-type: none"> Continue to advertise lands at roundabout 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Several lots have been sold, but the Town is exploring opportunities to acquire more.

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"> Placemaking/Storytelling Artwork along the Waterfront in partnership with Pictou Landing Nations and Creative PC, others 	<ul style="list-style-type: none"> 2023-2030 	<ul style="list-style-type: none"> Installation of pieces
2	<ul style="list-style-type: none"> Repurpose Historical Sites (CN Station) 	<ul style="list-style-type: none"> 2026 	<ul style="list-style-type: none"> Lease Agreement / proposed use
3	<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"> 2026 	<ul style="list-style-type: none"> Active Transport Lane Installed
4	<ul style="list-style-type: none"> Support Ship Hector Revitalization Project 	<ul style="list-style-type: none"> 2026 	<ul style="list-style-type: none"> Relaunch of ship and opening of interpretive centre
Completed Initiatives			
	<ul style="list-style-type: none"> Pictou Cultural Hub 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Door are open
	<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"> 2024 	<ul style="list-style-type: none"> Several pieces have been added as part of the deCoste project.

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"> ○ 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"> • Expand and implement exhibits/features 	<ul style="list-style-type: none"> • 2026-30 	<ul style="list-style-type: none"> • Completion
Completed Initiatives			
	<ul style="list-style-type: none"> • Determined site 	<ul style="list-style-type: none"> • 2022 	<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> • Interpretive Panels Developed 	<ul style="list-style-type: none"> • 2024 	<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> • Park created using external funds 	<ul style="list-style-type: none"> • 2023 	<ul style="list-style-type: none"> • Construction

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"> CGBF and HAF 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"> 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
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"> Update Asset Management Plans 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Council Approval
4	<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
Completed Initiatives			
	<ul style="list-style-type: none"> Asset Management Plans for buried infrastructure and streets 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Complete
	<ul style="list-style-type: none"> Monitor water use 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Non-Revenue water reduced by 80%

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"> 2026 	<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 Ensure protection of the Jitney Trail 	<ul style="list-style-type: none"> 2024-26 	<ul style="list-style-type: none"> Completion Jitney Retaining Wall Erosion Protection Measures
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
Completed Initiatives			
	<ul style="list-style-type: none"> Consider critical areas and storm impacts 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> New Municipal Climate Change Adaptation Plan
	<ul style="list-style-type: none"> Construct project to address storm impacts and coastal protection 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> designed to 2100 rising tide and storm surge levels
	<ul style="list-style-type: none"> Develop Opportunities to reduce drinking water consumption 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Dry hydrant design complete

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"> 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"> 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
2	<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
3	<ul style="list-style-type: none"> Update the Waterfront Masterplan 	<ul style="list-style-type: none"> 2026-27 	<ul style="list-style-type: none"> Completed Waterfront Plan – part 2
4	<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
Completed Initiatives			
	<ul style="list-style-type: none"> Trucking Route Traffic Study complete 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Options for long-load trucks are known
	<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

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 			
Priority	Task	Target Date	Performance Indicator
1	<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
2	<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
3	<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
Completed Initiatives			
	<ul style="list-style-type: none"> Undertake inventory of available Town owned housing / land 	<ul style="list-style-type: none"> 2021 	<ul style="list-style-type: none"> Map Created
	<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
	<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"> Several new housing starts created

	<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">Several commitments for large residential or commercial properties
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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"> Ongoing 	<ul style="list-style-type: none"> As Needed 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
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
9	<ul style="list-style-type: none"> Technology Implementation 	<ul style="list-style-type: none"> 2025+ 	<ul style="list-style-type: none"> Technology installed
<p>Completed Initiatives</p>			
	<ul style="list-style-type: none"> Fleet replacement plan 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Very few of the pre-owned vehicles remain in current fleet
	<ul style="list-style-type: none"> Prepare building envelope and system reviews including efficiency assessment 	<ul style="list-style-type: none"> 2025 	<ul style="list-style-type: none"> Site visits complete
	<ul style="list-style-type: none"> Issue Request for Proposals CNR Station 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> No responses
	<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"> Property Sold

	<ul style="list-style-type: none"> • Determined need for recreation building 	<ul style="list-style-type: none"> • 2024 	<ul style="list-style-type: none"> • Design Complete
	<ul style="list-style-type: none"> • Create new buildings/kiosks on waterfront 	<ul style="list-style-type: none"> • 2023/24 	<ul style="list-style-type: none"> • Kiosks added
	<ul style="list-style-type: none"> • Technology Infrastructure review 	<ul style="list-style-type: none"> • 2024 	<ul style="list-style-type: none"> • Report Created

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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"> Ongoing 	<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"> Ongoing 	<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"> Ongoing 	<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"> Ongoing 	<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"> 2023-30 	<ul style="list-style-type: none"> Ongoing
<p>Completed Initiatives</p>			
	<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 Manual Updated
	<ul style="list-style-type: none"> Hire required skillset to advance strategic plans 	<ul style="list-style-type: none"> 2023 	<ul style="list-style-type: none"> Manager of Community Development and Utilities Hired, additional

			Unionized FTEs hired to meet snow clearing and utility needs
	<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"> 2023/24 	<ul style="list-style-type: none"> Council budget approvals
	<ul style="list-style-type: none"> Develop a cross-training program for staff within department 	<ul style="list-style-type: none"> 2024 	<ul style="list-style-type: none"> Unionized staff refused to participate

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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 Capability of the pooled Deed Transfer Tax collections <p>Constraints</p> <ul style="list-style-type: none"> Budgetary restrictions 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
<p>Completed Initiatives</p>			
	<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"> 2023/24 	<ul style="list-style-type: none"> Shared: Planner, Building Official Agreements for street sweeping, ditch cutting,

			standing offers and some capital work
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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– 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"> • Development of asset replacement program 	<ul style="list-style-type: none"> • 2023-30 	<ul style="list-style-type: none"> • Completion
3	<ul style="list-style-type: none"> • Approval of asset replacement plan 	<ul style="list-style-type: none"> • 2023-30 	<ul style="list-style-type: none"> • Council Approval
4	<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
<p>Completed Initiatives</p>			
	<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"> •

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. 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 • More members (prior model of policing wherein the Town contracted five members) <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"> • 2023-26 	<ul style="list-style-type: none"> • Completion
2	<ul style="list-style-type: none"> • Direction given to staff moving forward 	<ul style="list-style-type: none"> • 2023-26 	<ul style="list-style-type: none"> • Completion
<p>Completed Initiatives</p>			
	<ul style="list-style-type: none"> • Policing Review 	<ul style="list-style-type: none"> • 2016 	<ul style="list-style-type: none"> • Completed / too expensive to consider other options with similar levels of service

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"> Regional Accessibility Committees 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. 			
Priority	Task	Target Date	Performance Indicator
1	<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
2	<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
Completed Initiatives			
	<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
	<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
	<ul style="list-style-type: none"> Accessibility upgrades to existing buildings and spaces 	<ul style="list-style-type: none"> ongoing 	<ul style="list-style-type: none"> Sidewalks, public buildings, council chambers, deCoste are a few examples

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 addresses this important component:

Communications with Stakeholder Groups

- Engage Pictou Landing First Nation in waterfront development initiatives to share their story (complete – MOU signed).
- Promote and plan events for Pictou 2023 (complete).
- Partner with the deCoste Entertainment Centre for entertainment opportunities (ongoing).
- Assist the Ship Hector Society in modernizing the Hector Heritage Quay and Ship Hector site (ongoing).
- Discuss commercial opportunities with the Pictou County Partnership (PCP) (ongoing).
- Work with the business community to market Pictou’s Downtown and Waterfront District (BAC formed).
- Develop regional plans and execute initiatives with municipal neighbors (ongoing).
- Engage other stakeholder groups to discuss areas of mutual interest or concern (ongoing).

Rollout of Town Visual Identity Program:

- Implement a Town identity program, including wayfinding and waterfront zone signage, a consistent look for Town communications/website (branding), and enhancements to existing assets such as the waterfront, boardwalks, Caladh Avenue, and Jitney Trail (complete – ongoing).
- Harmonize colors and messaging on Town vehicles (delayed during COVID due to limited inventory availability).

Citizen Communications

- Update the Town website with push notifications for subscribers (complete).
- Provide updates on events, initiatives, and projects through Town newsletters (ongoing).
- Automate the complaint tracking process (complete).
- Streamline complaint handling by creating a By-law Officer role (complete).

On the Ground Communications:

- Continue posting important messages on the Fire Department sign visible on Church Street (ongoing).
- Make best efforts to reach property owners for billing purposes, including sending reminder notices, distributing door knockers, and requesting updated addresses (PO Box) when mail is returned (ongoing).

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
- Asset Management Plans
- 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

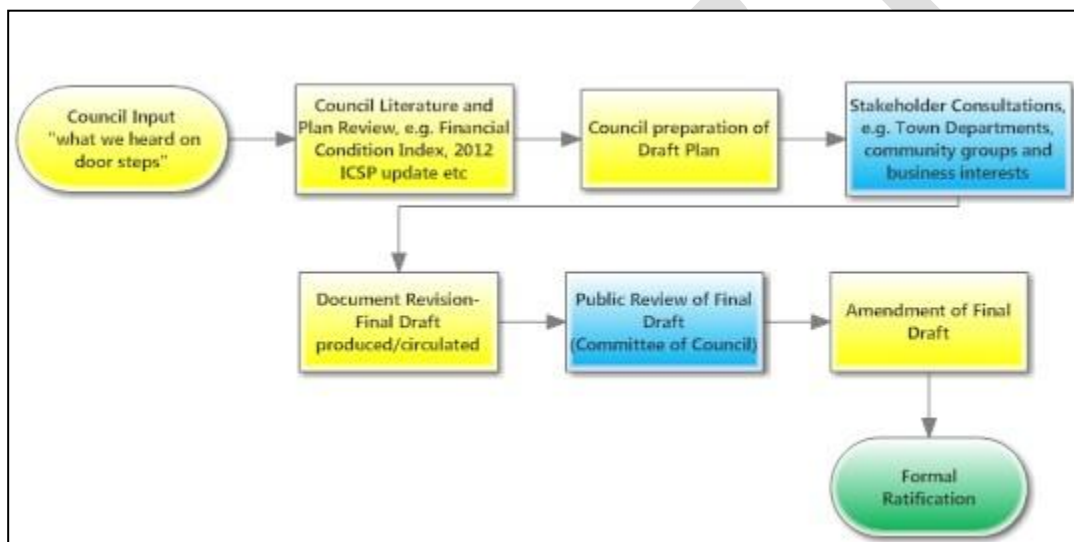


Figure 9. Consultative Process

6.2 Origins of Municipal Planning Documents

Pictou is empowered under the Municipal Government Act (MGA) to establish policies and by-laws regulating development. This authority allows local municipalities to address planning and development issues within their jurisdiction through a process accessible to residents.

In Fall 2024, the Towns of Pictou, Stellarton, and Trenton updated their planning documents, including a common Land Use By-law, to carry out the purpose and intent of an Inter-Municipal Planning Strategy and individual Secondary Planning Strategies. Together, these municipal planning strategies are referred to as the Town's **Municipal Planning Strategy (MPS)**.

These documents were updated to reflect several key community priorities, including:

- **Affordability** (e.g., enabling tiny homes)
- **Development flexibility** (e.g., allowing development on undersized lots in R6 zones)

- **Density** (e.g., rezoning R1 to R2, infilling vacant lots)
- **Commercial growth** (e.g., expanding highway commercial zoning)

Additionally, the Town introduced stricter requirements in key development areas such as the waterfront and downtown to preserve character and ensure quality standards.

6.3 Integration of Sustainability Principles in the MPS

Pictou's current Municipal Planning Strategy (MPS) integrates Sustainability through policy objectives related to municipal infrastructure, environmental protection, residential, commercial, industrial, waterfront, heritage, recreation, and institutional development.

Economic Sustainability:

Investment in public infrastructure must align with broad development plans. Public infrastructure investments should result in direct increases to the Town's tax base through private development, allowing the Town to recover capital expenditures within a reasonable period. This approach ensures continued public investment in infrastructure.

Environmental Sustainability:

MPS policies address the physical "lay of the land" and how development can best integrate with both the built environment and natural features. Specific policies include watercourse protection, support for active transportation links, traffic flow management, wellfield protection, sewage treatment, prevention of natural drainage disruption, stormwater impact mitigation, and site design standards. These policies are applied regularly to manage development, limit environmental impacts, and protect areas important to the community. A policy for coastal protection should also be developed to ensure coastal properties receive appropriate consideration.

Social and Cultural Sustainability:

The MPS provides direction for leveraging natural assets (such as the waterfront) to create social opportunities, identifying and promoting cultural and heritage buildings, addressing accessibility gaps, and enhancing recreational, tourism, and cultural programming while preserving neighborhood integrity.

Council may also choose to establish minimum standards for priority areas to ensure that properties in highly visible locations do not detract from the overall waterfront and downtown character.

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.⁴

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 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.⁵

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.⁶

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

⁴ Additional Information on Provincial Statements of Interest can be found at: <http://www.gov.ns.ca/snsmr/muns/manuals/PDF/LGRH/LocalGovernmentResourceHandbook5.1.pdf>

⁵ For more information on the Town's Land Use By-Law please consult: <https://www.townofpictou.ca/planning/943-lub/file>

⁶ To review a copy of the Source Water Protection, Plan please consult: www.townofpictou.ca

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 residential zone. 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.

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6.5 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.

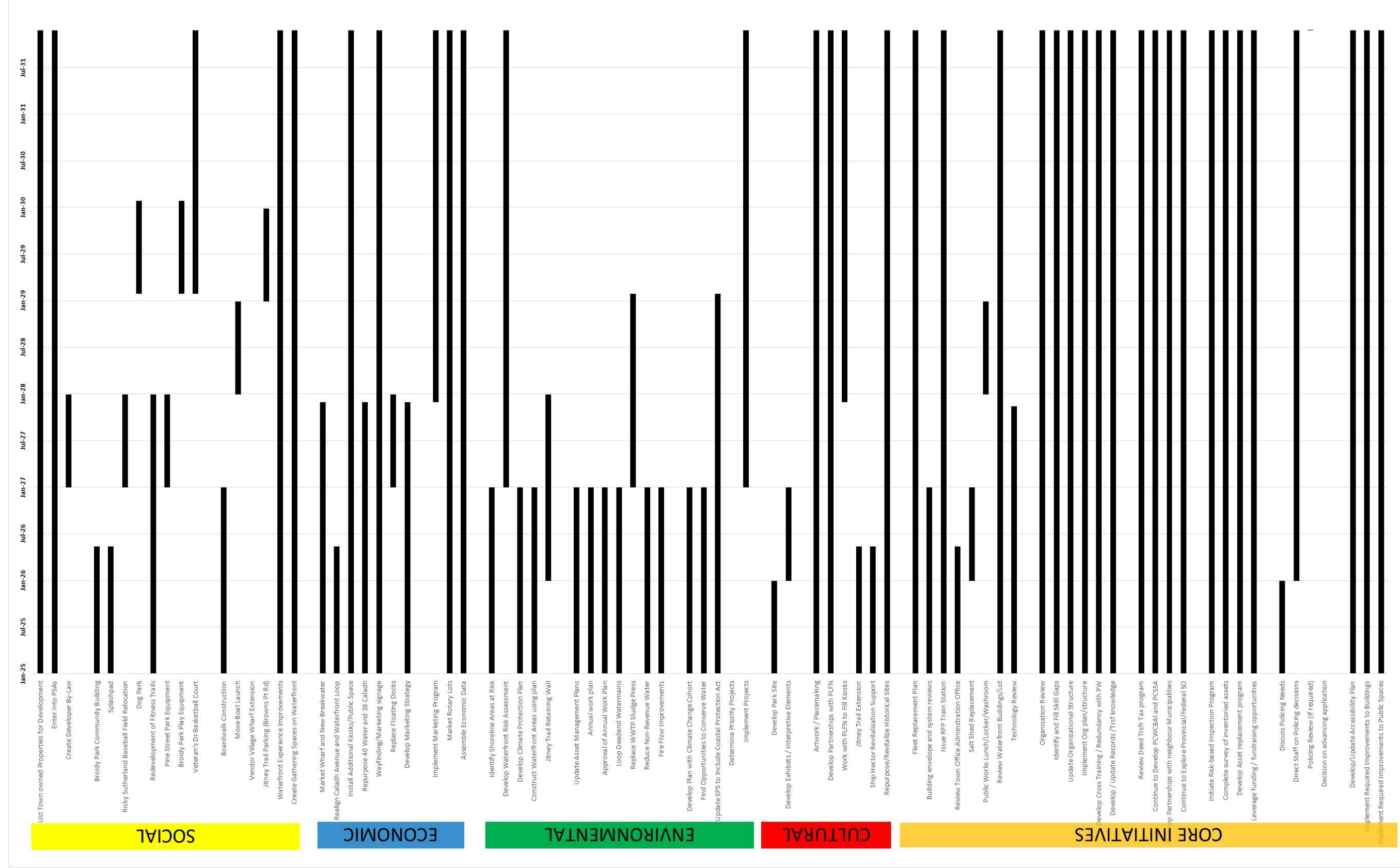
Council has further resolved to consider amendments relative to:

- 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	Jan-25	Dec-31	CAO
		Enter into PSAs	Jan-25	Dec-31	CONS/CAO
		Create Developer By-Law	Jan-27	Jan-28	CONS/CAO
	Recreation	Broidy Park Community Building	Jan-25	May-26	ENG/CDO
		Splashpad	Jan-25	May-26	ENG/RM
		Ricky Sutherland Baseball Field Relocation	Jan-27	Jan-28	RM/ENG
		Dog Park	Jan-29	Jan-30	RM
		Redevelopment of Fitness Trails	Jan-25	Jan-28	RM/CDO
		Pine Street Park Equipment	Jan-27	Jan-28	RM
		Broidy Park Play Equipment	Jan-29	Jan-30	RM
Veteran's Dr Basketball Court	Jan-29	Dec-31	RM		
ECONOMIC	Boardwalk Construction	Boardwalk Construction	Jan-25	Jan-27	ENG
		Move Boat Launch	Jan-28	Jan-29	ENG
		Vendor Village Wharf Extension	Jan-30	Jan-31	ENG
	Waterfront	Jitney Trail Parking (Browns Pt Rd)	Jan-29	Jan-30	ENG
		Waterfront Experience Improvements	Jan-25	Dec-31	CDO
		Create Gathering Spaces on Waterfront	Jan-25	Dec-31	CDO/CONS
		Market Wharf and New Breakwater	Jan-25	Dec-27	ENG
	Downtown revitalization	Realign Caladh Avenue and Waterfront Loop	Jan-25	May-26	ENG
		Install Additional Kiosks/Public Space	Jan-25	Dec-31	ENG/CDO
		Repurpose 40 Water and 38 Caladh	Jan-25	Dec-27	CAO
Wayfinding/Marketing signage		Jan-25	Dec-31	CDO	
Replace Floating Docks		Jan-27	Jan-28	CDO	
Develop Marketing Strategy		Jan-25	Dec-27	CDO	
Profile & marketing plan	Implement Marketing Program	Dec-27	Dec-31	CDO/CONS	
	Market Rotary Lots	Jan-25	Dec-31	CAO/CONS	
	Assemble Economic Data	Jan-25	Dec-31	PCP	
ENVIRONMENTAL	Waterfront Masterplan	Identify Shoreline Areas at Risk	Jan-25	Jan-27	CONS/ENG
		Develop Waterfront Risk Assessment	Jan-27	Dec-31	ENG
		Develop Climate Protection Plan	Jan-25	Jan-27	ENG/CAO
	Street and piped infrastructure	Construct Waterfront Areas using plan	Jan-25	Jan-27	ENG
		Jitney Trail Retaining Wall	Jan-26	Jan-28	ENG
		Update Asset Management Plans	Jan-25	Jan-27	ENG/CAO
		Annual work plan	Jan-25	Jan-27	ENG/CAO
		Approval of Annual Work Plan	Jan-25	Jan-27	COUNCIL
		Loop Deadend Watermains	Jan-25	Jan-27	ENG
		Replace WWTP Sludge Press	Jan-27	Jan-29	ENG
Reduce Non-Revenue Water	Jan-25	Jan-27	ENG		
Green energy/clean tech	Fire Flow Improvements	Jan-25	Jan-27	ENG	
	Develop Plan with Climate Change Cohort	Jan-25	Jan-27	ENG	
	Find Opportunities to Conserve Water	Jan-25	Jan-27	ENG	
CULTURAL	Victory Heights Park	Update SPS to Include Coastal Protection Act	Jan-25	Jan-29	COUNCIL
		Determine Priority Projects	Jan-27	Jan-27	CAO
		Implement Projects	Jan-27	Dec-31	COUNCIL
	Waterfront Masterplan	Develop Park Site	Jan-25	Jan-26	ENG / CONS
		Develop Exhibits / Interpretive Elements	Jan-26	Jan-27	CDO / CONS
	Asset Management Plans	Artwork / Placemaking	Jan-25	Dec-31	CDO
		Develop Partnerships with PLFN	Jan-25	Dec-31	CDO/CAO
		Work with PLFN to Fill Kiosks	Dec-27	Dec-31	CDO
		Jitney Trail Extension	Jan-25	May-26	ENG
		Ship Hector Revitalization Support	Jan-25	May-26	COUNCIL
Repurpose/Revitalize Historical Sites		Jan-25	Dec-31	CDO / CONS	
Fleet Replacement Plan		Jan-25	Dec-31	ENG	
CORE INITIATIVES	Engagement in Regional Projects	Building envelope and system reviews	Jan-25	Jan-27	ENG
		Issue RFP Train Station	Jan-25	Dec-31	CAO
		Review Town Office Administration Office	Jan-25	May-26	CAO
	Human Resource Plans	Salt Shed Replacement	Jan-26	Jan-27	ENG
		Public Works Lunch/Locker/Washroom	Jan-28	Jan-29	ENG
		Review Waterfront Buildings/Lot	Jan-25	Dec-31	CAO/CDO
		Technology Review	Jan-25	Nov-27	MF/DC
	Fire Department	Organization Review	Jan-25	Dec-31	CAO
		Identify and Fill Skill Gaps	Jan-25	Dec-31	CAO/DH
		Update Organizational Structure	Jan-25	Dec-31	CAO/DH
Municipal Policing review	Implement Org plan/structure	Jan-25	Dec-31	CAO/DH	
	Develop Cross Training / Redundancy with PW	Jan-25	Dec-31	COUNCIL	
	Develop / Update Records /Trsf knowledge	Jan-25	Dec-31	PM/SUPT	
	Review Deed Trsfr Tax program	Jan-25	Dec-31	CAO	
Accessibility Plan	Continue to Develop PCWCBAI and PCSSA	Jan-25	Dec-31	CAO	
	Develop Partnerships with neighbour Municipaliti	Jan-25	Dec-31	CAO	
	Continue to Explore Provincial/Federal SO	Jan-25	Dec-31	CAO/DH	
Municipal Policing review	Initiate Risk-based Inspection Program	Jan-25	Dec-31	CAO/FC	
	Complete survey of inventoried assets	Jan-25	Dec-31	PM/FC	
Accessibility Plan	Develop Asset replacement program	Jan-25	Dec-31	CAO/FC	
	Leverage funding / fundraising opportunities	Jan-25	Dec-31	FC	
	Discuss Policing Needs	Jan-25	Jan-26	CAO/COUNCIL	
Accessibility Plan	Direct Staff on Policing decisions	Jan-26	Dec-31	COUNCIL	
	Policing Review (if required)	Dec-31	Nov-32	CAO/COUNCIL	
	Decision on advancing application	Nov-32	Nov-33	COUNCIL	
	Develop/Update Accessibility Plan	Jan-25	Dec-31	DC/CDO	
LEGEND	CAO	Chief Administrative Officer	DC	Deputy Clerk	
	ENG	Town Engineer	PCP	Pictou County Partnership	
	COUNCIL	Town of Pictou Town Council	CONS	Consultant	
	RM	Recreation Manager	CDO	Community Development Office	
	MF	Manager of Finance	DH	All Dept Heads (ENG, DC, MF)	



Appendix B – Capital Project Summary

Project Name	Total	26-27	27-28	28-29	29-30	30-31
Buildings						
CN Station	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Broidy Park Building	\$ 20,000	\$ 20,000				
Misc Building Upgrades	\$ 50,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Salt Shed	\$ 250,000	\$ 250,000				
Public Works Lunchroom/ Lockers	\$ 250,000			\$ 250,000		
Building sub-total	\$ 620,000	\$ 290,000	\$ 20,000	\$ 270,000	\$ 20,000	\$ 20,000
Streets/Sidewalks/Street Lights						
Roads/Sidewalk/Pipes	\$ 5,500,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Streetlights/RRFBs	\$ 125,000	25,000	25,000	25,000	25,000	25,000
Jitney Trail Retaining Wall	\$ 1,000,000	1,000,000				
Streets Sub-total	\$ 6,625,000	2,125,000	1,125,000	1,125,000	1,125,000	1,125,000
Sewer						
Lift Station Upgrades	\$ 180,000	60,000	30,000	30,000	30,000	30,000
Ditches and Catches	\$ 150,000	30,000	30,000	30,000	30,000	30,000
WWTP Improvements	\$ 1,800,000	200,000	200,000	800,000	300,000	300,000
Sewer Sub-total	\$ 2,130,000	290,000	260,000	860,000	360,000	360,000
Fleet						
Service Truck	\$ 165,000	55,000		55,000		55,000
Snow Blades/Tools/Misc	\$ 100,000	20,000	20,000	20,000	20,000	20,000
Fleet Sub-total	\$ 265,000	75,000	20,000	75,000	20,000	75,000
Protection						
Misc	\$ 125,000	25,000	25,000	25,000	25,000	25,000
Air Compressor SCBAs	\$ 50,000		50,000			
Protection Sub-Total	\$ 175,000	25,000	75,000	25,000	25,000	25,000
IT						
Accounting Software replacement	\$ 200,000		200,000	-	-	-
Computer Server	\$ 10,000			10,000		
IT Sub-Total	\$ 210,000	-	200,000	10,000	-	-
Community Development						
Christmas Pole Lights	\$ 20,000	10,000	10,000			
Closure of Commercial St	\$ -					
Accessibility	\$ 50,000	10,000	10,000	10,000	10,000	10,000
Market Wharf	\$ 6,250,000	6,250,000				
Floating Docks	\$ 500,000	500,000				
Raising East Kiosk Area (boardwalk)	\$ 400,000	400,000				
Boat Launch Relocation	\$ 350,000			350,000		
Vendor Village Wharf Extension	\$ 120,000					120,000
Waterfront/Water St Placemaking	\$ 165,000	30,000	45,000	30,000	30,000	30,000
Community Development Sub-total	\$ 7,855,000	7,200,000	65,000	390,000	40,000	160,000
Recreation						
Misc Recreation	\$ 132,500	26,500	26,500	26,500	26,500	26,500
Broidy Park Playstructures	\$ 435,000				420,000	15,000
Pine St Play Structures	\$ 80,000		80,000			
Veterans Dr Improvements	\$ 61,000			31,000		30,000
Jitney Trail Parking and Lights	\$ 340,000				40,000	300,000
Jitney Trail Erosion Protection	\$ 1,000,000		500,000		500,000	
Active Transport/Trails	\$ 80,000	50,000	30,000			
Ricky Sutherland Ballfield	\$ 400,000		400,000			
Dog Park	\$ 50,000			50,000		
Recreation Sub-total	\$ 2,578,500	76,500	1,036,500	107,500	986,500	371,500
Total Town	12,393,500	10,081,500	2,601,500	2,852,500	2,576,500	2,136,500

Appendix C – Priority Ranking Map

