

COMMITTEE OF THE WHOLE AGENDA

Tuesday, September 20, 2016 @ 5:30 pm Municipal Administration Centre

- 1) Call to Order Chairman, Warden Russell Boucher
- 2) Approval of Agenda
- 3) Approval of September 6th, 2016 Committee of the Whole Minutes
- 4) Business Arising from the Minutes
- 5) 3rd Annual Antigonish Business Ability Banquet
- 6) Tourism Strategy Information
- 7) Proposed Policy: Council & Staff Participation on External Community Boards
- 8) 1st Annual Antigonish Hallowe'en Harvest Bash
- 9) Adjournment



TO: MUNICIPAL COUNCIL

FROM: GLENN HORNE, MUNICIPAL CLERK TREASURER

SUBJECT: COMMITTEE OF THE WHOLE MEMO

DATE: SEPTEMBER 20TH, 2016

3RD ANNUAL ANTIGONISH BUSINESS ABILITY BANQUET (For Decision)

CACL Antigonish has invited Council to the 3rd Annual Business Ability Banquet on **Thursday November 10th at 6:00 p.m.** at the MacKay Room, StFX, Antigonish. They are excited to announce Celebrated Canadian/ Mental Health Advocate Margaret Trudeau, as this year's keynote speaker.

At this time, CACL Antigonish is seeking sponsors for the banquet at one of the levels noted in the attached forms. Alternatively, individual banquet tickets are \$60.00 per person, or a table of eight (8) can be purchased for \$420.00. An RSVP for committing to sponsorships or purchasing tickets has been requested for Friday, October 14th.

TOURISM STRATEGY INFORMATION (For Information)

At its June 7, 2016, meeting the Committee requested staff provide a summary of the Nova Scotia Tourism Strategy and outline how other municipal units in Nova Scotia and other jurisdictions are involved with the tourism sector. Staff has prepared a memo, which is included in the agenda package, providing information on these two questions and provides some guidance to the Committee on recommended parameters for any next steps.

Copies of the Crown Corporation Business Plans (2016-2017) for Tourism Nova Scotia and the Tourism Nova Scotia Strategy Summary (April 2016) are also attached for the Committee's reference. Further, DEANS representatives have provided a summary of their organization's structure and the services that they provide that can also be found in the agenda package.

PROPOSED POILCY: COUNCIL & STAFF PARTICIPATION ON EXTERNAL BOARDS (For Information)

At a previous Committee meeting, clarification was provided concerning insurance coverage for municipal officials (councillor or staff) and municipal appointees on boards or committees that are outside the operation of the Municipality of the County of Antigonish (i.e. Heritage Museum or RK MacDonald Boards). A staff report has been prepared that provides further advice and a draft policy for the Committee's review and consideration regarding the management of municipal officials serving on external community boards.

1ST ANNUAL ANTIGONISH HALLOWE'EN HARVEST BASH

On Friday October 28th, from 6-9pm in the Commercial Building on the Fairgrounds behind the arena, a group is looking to hold an event similar to a community fair to celebrate Hallowe'en and the farm harvest season. The group organizing this event is looking for a donation from the County to assist with the expenses of running the event, and a copy of the written request is attached for consideration.



COMMITTEE OF THE WHOLE MEETING MINUTES

A Committee of the Whole Meeting was held Tuesday, September 6th, 2016 at 5:30pm in the Council Chambers of the Municipal Administrative Centre, 285 Beech Hill Road, Antigonish NS.

Present were: Deputy Warden Owen McCarron, Chair

Councillor Mary MacLellan
Councillor Vaughan Chisholm
Councillor Rémi Deveau
Councillor Bill MacFarlane
Councillor Hughie Stewart
Councillor Pierre Boucher
Councillor Donnie MacDonald

Glenn Horne, Municipal Clerk/Treasurer Beth Schumacher, Deputy Municipal Clerk Representatives from Keltic Painters

Regrets: Warden Russell Boucher

Councillor Angus Bowie

The meeting of the Committee of the Whole was called to order by the Chair, Deputy Warden McCarron, at 5:31pm.

APPROVAL OF AGENDA

The following items were added to the agenda:

- 11(a) Discussion regarding plough services on Riverview Lane
- 14(a) Discussion regarding the dissolution of Committee Memberships
- 14(b) Discussion regarding concerns with the turn-off from Highway 104 to Dagger Wood Road
- 14(c) Library Conference attendance request
- 14(d) Antigonish Film Festival Request

Moved by Councillor MacDonald and seconded by Councillor Deveau that the agenda be approved as amended. Motion carried.

APPROVAL OF MINUTES

Moved by Councillor MacLellan and seconded by Councillor Boucher that the Committee of the Whole minutes of July 26th, 2016 be approved as presented. Motion carried.

Moved by Councillor Chisholm and seconded by Councillor MacDonald that the Committee of the Whole minutes of August 16th, 2016 be approved as presented. Motion carried.



BUSINESS ARISING FROM THE MINUTES

Mr. Horne made reference to the follow-up information that was provided in the agenda regarding the Goshen VFD rate and number of households in the County. Councillor Stewart asked for clarification on who installed dry hydrants in the County. Mr. Horne noted that it was the local fire departments that install dry hydrants.

SYLVAN VALLEY SANITARY SEWER

Mr. Horne introduced a proposal and scope of work that was provided by SNC Lavalin for engineering services related to the sanitary sewer in the Sylvan Valley area. A Feasibility Study into the sanitary sewer options will evaluate whether the existing gravity-fed sanitary collection sewer and what would be required to service the affected properties if the existing infrastructure is abandoned.

Moved by Councillor Chisholm and seconded by Councillor MacLellan that the Committee of the Whole recommends to Municipal Council that the Sylvan Valley Sanitary Sewer Feasibility Study proceed as proposed by SNC Lavalin at a cost of \$9,915.00 + HST. Motion carried.

WATER METER UPDATE

Mr. Horne summarized the information supplied by public works regarding the water meter installation project to date. The project is on track both in terms of budget and timelines, with a completion date of late September or October. A question was asked regarding how situations are handled when the installation team is denied access to a property. Mr. Horne explained that the Municipality and contractor do their best to work with the homeowner to address concerns, but ultimately water service will be withheld for properties refusing to install a meter.

AWARDING OF TENDER FOR COURTHOUSE EXTERIOR REPAIRS

Mrs. Schumacher provided the Committee with a summary of the tenders that had been prepared and advertised over the summer months for exterior repairs to the County Court House. Of the two bids that had been received upon closing of the last posting, the bid by Keltic Painters and Repair, at a total cost of \$17,650.00 plus HST, was being recommended by staff.

Specifically, the work to be completed as part of this tender was explained by Mrs. Schumacher to include:

- 1. Completely stripping and treating the Court Street side of the building, priming and painting (peaks, windows, frames, sills, clapboards, casings).
- 2. Painting the corner posts and rear of building
- 3. Removing the loose paint and covering/sealing exposed wood on the other sides of the building to protect the wood for the winter season; and,
- 4. Repairing, sanding, staining and sealing the front doors of the Court House and panels above.

Mrs. Schumacher noted that this bid addresses some of the most critical and visible of repairs required to the building in advance of the winter, but that given the tight timeline until the weather no longer permit efficient outdoor painting and the timelines required by the funding requests to Parks Canada, the scope of the work was limited. A new tender will need to be issued over the



winter for the remainder of the necessary repairs to the building exterior, including detailed woodworking, additional painting, and repairs and improvements to the front steps.

Councillor MacFarlane asked about the colours to be used on the building. Mr. Leslie of Keltic Painters and Repair provided some background about the paint type, colours and woodworking components that would need to be addressed both now and with future tenders. Mrs. Schumacher also noted that the Courthouse was going to be returned to its original all-white palette with stained wood doors, but that the division of the work over the winter may result in the building being white on some facades and grey on others for a short period of time.

Moved by Councillor Deveau and seconded by Councillor Boucher that the Committee recommends to Municipal Council that Keltic Painters and Repair be awarded the tender for exterior repairs to the County Court House in the amount of \$17,650.00 plus HST. Motion carried.

PERSONNEL MATTERS (IN CAMERA)

This subject matter falls within Section 22(2) of the Municipal Government Act as a matter that a committee may discuss in a closed session. It is recommended a motion be made to initiate an incamera session.

Moved by Councillor MacLellan and seconded by Councillor MacDonald that the Committee of the Whole Meeting be adjourned to an In-Camera Session at 5:56pm to discuss personnel matters. Motion carried.

Moved by Councillor Stewart and seconded by Councillor MacLellan that The Committee of the Whole recommends to Municipal Council that Linnea Livingstone be hired for the position of After School Program Coordinator, running for a term of September 6, 2016 to March 31, 2017 (with possibility of extension).

Moved by Councillor Deveu and seconded by Councillor MacFarlane that the In-Camera Session be adjourned at 5:59pm. Motion carried.

CONSIDERATION OF POLICY UPDATES RELATED TO MUNICPAL COUNCIL

Mrs. Schumacher summarized the staff report and amended policies included in the agenda package, noting the policies that were proposed to be updated and how. Some questions of clarification were asked regarding some of the clauses within the policies.

Staff emphasized that the updates proposed were considered "housekeeping", to updates names, titles, and in the case of policy 14, to update figures cited to reflect the annual updates authorized by the policy.

Moved by Councillor MacDonald and seconded by Councillor MacLellan that the Committee recommends that Municipal Council:

- Adopt the proposed updated versions of Policies 2 (Position of Warden / Deputy Warden), 12 (Committee of the Whole), 14 (Council Remuneration), and 23 (Council Expense Policy); and,
- 2. Rescind Policies 26 (Council Expense Allowance) and 33 (Council Meeting and Mileage Reimbursement as a Non-Taxable Benefit).

Motion carried.



REQUEST FOR PLOUGH SERVICE AT RIVERVIEW LANE

Mr. Horne briefed members of the Committee regarding a request that had been made through Councillor MacFarlane for ploughing services to be provided on a section of the private road Riverview Lane to keep access to a fire hydrant clear in the winter months. A question was asked by the Committee as to whether the Municipality held a right-of-way for the waterline feeding the hydrant. Members of the Committee also asked Mr. Horne for some insight regarding how similar situations are dealt with elsewhere in the County and in other jurisdictions.

Mr. Horne noted Policy 12 (Private Road and Municipal Waste Collection Policy), where clause 2.3 states *The Municipality shall not provide nor fund road maintenance or road repairs on private roads*. It was believed that there are other private roads with hydrants throughout the County who do not require winter maintenance to be provided by the Municipality. Staff was asked to look into whether a right-of-way for the waterline exists, and to consult with the local fire departments.

TAX EXEMPTION REQUESTS

Two properties, meeting the criteria outlined in Policy 35 (Tax Exemption for Non-Profit Organizations), have been flagged to be granted tax exemptions. They are:

- AAN#10637635; PID 10123883 (Heatherton Development Culture and Wellness Association)
- AAN#10110211; PID 01266014 (Livingston's Cove Harbour Authority)

Moved by Councillor MacLellan and seconded by Councillor Stewart that the Committee recommends to Municipal Council that the following properties be added to the list of exempt properties listed in Part 1 of Policy 35:

- AAN#10637635; PID 10123883 (Heatherton Development Culture and Wellness Association)
- AAN#10110211; PID 01266014 (Livingston's Cove Harbour Authority)

Motion carried.

Moved by Councillor MacLellan and seconded by Councillor Stewart that the Committee recommends to Municipal Council that the 2016 balances for the above noted properties be written off. Motion carried.

REQUEST FOR "NO LITTER" SIGN IN LIVINGSTON'S COVE

Councillor MacLellan informed the Committee that she had been approached by a member of the community group from Livingston's Cove, which has been doing a lot of work to upgrade and maintain the area. Concerns with litter prompted the group to contact Councillor MacLellan to request the County to supply and maintain garbage bins, which Councillor MacLellan explained could not be done. The group then requested that the County supply/install custom signs with a "no littering" message that had more of a positive tone than traditional anti-littering signs.

Several members of the Committee suggested approaching TIR for signage. Councillor Stewart noted that the installation of TIR "no dumping" signs on the Addington Forks Extension has been effective in reducing issues there. Mr. Horne cautioned that the County providing signage may result in a duty of care to enforce what the sign says, and this should be taken into consideration.



DISSOLUTION OF COMMITTEE MEMBERSHIP

Mr. Horne provided the Committee with some context to this item, noting that, as part of a review of internal and external committee structures and policies, staff were suggesting the dissolution of several specific committees in order to allow a process for appointments to take place in the new Council term by application process. The three committees affected are the Planning Advisory Committee, Police Advisory Board, and the Economic Development and Industrial Park Committee.

Discussion followed regarding ideas for advertising for committee memberships, and a suggestion was made to include information about committee opportunities at polling stations during the election. Questions were asked regarding the status of other committees that Council is involved with, specifically the committee involved with the arena. Mr. Horne suggested waiting until the governance review has been completed for that specific example.

TURN-OFF AT DAGGER WOODS ROAD

Councillor Deveau brought to the attention of the rest of the Committee a concern raised by one of his constituents regarding the safety of the intersection of Highway 104 and Dagger Woods Road. Individuals turning left from the highway onto Dagger Woods Road can bring east-bound traffic to a complete stop if they must wait for west-bound traffic to clear. The concern comes from the proximity of this intersection to the end of the latest phase of the Highway 104 by-pass, being less than a kilometer from traffic going from two-lane divided travel to an un-divided single lane in each direction.

A request was made to have a letter sent, on behalf of Municipal Council, to TIR staff outlining the concerns raised. The Highway Liaison Committee and other appropriate officials should be copied on this correspondence.

LIBRARY CONFERENCE ATTENDANCE REQUEST

Councillor MacLellan requested that the Committee authorize her attendance at the Nova Scotia Library Association conference, taking place September 23-25 at the Pictou Lodge and Beach Resort. Councillor MacLellan will be commuting to/from the event instead of staying overnight, and would only be incurring the expenses of her admission to the conference, and her mileage.

Moved by Councillor Deveau and seconded by Councillor Boucher that the Committee recommends that Municipal Council approve Councillor MacLellan's attendance at the NSLA Conference in Pictou. Motion carried.

ANTIGONISH FILM FESTIVAL

A letter was sent to members of Council on September 5, 2016 by email, on behalf of the Antigonish International Film Festival, requesting extra funding to assist with an unexpected shortfall due to sponsor cutbacks and an increase in one of the costs associated with viewing their films. The letter noted that the same request had been made of the Town.

Mr. Horne noted that the Festival had been provided with some funding during the grant process earlier in the year. The possibility of extending the invitation to use Council Chambers as a film venue for future festivals as an in-kind donation was suggested. The Committee decided to provide



one-half of the \$1000 figure noted as the shortfall, effectively splitting the amount requested between the County and Town.

Moved by Councillor Deveau and seconded by Councillor MacLellan that the Committee recommends that Municipal Council approve a \$500.00 donation to the Antigonish International Film Festival, and offer the use of Council Chambers for film viewing as a further in-kind donation if required. Motion carried.

VIEWING OF MUNICIPAL VIGNETTES

Ms. Feltmate introduced a series of five short videos that have been prepared as a tool for staff and Council to use to enhance municipal awareness. Members of the Committee were asked to provide any feedback and suggestions for where they would like to see the vignettes shared. They will be shared with schools, the County's website, showcased in the front lobby at the Municipal Office, highlighted during Municipal Awareness Week in November, and used as opportunities arise at UNSM, AMANS, conferences, trade shows, and open houses.

In total, the production of the five videos cost just under \$14,000.00. Additional videos may be considered for other topics in the future.

Members of the Committee were impressed with the videos, and thanked Ms. Feltmate and municipal staff for their efforts on the project.

ADJOURNMENT

Moved by Councillor Boucher and second Whole meeting be adjourned at 7:23pm. Mo	ed by Councillor MacLellan that the Committee of the otion carried.
Warden Russell Boucher	Glenn Horne, Municipal Clerk/Treasurer

3rd Annual Business Ability Banquet: Keynote Speaker: Margaret Trudeau Thursday, November 10, 2016:

McKay Room, Bloomfield Center, St. F.X. University Antigonish, N.S.

Sponsorship Package

CACL Antigonish invites you to the 3rd Annual Business Ability Banquet on Thursday November 10th at 6:00 p.m. at the McKay Room, Bloomfield Center, St.F.X University, Antigonish. We are excited to announce Celebrated Canadian/ Mental Health Advocate Margaret Trudeau, as this year's keynote speaker. Margaret Trudeau is a Canadian Icon, celebrated both for her role in the public eye and as a respected mental-health advocate. From becoming a prime minister's wife at a young age to the loss of both her son and her former husband, to living with bi-polar disorder, Margaret tirelessly shares her personal stories to remind others of the importance of nurturing the body, mind, and spirit.

At this time, CACL Antigonish is seeking businesses who wish to step forward and sponsor the banquet at one of levels listed below. Also attached is the registration form. Once you determine your level of sponsorship, please identify who is attending upon your businesses behalf in your designated number of seats. If you cannot sponsor the banquet at this time, but still wish to purchase tickets, please fill in the attached registration form.

We look forward to seeing you at the Business Ability Banquet on November 10 th .					
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How does sponsorship benefit your organization?					

As a **prominent supporter** of the event you will:

- Establish personal contacts with the keynote speakers and event partners;
- Gain access to a valuable network of organizations and attendees, exposing your services & products to this community; and
- Be recognized for your initiative to support this conference amongst your colleagues

PLUS all sponsors benefit from:

- Organization's name and logo prominently displayed and hyperlinked on the FaceBook event page, promotions, and ticket/registration receipt;
- Organization's name and logo displayed in all promotional materials Acknowledgement of sponsorship from the podium during the event;
- Organization's name and logo prominently displayed during the event;
- Sponsor recognition on your personal name badge; and
- Sponsor recognition in the event thank you letter post this event.

Sponsorship Benefits	Gold Sponsor	Silver Sponsor	Bronze Sponsor
	\$2,500.00	\$1,000.00	\$500.00
VIP Dinner Seating	Complementary Table (8)	Complementary Half Table (4)	2 Banquet Tickets Complementary
Organizational Display	Tabletop, Event Signage, Logo	Event Signage, Logo	Logo
Organizational Profile	250 word bio	100 word bio	Name only

Table Booking: As an alternative to the above sponsorship options, you can choose to book a table for your business at the cost of **\$420.00**. A table of 8 would be \$480.00 buying individually; so there would be a savings of \$60.00.

Please provide sponsorship payment with cheque by October 14, 2016 made payable to:

CACL Antigonish 83 Kirk St, Antigonish, N.S B2G 2L2

Please return the registration form to the above address by mail or Email to: jeff@caclworkshop.ca or by Fax to: 902-863-0001

Include in Memo Line of all cheques: "Business Ability Banquet"

For more information please contact

Chris Cook, CACL Board Member, at chriscooklinwood@gmail.com 902-631-2858

or Jeff Teasdale, CACL Administrator at jeff@caclworkshop.ca 902-863-5024

Discover Ability in Disability!



3rd Annual Business Ability Banquet

Keynote Speaker: Margaret Trudeau

Celebrated Canadian/ Mental Health Advocate

Thursday, November 10, 2016: 6:00 – 9:00 p.m.

MacKay Room StFX, Antigonish

Banquet Registration

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CACL Antigonish would like to invite you to the 3rd Annual Business Ability Banquet on Thursday November 10 th at 6:00 p.m. at the MacKay Room, StFX, Antigonish. We are excited to announce Celebrated Canadian/ Mental Health Advocate Margaret Trudeau, as this year's keynote speaker. Margaret Trudeau is a Canadian Icon, celebrated both for her role in the public eye and as a respected mental-health advocate. From becoming a prime minister's wife at a young age to the loss of both her son and her former husband, to living with bi-polar disorder, Margaret tirelessly shares her personal stories to remind others of the importance of nurturing the body, mind, and spirit. Below is the banquet registration. We look forward to seeing you at the Business Ability Banquet on November 10 th .
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Name:
Address:
Email:
Business or Organization:
Number of Tickets:
Food Sensitivities (please specify):
Comments:

Banquet Cost: \$60.00 per person. If you are a business sponsor, please note in the "comments" section the level of sponsorship.

Banquet Itinerary:

6:00 – 7:00 Meet and Greet: Cash bar available

7:00 - 7:15: Welcome

7:15: Dinner

8:00: Keynote Address by Margaret Trudeau

8:30: Q & A

8:45: Closing Remarks

Please provide sponsorship payment with cheque by Oct 14th made payable to:

CACL Antigonish

83 Kirk St, Antigonish, N.S B2G 2L2

Please return the registration form to the above address by mail or Email to: jeff@caclworkshop.ca or by Fax to: 902-863-0001

Include in Memo Line of all cheques: "Business Ability Banquet"

For more information please contact:

Chris Cook, Board Member CACL Antigonish at chriscooklinwood@gmail.com 902-631-2858 or Jeff Teasdale, Administrator CACL Antigonish at jeff@caclworkshop.ca 902-863-5024

Discover Ability in Disability!





MEMO FOR INFORMATION

TO: MUNICIPAL COUNCIL

FROM: SHIRLYN DONOVAN, STRATEGIC INITIATIVES COORDINATOR

SUBJECT: SUMMARY OF PROVINCIAL TOURISM STRATEGY

DATE: SEPTEMBER 1, 2016

SUMMARY

At its June 7, 2016, meeting the Committee requested staff provide a summary of the Nova Scotia Tourism Strategy and outline how other municipal units in Nova Scotia and other jurisdictions are involved with the tourism sector. This memo provides information on these two questions and provides some guidance to the Committee on recommended parameters for any next steps.

BACKGROUND

In 2014, the One Nova Scotia Commission issued a challenge to the entire provincial tourism industry to double annual revenues to \$4 billion by 2024. One of the Now or Never Goals was identified as "Tourism Expansion". The base year for the \$4 Billion Challenge was 2010 where Tourism revenues were \$2.02 Billion. The goal is increase the Tourism revenues to \$4 Billion by 2024. Currently they are at about \$2.5 Billion.

TOURISM NOVA SCOTIA

Tourism Nova Scotia was created as a private sector-led Crown Corporation in recognition of this challenge. They were given a mandate to drive tourism growth in the province and foster a more globally competitive tourism industry through innovative, strategic marketing and sector development initiatives.

The Crown Corporation that was formed is made up of 10 private sector directors. The Tourism NS CEO reports to the Chair and the Chair of the Board reports to the Minister of Business. Finance and Treasury Board Minister (at the time) Diana Whalen stated "We can't keep doing what we have always done. Government needs to step out of the way and let the private sector lead, the creation of a Crown corporation will position us well to double our tourism revenues from \$2 billion to \$4 billion annually."

Tourism Nova Scotia has a three-point mandate:

- 1. Achieve Tourism Growth and maximize the value of tourism to the economy;
- 2. Develop and implement a long-term strategy for tourism to drive sustainable tourism;
- 3. Communicate and collaborate with communities, private industry, and the tourism industry.

Four strategies have been developed to allow Tourism Nova Scotia to meet its goals (you can learn more about these strategies in the attached document):

1. INVEST IN MARKETS OF HIGHEST RETURN

- Markets refers to the Customer, where they live, age, party type, household income, values motivations and aspirations.
- **Highest Return** means to attract those who will spend the most money while visiting (staying longer is not necessarily a requirement).
- Focus on priority Explorer Quotient segments, immediate focus being on "Authentic Experiencers" and "Cultural Explorers" and mid-term focus on "Free Spirits"
- Pay attention to niche marketing opportunities.
- Focus on global competitiveness
- Recognize importance of air access and travel. Worldwide growth in tourism is being fueled by growth in air travel and this trend is expected to continue. Increasingly consumers are seeking "direct connectivity".
- Air travelers spend more per person per day than other modes.
- Halifax Stanfield International Airport gives Nova Scotia a competitive advantage within Atlantic Canada.

2. FOCUS ON WORLD CLASS EXPERIENCE

- Builds a reputation of Nova Scotia as a vacation destination visitors want to share and talk about their experience.
- Motivates travel to Nova Scotia.
- Ex. Dining on the Ocean Floor: a world class experience that motivates Cultural Explorers.

3. ATTRACT FIRST TIME VISITORS

- The marketing messages and execution will focus on converting those who haven't been here before.
- This approach is about spending marketing dollars to have maximum impact.
- First-time visitors are most likely to be directly influenced by marketing.
- If we convert a "first-timer", chances are they will be back again.

4. BUILD NOVA SCOTIA'S TOURISM CONFIDENCE

- Educate Nova Scotians about the approach to grow tourism and why tourism growth matters.
- Help Nova Scotians get behind the \$4 Billion goal.
- Help Nova Scotians understand who is coming and why they are coming.
- Help Nova Scotians see that our destination/tourism brand is "special" and we can all play a role in delivering on visitor expectations.

Tourism Nova Scotia has also identified specific roles for the various players in the tourism sector, specifically:

Tourism Nova Scotia's Role

- Attract first-time visitors from markets of highest return.
- Focus on world class experiences.
- Focus on private-sector initiative that can attract first-time visitation

Industry's Role

- Close the sale pre-trip and during trip.
- Drive repeat visitation by exceeding visitor expectations.
- Invest in product.
- Deliver world class experiences.

Government's Role

• Align policy agenda in support of goal thereby informing community economic development, attraction of inward investment and infrastructure investment.

Community's Role

- Partner with industry to deliver destination development and marketing.
- Visitor servicing

Tourism Nova Scotia has an operating budget of approximately \$22.5M in 2016/17; \$11.6M of which is for marketing and \$3.3M for sector development. Additional details are found on page 15 of the 2016/17 Business Plan, attached.

OPTIONS FOR MUNICIPAL GOVERNMENT

Local governments are often challenged due to limited resources and substantial service delivery requirements to make meaningful impacts in the local economy through direct support; this hold true to tourism. Local government has the primary role of ensuring that the environment that both our locals and visitors encounter is clean, safe, healthy, accessible and stimulating.

Succeeding as a tourism destination requires mobilizing the social, financial and natural capital of a place towards the common vision, goals and objectives of the local community. Partnerships are essential to the development of any economic sector, including tourism. The collective wisdom of local operators far exceeds that of a municipality.

Local governments across the country and abroad are supporting local tourism in a number of ways, such as those outlined here:

Hotel Marketing Levy or Tax – a fee charged to visitors, which is used to support tourism-related expenditures within a community.

Invest in Destination Marketing - A destination marketing organization (DMO) is an organization that promotes a town, city, region, or country in order to increase the number of visitors. It promotes the development and marketing of a destination, focusing on convention sales, tourism marketing, and services. There are over 65 DMOs across Canada, including Destination Eastern & Northumberland Shores (DEANS), Destination Halifax and Destination Cape Breton. For more information on DEANS, please see attached.

Grants to Tourism Organizations - Most municipal governments tend to support tourism through grants to community and tourism organizations.

Support to Visitor Information Centres - provide grants or commit funding to these tourism initiatives.

Museums, Galleries and Interpretive Centres – Operate, provide grants or commit funding to these tourism initiatives.

Major Tourism Investments – can include facility and infrastructure enhancements. A local example of this is the recently announced tourism investment(s) in Richmond County.

Strategic Planning and Policy Development – some local governments include tourism as part of their strategic plan. They can also think about tourism when changing or creating policies. The ACOA *Strategic Tourism Expansion Program* (STEP) is an example. Likewise, tourism may be a consideration when developing the Municipality's Corporate Plan.

Employment of Tourism Staff – The employment of local government staff with a tourism-specific role or focus is a strong indicator of local government commitment to tourism.

Industry Involvement – board representation, financial contribution to local tourism association, festivals and events committee representation.

As you can see, the Municipality of the County of Antigonish is already doing many of the things other local governments are doing to support tourism.

PARAMETERS FOR MOVING FORWARD

In determining next steps, staff recommend the following parameters for the Municipality's involvement with tourism development:

- The roles and responsibilities within the tourism sector should be clarified. What role
 does Tourism Nova Scotia play? What role does DEANS play? What are the expectations
 of private businesses and community organizations and how might the Municipality
 provide value?
- Open and viable partnerships ought to be developed between the Municipality and these other groups.
- Initiatives ought to be private-sector led and have community support.
- Municipal initiatives must be evidence-based and have a specific, measurable outcome.
- To the greatest extent possible local initiatives ought to align with regional and provincial initiatives.

Crown Corporation Business Plans 2016–2017

Tourism Nova Scotia



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Message from the Chair

It is an important time for Nova Scotia's tourism industry as we work to double tourism revenues to \$4 billion by 2024 – a goal set out in the *Now or Never* report, produced in 2014 by the Nova Scotia Commission on Building Our New Economy.

Last April, in response to this goal, government created Tourism Nova Scotia as a private sector—led provincial Crown corporation with a mandate to drive tourism growth in Nova Scotia and foster a more globally competitive tourism industry.

Tourism Nova Scotia has developed a strategic plan for the organization that articulates how it will align resources and prioritize opportunities to drive sustainable growth and lead the tourism industry toward the \$4 billion revenue goal. The plan focuses on four key strategies:

- · Attract first-time visitors to Nova Scotia.
- Invest in markets of highest return.
- Focus on world-class experiences.
- · Build tourism confidence.

Tourism Nova Scotia's 2016–2017 business plan aligns with these strategies and outlines the actions the organization will take to deliver successful outcomes.

It gives me great pleasure to present Tourism Nova Scotia's 2016–2017 business plan. We look forward to working together with industry and stakeholders to drive strong, measurable results.

Sincerely,

Ben Cowan-Dewar Chair of the Board, Tourism Nova Scotia

Mandate

The Tourism Nova Scotia Act, passed on May 4, 2015, states the objects of the corporation are to

- achieve tourism growth in the province and maximize the value of tourism to the economy of the province
- develop and implement a long-term strategy for tourism to drive sustainable tourism in the province that delivers growth and profitability in the tourism sector, provides economic benefit to the province, and is consistent with the province's strategic priorities
- communicate and collaborate with communities, private industry, and the tourism industry in the province

Planning Context

Twice the Challenge. Twice the Opportunity.

"We can't keep doing what we have always done. Government needs to get out of the way and let the private sector lead . . . the creation of a Crown corporation will position us well to double our tourism revenues from \$2 billion to \$4 billion annually."

(Source: "Private Sector to Lead Tourism Growth," press release, Finance and Treasury Board Minister Diana Whalen, March 25, 2015.)

The Now or Never: An Urgent Call to Action for Nova Scotians report is the foundation for the Nova Scotia Government's Framework for Private Sector Growth. This report identifies several economic development goals to be

achieved by 2024. The report acknowledges the importance of the tourism industry as a contributor to economic growth in the province, and issues a challenge to the Nova Scotia tourism industry to double tourism revenues from the 2010 level of \$2 billion to \$4 billion by 2024.

Goal #14: Tourism Expansion. "As Nova Scotia's leading source of service sector exports, gross business revenues from tourism will reach \$4 billion."

(Source: Nova Scotia Commission on Building Our New Economy. Now or Never: An Urgent Call to Action for Nova Scotians, 2014.)

Following its emergence as a Crown corporation in 2015, Tourism Nova Scotia embarked on a strategic planning exercise. Its strategic plan, unveiled in November 2015, represents an evolution of 2013's A Tourism Strategy for Nova Scotia, which was developed under Nova Scotia Tourism Agency's mandate.

The strategic plan identifies Tourism Nova Scotia's and key stakeholders' roles, and Tourism Nova Scotia's strategies to support the industry goal to reach \$4 billion in tourism revenues by 2024. Tourism Nova Scotia's strategic plan aligns with key government priorities and the Government's Framework for Private Sector Growth, and it underpins the corporation's 2016–2017 business plan.

Alignment with Government's Priorities

Government priority: Innovation

Government outcome: Nova Scotia has a strong and globally competitive economy and a sustainable, modern government.

Government goal: Create the climate for private sector and social enterprise economic growth to support the ONE NS economic goals.

Government's Framework for Private Sector Growth (Framework) is guiding government's actions to create the climate for private sector and social enterprise growth so the ONE NS goals can be achieved. As such, it is fundamental to the government's Innovation priority. Tourism Nova Scotia supports the Framework priorities of

- striving for global competitiveness, trade, and investment
- building capacity in high potential clusters (ocean industries, agri-food, and seafood)

Our success in attracting higher-yield first-time visitors, leading the development of world-class experiences, and stakeholder engagement supports the ONE NS goal of doubling tourism revenues (non-resident visitor expenditures are exports) and maximizes the value of tourism to the economy.

Stakeholder Roles

Successfully tackling an aggressive tourism revenues goal means that everyone has to be focused on aligning with that goal, and everyone has to "own their role." In concert with Tourism Nova Scotia, key stakeholders play a critical role in growing tourism revenues to meet the ambitious \$4 billion goal.

Industry

- Close the sale pre-trip and during trip.
- Drive repeat visitation by exceeding visitor expectations.
- · Invest in product.
- · Deliver world-class experiences.

Community

Community is defined as municipalities, destination marketing organizations, and regional tourism industry associations.

- Partner with industry to deliver destination development and marketing.
- · Visitor servicing.

Government

- Align policy agenda in support of the ONE NS goal to reach \$4 billion in tourism revenues by 2024, including
 - community economic development
 - attraction of inward investment
 - infrastructure development

Strategic Goals and Priorities

In order to deliver on government's and the Government's Framework for Private Sector Growth priorities, Tourism Nova Scotia has developed key strategies to guide its activities in 2016–2017.

Attract First-time Visitors to Nova Scotia

While Tourism Nova Scotia cares about *all* visitors, our marketing messages and execution will focus on converting those who have not been to Nova Scotia before.

Invest in Markets of Highest Return

Tourism Nova Scotia is investing in markets of highest return; that is, visitors who will spend the most money while visiting. Staying longer is not necessarily a requirement as daily spend can compensate for length of stay.

2015–2016 was a banner year for tourism growth in Nova Scotia. In 2016–2017, Tourism Nova Scotia will build on the previous year's success, with particular focus in the following areas:

- Deliver a consumer-focused marketing campaign. In 2016–2017, Tourism Nova Scotia will launch a consumer marketing campaign that targets key Explorer Quotient segments (Authentic Experiencers, Cultural Explorers) in markets of highest return (Ontario, Quebec, the northeastern U.S., U.K., Germany).
- Conduct research to identify and deepen understanding of Nova Scotia's target

- markets (demographic, geographic, psychographic).
- Extend marketing reach through strategic initiatives with key stakeholders (e.g., cooperative advertising) and align tourism marketing and air access plans. New in 2016–2017 is a Search Engine Marketing (SEM) program that will leverage the scale of Tourism Nova Scotia's SEM activities and unite operators under one cohesive search effort for maximum efficiency in key markets of Ontario, Quebec, and the northeastern U.S.
- Extend our consumer marketing reach and grow visitation through the traveltrade sales channel. In 2016–2017,
 Tourism Nova Scotia will launch China as a new market. This includes developing partnership activity with Destination
 Canada and selecting travel-trade contacts.
- Conduct a Nova Scotia brand review.
 Building on our strengths as a tourism destination, in 2016–2017, we will conduct a brand review to ensure the strongest connection between Nova Scotia's tourism brand and our target markets.
- Deepen our understanding of the sharing economy. In 2016–2017, Tourism Nova Scotia will undertake a review of the sharing economy to better understand the opportunities and challenges it presents to Nova Scotia's tourism industry.
- Evolve Tourism Nova Scotia's content strategy. In 2016–2017, Tourism Nova Scotia will develop an approach to shift our focus from the development of the best possible content for NovaScotia.com

to the acquisition and distribution of the best possible content to where consumers are, including NovaScotia.com, online travel agencies, traveller review websites, social media, YouTube, etc. A Content Development program will enable the development of content that can be leveraged by Tourism Nova Scotia and tourism operators.

 Monitor collective progress of the tourism industry against the ONE NS \$4 billion tourism revenues goal. Tourism Nova Scotia is responsible for developing annual tourism revenue estimates. In 2016–2017, we will develop preliminary tourism revenue estimates for 2016.

Focus on World-Class Experiences

Tourism Nova Scotia will lead tourism experience and sector development through a "world-class" lens to support attracting first-time visitors.

Explorer Quotient, the traveller valuesbased segmentation, will inform experience development in 2016–2017. Members of Tourism Nova Scotia's Development team are working to become Explorer Quotient experts, and will attain Explorer Quotient Associate Trainer status this year.

Key 2016–2017 priorities include the following:

- Conduct research, leveraging the Explorer Quotient segmentation model, to identify opportunities for tourism sector development.
- Nova Scotia must position itself as an attractive place to invest and operate a tourism business. In 2016–2017, Tourism Nova Scotia will, in collaboration with key stakeholders, explore opportunities and create a work plan for investment

- attraction and Nova Scotia's investment readiness to respond to opportunities.
- Strategically prioritize and influence tourism sector development opportunities. New in 2016–2017 is the world-class Experience EXCELLerator program, which will inform development of up to 10 new purchasable experiences in Nova Scotia.
- Build Tourism Nova Scotia's program evaluation capacity. To build on success and ensure strategy alignment, we will establish key performance indicators for new programs, and track and benchmark results (e.g., industry engagement, revenues, media, first-time visitors).

Build Nova Scotia's Tourism Confidence

Tourism Nova Scotia will build stakeholder knowledge of, and support for, Tourism Nova Scotia's strategic direction to attract increased investment, grow revenues, and boost Nova Scotia's tourism confidence. Key 2016–2017 priorities include the following:

- Platform/channel development. Tourism Nova Scotia will redesign and implement marketing communications channels to reflect the corporation's new mandate and communications objectives, including the following:
 - Corporate website redesign: Tourism
 Nova Scotia's corporate website will be
 the go-to source for information about
 Nova Scotia's tourism goals and priorities,
 Tourism Nova Scotia's strategic plan,
 monthly visitation reports, industry's
 progress toward the 2024 \$4 billion
 tourism revenues goal, and Tourism
 Nova Scotia's corporate information,
 tools, resources, and programs for
 industry. The site will provide potential

investors and entrepreneurs with information on how to explore business/investment opportunities in Nova Scotia.

- Social media: Tourism Nova Scotia
 will establish corporate social media
 channels for the purposes of educating
 our partners and industry about what we
 are doing, and providing insights about
 opportunities that will help them.
- Assess resident and stakeholder views of the tourism industry and Tourism Nova Scotia. Tourism Nova Scotia will conduct market research to track Nova Scotia residents' views of the provincial tourism industry, and to benchmark stakeholder views of the industry and Tourism Nova Scotia.

Core Responsibilities

Government outcome: The delivery of core services by government to Nova Scotians is effective and efficient.

In addition to the key 2016–2017 priorities identified above, Tourism Nova Scotia provides support to the tourism industry in the following areas.

Provincial Visitor Information Centres

Tourism Nova Scotia operates six provincial Visitor Information Centres (Halifax Stanfield International Airport, Halifax waterfront, Amherst, Yarmouth, Peggy's Cove, Port Hastings). Visitor Information Centre staff assist visitors with planning their travel throughout Nova Scotia and encourage increased spending and length of stay. Tourism Nova Scotia also provides funding that contributes to the operation of local visitor information centres across the province.

Tourism Contact Centre

The Tourism Contact Centre supports the marketing programs as the point of contact for marketing program inquiries for Nova Scotia travel planning and reservation services. In 2016–2017, the Tourism Contact Centre's role will be optimized to fully align with Tourism Nova Scotia's strategic direction.

Literature Distribution Program

The Literature Distribution Program supports the marketing programs to generate visitation to Nova Scotia. The program includes direct-to-consumer and public sector tourism literature services to key target markets.

Outcomes and Performance Measures

While Tourism Nova Scotia is working in concert with key stakeholders to increase visitor expenditures, Tourism Nova Scotia cannot directly increase all visitor expenditures. One component of our work is to influence awareness and consideration of Nova Scotia as a vacation destination, and the other is to engage and influence Nova Scotian stakeholders to implement the tourism strategy that was developed in consultation with industry.

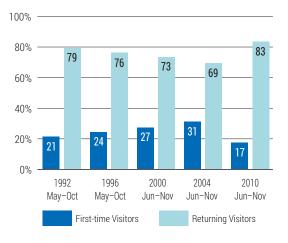
Outcome: Increase tourism expenditures by attracting more first-time visitors to Nova Scotia.

While Tourism Nova Scotia cares about all visitors, an important part of increasing the level of visitor expenditures is increasing the

number of first-time visitors to Nova Scotia. Research indicates that 83 per cent of our visitors are return visitors, so it is important for us to increase the exposure of Nova Scotia to those who have not yet visited.

The 2010 Nova Scotia Visitor Exit Survey reported that 13 per cent of visitors to Nova Scotia were first-time visitors, a marked decline from previous levels of first-time visitation. Increasing first-time visitation to Nova Scotia is essential to the long-term prosperity of the tourism industry. Tourism Nova Scotia will continue to track first-time visitation to the province via the Nova Scotia Visitor Exit Survey. Results for the 2015 Visitor Exit Survey (running from May 1, 2015, to April 30, 2016) will be reported in 2016.

First-time and Returning Visitors



Not all factors that affect the decision to visit Nova Scotia are under our control; however, Tourism Nova Scotia influences consumer decisions by marketing Nova Scotia to specific markets. Tourism Nova Scotia's advertising campaigns create awareness and drive consideration and choice of Nova Scotia as a vacation destination. Encouraging non-visitors to learn more about the province is an important step on the path to purchase.

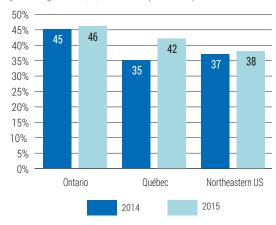
One way to get insight on the success of our activities is the monitoring of new visitors to our website, NovaScotia.com. In 2015, approximately 1.4 million (or 59%) of the 2.3 million unique visitors to NovaScotia.com had not yet visited Nova Scotia. This is a measure that provides insight on the effectiveness of our marketing campaigns. Tourism Nova Scotia will continue to track the number of visitors to NovaScotia.com who have not yet visited the province. As advertising campaigns become more effective, the pool of people who have not visited Nova Scotia may actually decline.

Outcome: Increase visitor expenditures by strategic investment in high-yield markets.

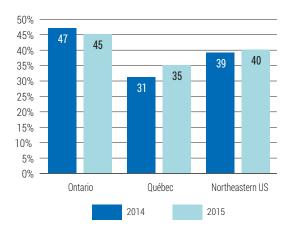
By investing in markets of higher yield to influence people to consider Nova Scotia as a vacation destination, Tourism Nova Scotia seeks to increase visitor expenditures. High-yield markets have a variety of characteristics, whether geographic, demographic, or psychographic (related to values, motivations, aspirations). Our marketing investment seeks to influence the decision to come to Nova Scotia by creating awareness and interest in Nova Scotia as a vacation destination. A lead indicator for assessing the effectiveness of our marketing dollars is consideration of Nova Scotia as a vacation destination. Tourism Nova Scotia monitors the strength of the Nova Scotia tourism brand among non-visitors to Nova Scotia in key target geographic markets, currently Ontario (Toronto/Ottawa), Quebec (Montreal), and the northeastern U.S.

Rating of Nova Scotia as a Vacation Destination among Non-visitors

(percentage rated 8, 9, or 10 on 10-point scale)



Interest in Visiting Nova Scotia among Non-visitors (percentage rated 8, 9, or 10 on 10-point scale)



Having a highly favourable opinion of Nova Scotia, and being highly interested in visiting the province are important steps on the path to purchase. In 2015, indicators for consideration of Nova Scotia as a vacation destination in key markets among non-visitors were stable in the Ontario and northeastern US markets, and up in the Quebec market. The goal is to maintain this strong performance.

Outcome: Develop world-class visitor experiences to appeal to first-time visitors.

Tourism Nova Scotia will lead tourism experience and sector development through a "world-class" lens to support attracting first-time visitors.

Tourism Nova Scotia's Experience EXCELLerator pilot program is focused on the development of up to 10 tourism experiences that are aligned with Nova Scotia's target Explorer Quotient segments. In 2016–2017, we will focus on developing and benchmarking measures, including the number of Explorer Quotient—aligned experiences developed and sales of experiences.

Outcome: Improve engagement in tourism industry by Nova Scotia stakeholders and residents.

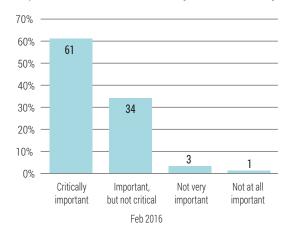
An important component of the ability of the Nova Scotia tourism industry to achieve its goal of doubling tourism revenues is the engagement of the industry, particularly stakeholders, to support Tourism Nova Scotia's strategic direction. In 2016–2017, Tourism Nova Scotia will benchmark, via a stakeholder survey, perceptions of the provincial tourism industry, and stakeholders' intent to take actions to grow tourism as a service export.

It is not only the physical infrastructure that is important to the tourism industry in Nova Scotia. Personal interactions with Nova Scotians are critical to the visitor experience and influence the desire of visitors to recommend Nova Scotia as a vacation destination and to become repeat visitors.

It is impractical to measure visitor—Nova Scotian interactions; however, the attitudes held by Nova Scotians about pride of place and the importance that Nova Scotians place on the tourism industry are proxy indicators for positive visitor—Nova Scotian interactions.

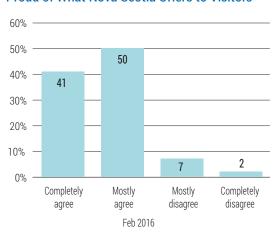
In 2015–2016, Tourism Nova Scotia benchmarked Nova Scotia residents' confidence in the provincial tourism industry. The majority of Nova Scotians view the provincial tourism industry as critically important to Nova Scotia's economy. Over 90 per cent completely or mostly agree that they are proud of what Nova Scotia offers to visitors. Pride in provincial tourism offerings is important; a population that takes pride in its tourism offerings will share this pride with visitors and will be more likely to feel a sense of personal ownership and involvement in the tourism industry.

Importance of Tourism Industry to NS Economy



In 2016–2017, Tourism Nova Scotia will update the resident tourism confidence measures.

Proud of What Nova Scotia Offers to Visitors



Financial Summary

	Budget 2015-16 (\$)	Forecast 2015-16 (\$)	Budget 2016-17 (\$)
Revenue			
Provincial operating grant	22,618,000	22,933,000	21,164,000
Tourism fees and charges	_	954,000 ¹	729,000
Tourism Recoveries	_	155,000 ¹	577,000
Total revenue	22,618,000	24,042,000	22,470,000
Expenses			
CEO and board administration	260,000	172,300	352,400
Corporate services	6,824,200	10,856,200	7,033,700
Marketing	10,968,000	10,546,100	11,637,300
Sector development	4,277,800	3,593,400	3,276,700
Total expenses	22,330,000	25,168,000	22,300,100
Surplus (deficit) before other items	288,000	(1,126,000)	169,900
Other items			
Provincial capital grant	_	8,783,000 ²	_
Amortization	288,000	197,000	169,900
Surplus (deficit) after other items	_	7,460,000	_

¹ The fees, charges, and recoveries have been shifted from the Province of Nova Scotia's general revenues to Tourism Nova Scotia.

² The provincial capital grant is comprised of a one-time grant primarily for the transfer of assets from the Department of Business to Tourism Nova Scotia.





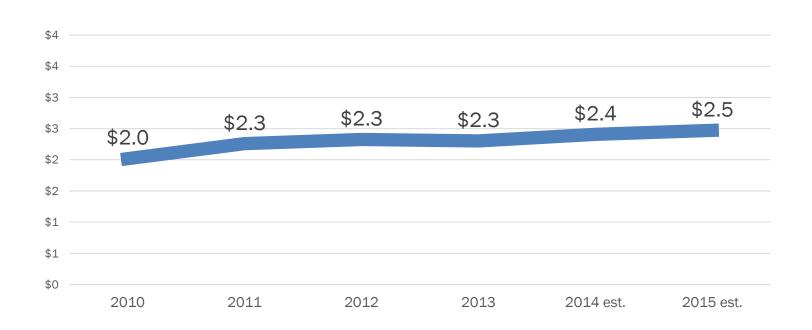
Now or Never Goal #14: Tourism Expansion



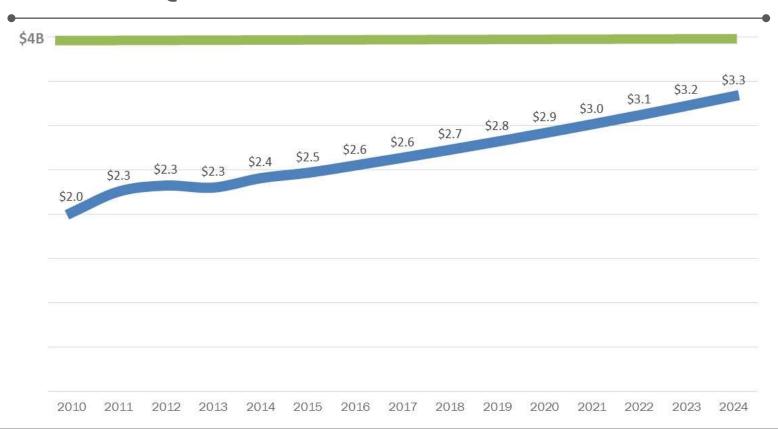
As Nova Scotia's leading source of service sector exports, gross business revenues from tourism will reach

\$4 billion

Progress as of 2015 (\$ Billions)



Status Quo Will Not Get Us To \$4B



\$Doubling Revenues - Assumptions

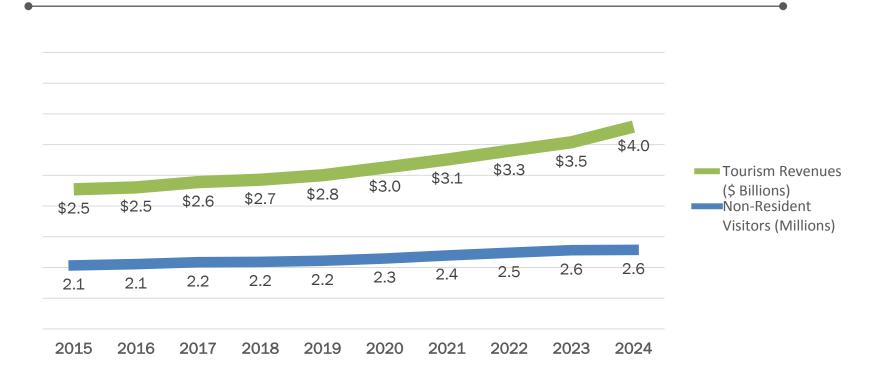
- Base Case is \$2.02B 2010 revenue
- Target is \$4B revenue in 2024
- Spend per Person uses 2010 data expressed in 2024 dollars (with inflation assumed at 2%)
- All revenue growth will come from export markets
- Revenue from Nova Scotia residents and 'same day' remains constant (adjusted for inflation)
- Exchange rates status quo
- Opportunity exists to increase yield/spending per visitor premium

Doing the Math - \$4B Revenue

Target Visitation 2.6M (from 2.0M in 2015)

	VOLUME		% OF VISITOR POPULATION		
MARKET	2015	2024	2015	2024	EXPENDITURES
Atlantic Canada	1,053,200	1,035,000	51%	40%	10% premium
Quebec	100,100	120,000	5%	5%	10% premium
Ontario	486,300	564,000	24%	22%	10% premium
West	154,100	259,000	7%	10%	10% premium
U.S.	194,000	379,000	9%	15%	20% premium
Overseas	81,400	198,000	4%	8%	20% premium
China	Minimal, included in Overseas	50,000	Minimal, included in Overseas	2%	20% premium

Doing the Math - Volume and Revenue





Crown Corporation: Tourism Nova Scotia

We can't keep doing what we have always done.

Government needs to get out of the way and let the private sector lead,..the creation of a Crown corporation will position us well to double our tourism revenues from \$2 billion to \$4 billion annually.

Finance and Treasury Board Minister Diana Whalen

10 private sector directors

Tourism Nova Scotia
CEO reports to Chair

Chair of the Board reports to Minister of Business

Tourism Nova Scotia Mandate

Achieve tourism growth and maximize the value of tourism to the economy

Develop and implement a long-term strategy for tourism to drive sustainable tourism

Communicate and collaborate with communities, private industry and the tourism industry



Guiding Documents

- A Tourism Strategy for Nova Scotia (5 Year Tourism Strategy) Nova Scotia Tourism Agency, 2013
- One Nova Scotia 'Now or Never' Report Nova Scotia Commission on Building Our New Economy, 2014
- Tourism in the New Economy, Doubling Tourism Revenues in Nova Scotia –
 McKenzie Strategies, 2014
- Repositioning Tourism in the Nova Scotia Economy Tourism Industry Association of Nova Scotia, 2015
- We Choose Now, A Playbook for Nova Scotians ONE Nova Scotia Coalition 2015
- Private Sector Growth Strategy Department of Business, 2015 (in development)

Tourism Nova Scotia's Role



Attract **first-time visitors** from
markets of highest
return



Focus on world class experiences



Focus on **private sector initiative** that can attract
first-time visitation

Industry's Role



Close the salepre-trip and
during trip



Drive **repeat visitation** by
exceeding visitor
expectations



Invest in product



class experiences

Government's Role



Align policy agenda in support of goal

Thereby informing...



Community economic development



Attraction of inward investment



Infrastructure development

Community's Role



Partner with industry

to deliver destination development and marketing



Visitor servicing

Tourism NS **\$4B Strategies**



Invest in markets of highest return.



Attract first-time visitors to Nova Scotia.

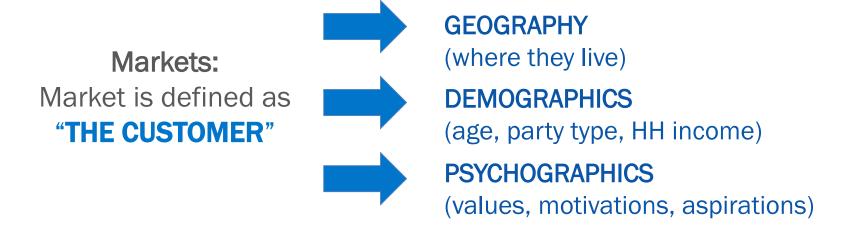


Focus on world class experiences.



Build Nova Scotia's Tourism confidence.

Invest in Markets of Highest Return



HIGHEST RETURN:

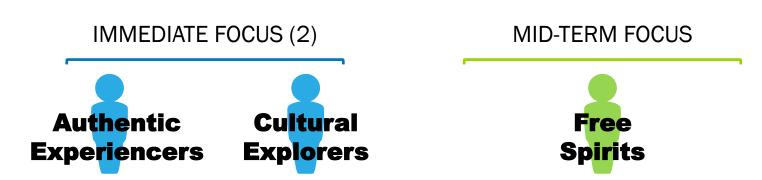
Those who will spend the most money while visiting (staying longer not necessarily a requirement)

Invest in Markets of Highest Return

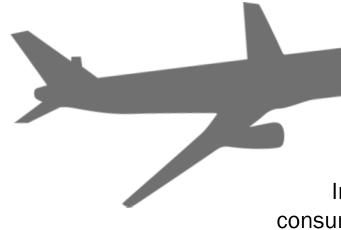
- Focus on priority Explorer Quotient segments
- Pay attention to niche marketing opportunities
- Focus on global competitiveness
- Recognize importance of air access

Explorer Quotient®

- Tourism Nova Scotia has licensed Destination Canada's segmentation approach, Explorer Quotient®
- Segments the market by travel values
- Moves away from more traditional demographic/activities-based segmentation



Importance of Air



Worldwide growth in tourism is being fueled by growth in air travel

this trend will continue

Increasingly, consumers are seeking direct connectivity

Air travelers spend more

per person per day than other modes

Importance of Air



Air Route

Development

Fund seeking policy
and funding support

Attract First-time Visitors

Why first-time visitors?

- While we care about all visitors, our marketing messages and execution will focus on converting those who haven't been here before.
- This approach is about spending marketing dollars to have maximum impact.
- First-time visitors are most likely to be directly influenced by marketing.
- If we convert a "first-timer," chances are they will be back again.

Focus on World Class Experiences

World Class Experiences:

- Build the cachet of Nova Scotia as a vacation destination visitors want to share and talk about the experience
- Motivate travel to Nova Scotia
- Are underpinned by Nova Scotia's seacoast
- Align with Destination Canada's signature experience criteria
- Leverage Explorer Quotient as a market segmentation tool
- Dining on the Ocean Floor: a world class experience that motivates Cultural Explorers

Build Nova Scotia's Tourism Confidence

Collaborate with industry to:

- Educate Nova Scotians about our approach to growing tourism and why tourism growth matters
- Help Nova Scotians get behind the \$4B goal
- Help Nova Scotians understand who is coming and why they are coming
- Help Nova Scotians see that our destination/tourism brand is "special" and we can all play a role in delivering on visitor expectations

DEANS – Destination Eastern and Northumberland Shores is a not for profit organization that was founded and registered as a society in February, and officially launched in September, of 2011. The primary function of the association is that of a Destination Marketing Organization (DMO) with emphasis also placed on the Administration of tourism in the region. Membership currently includes businesses, individuals, associations and corporations both directly and indirectly involved in the tourism industry that share a common interest in developing the tourism industry along the Eastern and Northumberland Shores as a provincial and national competitor for tourism dollars. DEANS was created from the Antigonish Eastern Shore Tourism Association and the Pictou County Tourist Association; both organizations dissolved in August of 2011.

Our Mandate is to implement marketing programs generating a measurable return—Market tourism product to the Atlantic Canada region, concentrating on Halifax, Moncton, North Sydney (Newfoundland ferry to Cape Breton) and Charlottetown corridors. We promote our sister shores as unique destinations to the New England States and we assist members with marketing opportunities that can deliver the promise to the visitor. We leverage strategic partnerships to benefit the industry and the development of the destinations and our tourism product.

Guiding principles and priority areas

- -Represent the voice of the local tourism industry
- -Increase tourist visitation
- -Grow tourism revenues
- -Marketing our shores as two distinct destinations within Nova Scotia
- -Delivery of Visitor Services
- -Promote quality services for the delivery of customer satisfaction
- -Leverage marketing dollars
- -Sustain and grow our tourism product

<u>Services provided – this is a general list not specific to any project or campaign and is modified as opportunities are presented – ie the recent videos that were completed and viewed by over 30,000 people</u>

- Market region and offering coop marketing opportunities
- Production of Northumberland Shore Visitors Guide and Eastern Shore Visitors Guide.
- Participation in media FAM tours and travel writer liaison
- Maintenance of visitor website
- Production of social media pieces videos, youtube, photography, etc
- Assist with major events in our regions
- Development of brand with relevant promotional materials to support the brand
- Engage Industry support and buy-in of the brand, develop incentives for industry with overall impact on search engine optimization
- Participation in select trade shows Saltscapes expo, AAA, Ontario
- Leadership role in marketing initiatives amongst local industry
- Promotion in local media tourism
- Build on festival support, assist with marketing component

- Improved training for staff of VICs
- Continue to strengthen social media presence, facebook ,twitter and youtube
- Facilitate best practices and quality of standards training opportunities
- Production of weekly e-newsletter as part of industry communication
- Organization of round table discussions with industry and corporate leaders
- Facilitation of workshops and seminars
- Represent the voice of local industry at provincial level
- Research ie exit survey with operators research drives product and marketing
- Recognition of outstanding achievements within tourism Gala dinner in April
- -Opportunities to increase awareness, recognition and appreciation of tourism as a significant economic contributor to our Shores and to Nova Scotia among business and municipal leaders



MEMO FOR DECISION

TO: MUNICIPAL COUNCIL

FROM: GLENN HORNE, MUNICIPAL CLERK TREASURER

SUBJECT: MUNICIPAL OFFICIALS SERVING ON EXTERNAL BOARDS

DATE: SEPTEMBER 20, 2016

SUMMARY

At a previous Committee meeting clarification was provided concerning insurance coverage for municipal officials (councillor or staff) and municipal appointees on boards or committees that are outside the operation of the Municipality of the County of Antigonish (i.e.: Heritage Museum or RK MacDonald Boards). This memo will provide further advice and a recommended policy for the management of municipal officials serving on external community boards.

BACKGROUND

It was previously clarified that insurance coverage held by the Municipality only extends to Municipal officials (council & staff) as they have been authorized to carry out their municipal duties. It does not extend to members of the community appointed by the Municipality to external community boards and does not extend to councillors who are not authorized by Municipal Council to represent the Municipality. In each of these cases, the individual board is responsible for providing insurance coverage for its members – municipal and non-municipal.

In addition to providing this clarification, staff was asked to provide guidance to council as it concerns participation of councillors on external boards, commissions and committees. The *External Community Boards Policy* was drafted to provide this guidance and is before the Committee for its consideration. The purpose of this policy is to outline the criteria and procedure for municipal officials serving as representatives of the Municipality on Community Boards that are managed by an organization that is not the Municipality.

CONSIDERATIONS

Many municipalities across the province and country have a policy framework that provides guidance to municipal officials concerning participation in external community boards. The Town of Antigonish does not permit elected officials to participate in "community committees where there is potential for conflict or a perceived conflict of interest between the community group or organization and the Town." This policy is silent on insurance considerations and leaves much to interpretation. Other municipalities require authorization from council and some provide criteria to be considered in making a determination.



The *External Community Boards Policy* provides four criteria that must be satisfied before Council will authorize formal participation from municipal officials:

- **1.** The external community board has a particular goal or objective that aligns with the Municipality's role in the community;
- 2. The external community board meets on a regular basis;
- **3.** The external community board has a specific and approved terms of reference or similar governing documents; and
- **4.** The external community board provides proof of insurance to the satisfaction of the Municipality.

These criteria represent sound risk management practices, as encouraged by the Municipality's insurance brokers, *Frank Cowen*. They also consider alignment between the goals of the Municipality and any organization seeking formal involvement by municipal officials.

Generally, they are being recommended to ensure a municipal official's time is most appropriately deployed and to protect the resources and reputation of the Municipality. This policy does not preclude any municipal official from becoming a member of any community board as a private citizen.

Based on the criteria above, the Municipality would no longer participate in the organizations highlighted in *Membership List* table. Implications for this policy should be discussed and debated by Council prior to making a decision.

RECOMMENDATION

If all questions and concerns are satisfied, it is recommended that Council consider approval of the attached *External Community Boards Policy*.



TOPIC: Council & Staff Participation on External Community Boards,

Commissions & Committees

POLICY NUMBER: ##
DATE APPROVED: 2016

DATE REVISED:

1. TITLE:

1.1. This Policy may be cited as the "External Community Boards Policy" of the Municipality of the County of Antigonish.

2. PURPOSE:

- 2.1. The purpose of this policy is to outline the criteria and procedure for municipal officials serving as representatives of the Municipality on Community Boards that are managed by an organization that is not the Municipality,
- 2.2. This policy derives authority from Section 48(3) of the Municipal Government Act.

3. Definitions

- 3.1. "External Community Board" means any community-based board, commission, committee or any other organizational leadership group that was created and is managed by an entity that is not the Municipality;
- 3.2. "Municipality" means the Municipality of the County of Antigonish;
- 3.3. "Municipal official" means a councillor or full-time permanent employee of the Municipality of the County of Antigonish;

4. POLICY:

4.1. General:

- 4.1.1. The Municipality shall appoint a municipal official to serve on an external community board only where all of the following criteria are met:
 - The external community board has a particular goal or objective that aligns with the Municipality's role in the community (mission, vision & priorities);
 - ii. The external community board meets on a regular basis;
 - iii. The external community board has a specific and approved terms of reference or similar governing documents; and
 - iv. The external community board provides proof of insurance to the satisfaction of the Municipality.
- 4.1.2. Where all of the criteria listed in section 4.1.1 are not met, the Municipality shall not appoint a municipal official the external community board.



- 4.1.3. The Municipality may request that insurance coverage in addition to Directors and Officers Liability insurance be obtained based on the activities of the external community board.
- 4.1.4. This policy shall not apply to community boards, commissions, committees or other organizational leadership groups that are created and managed by the Municipality, as per Policy 37 (Rules of Order)

4.2. Requests:

- 4.2.1. All requests from external community boards for representation by a municipal official shall be made to the Municipal Clerk Treasurer.
 - i. Requests for an elected representative shall be considered by the Committee of the Whole;
 - Requests for an employee representative shall be considered by the Municipal Clerk Treasurer but may be referred to the Committee of the Whole.
- 4.2.2. Requests for representation must demonstrate how all criteria in Section 4.1.1 are met, and define the specific role for the municipal official.
 - The Municipality may request, and shall promptly receive, current or historic financial statements from any external community board to which a municipal official is appointed.
- 4.2.3. External community boards may request representation from a specific municipal official; however, the Municipality reserves the right to appoint any municipal official or decline such a request for any reason.
- 4.2.4. In considering a request for appointment to an external community board, municipal officials should consider the commitment in terms of time and duties, and whether they can reasonably take that time and perform those duties in conjunction with their regular municipal duties.
- 4.2.5. External community boards that have made a request will be informed in writing by the Municipal Clerk Treasurer's office of any appointment.

4.3. Exceptions:

- 4.3.1. This policy does not apply to inter-municipal corporations where a municipal official is acting in that capacity.
- 4.3.2. This policy shall not preclude any municipal official from becoming a member of any community board as a private citizen.
 - It is the responsibility of any municipal official serving on a community board to know and understand their responsibilities concerning the Municipal Conflict of Interest Act.



EXTERNAL COMMUNITY BOARDS POLICY				
Date Approved: 2016	Amendments:			
COMMITTEE / COMMUNITY BOARD MEMBERSHIP LIST				
Сомміттее	Members			
Committee of the Whole	All Members of Council			
Occupational Health & Safety	1 Council + Alternate			
ADVISORY COMMITTEES				
Sustainable Communities Advisory	3 Council; 3 Public			
Planning Advisory	3 Council; 3 Public			
Economic Development Advisory	3 Council; 3 Public			
Active Transportation Advisory	3 Council; 3 Public			
Emergency Management Advisory	2 Council; Clerk			
Joint Police Advisory	2 Council; 3 Public			
INTER-MUNICIPAL / LEGISLATED BOARDS				
Antigonish Heritage Museum Board	2 Council; 1 Public			
Building for Youth Commission	3 Council; 1 Public			
Eastern District Planning Commission	2 Council			
Eastern Mainland Housing Authority	1 Public			
Eastern Region Solid Waste Management	1 Council			
Committee				
Fence Arbitration Board	1 Council			
Pictou Antigonish Regional Library Board	1 Council			
R.K. MacDonald Nursing Home Board	3 Council			
EXTERNAL COMMUNITY BOARDS				
ACALA ACALA				
Antigonish Care Van				
Antigonish Poverty Reduction Coalition				
Antigonish Crime Prevention	1 Council			
Destination Eastern and Northumberland	1 Council			
Shores				
Emergency Fuel Fund				
Affordable Housing				
Antigonish Community Transit				
Early Childhood Intervention				
Department of Transportation Community	1 Council; 1 Staff			
Liaison Committee				
Friends of Antigonish Library				
Antigonish Food Security Coalition				
Northumberland Rock Quarry Community	1 Council			
Liaison				

Antigonish County Council

1st Annual Antigonish Halloween Harvest Bash

Our event will take place on Friday October 28th from 6-9 at the Commercial Building on the fairgrounds behind the arena. We are requesting a donation from the County to help us with our expenses and we will also be soliciting the town and others for help. Because our event was not planned at the start of the year no request for financial support was made. However we believe with the support of yourselves and others that we will make this event a great success.

Our project is based on a community fair to celebrate Halloween and the farm harvest season. It is designed to grow activity in the Antigonish Town and County, bring people together, to concentrate on enjoyment for children and their families, and to combine Halloween with the harvest season while celebrating the farming community. We are having a window decor competition between businesses which will be judged by customer choice. Winner will be announced the night of the event and will get bragging rights to an engraved trophy to be housed in their business until next year.

The event will have lots of games and a range of activities for all ages to enjoy. Plans call for music, food vendors both inside and out, costume parade for the wee ones with prizes and a fun photo booth. A professional photographer will be on hand to take pictures with an awesome fall backdrop(customers will be able to order pictures to purchase). There will be cake ,tea and coffee and seats for people who would like to sit and listen to some tunes. We will have a basket ball shoot contest set up for the teenagers, artist will be onsite carving pumpkins that will be auctioned off later in the night, and we will have some artists and vendors selling fruits of their harvest(ie: jams, jellies, etc.). With much more to offerThis event is open to EVERYONE and admission is FREE.

If you see fit to provide us with a monetary donation the funds would be used for prizes, games, treats, props,etc.for our organized event. The funding would help us start in the beginning step of our fund raising efforts.

The event is being organized by Diane Farrell. She has the experience of Coordinating the Highland Games Street Fair 2016. The fair was a huge success and Diane has come forward to offer her experience to this event. The planning committee believes this will become an annual event for Antigonish that brings community together. It is the hope of the committee that others will follow suit and create more annual events that not only brings community closer but contribute to the long term sustainability of the community.

The event will rely on a lot of volunteer support. The Antigonish Art Fair has already agreed to provide the administrative support needed as well as infastructure such as tents, tables and chairs.

Current control of the event is shared between Diane Farrell, David Miller and Beth <u>Lewaitis</u>, with technical support from Ryan Finn and organizational support from Mike MacEachern. The latter four people were responsible for the Antigonish Art Fair.

Thank you for your time! Kind Regards..Diane Farrell...902-386-2728..halloweenharvestbash@gmail.com

* Our estimated cost for the event as of now is about \$2700.00.