

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

**COMMITTEE OF THE WHOLE AGENDA**

Monday, November 25, 2024, 5:30pm  
Council Chambers  
Municipal Administration Building  
285 Beech Hill Road  
Beech Hill, NS B2G 0B4

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1. Call to Order – Chair, Warden Nicolas MacInnis
2. Approval of Agenda
3. Approval of October 8, 2024 Committee of the Whole Minutes
4. Business Arising from the Minutes
5. Delegations
  - a. C. April Stewart, Paul Smith – Maintenance Concerns with Dunmaglass-MacArras Brook Road
  - b. MNP Presentation of Financial Statements
6. Continuing Business
  - a. There is no continuing business
7. New Business
  - a. Planning Consultation for Housing Density Increase, Zoning, and By-law Review Tender Award
  - b. Compensation Review Tender Award
  - c. Winter Parking Regulations
  - d. SPCA Officer Appointments
  - e. Municipal Code of Conduct
  - f. Committee Representation by Council Discussion
  - g. Strategic Priorities Discussion
8. Community Events

This item provides Councillors with an opportunity to briefly bring to the attention of Council events that are taking place in their communities.
9. Additions to the Agenda
10. In-Camera Items
11. Adjournment

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

**Committee of the Whole Meeting Minutes**

Tuesday, October 8, 2024, Following Asset Management  
Council Chambers  
Municipal Administration Building  
285 Beech Hill Road  
Beech Hill, NS B2G 0B4

Present were: Warden Owen McCarron  
Councillor Mary MacLellan  
Councillor Donnie MacDonald  
Councillor Shawn Brophy  
Councillor Remi Deveau  
Councillor John Dunbar  
Councillor Gary Mattie (by Zoom)  
Councillor Harris McNamara

Regrets: Councillor Hugh Stewart  
Deputy Warden Bill MacFarlane

Staff Present: Shirlyn Donovan, CAO  
Beth Schumacher, Deputy Clerk  
Allison Duggan, Director of Finance  
Tammy Feltmate, Director of Sustainable Communities  
Marlene Melanson, Director of Recreation (by Zoom)

Others Present: Lise Roy, Strategic Initiative Coordinator, Town of Antigonish  
Gallery

**Call to Order – Chairman, Warden Owen McCarron**

The meeting of the Committee of the Whole was called to order by the Chair, Warden McCarron, at 6:32 pm.

**In-Camera Items**

Moved and Seconded

*That the Committee of the Whole adjourn to an in-camera session to discuss Contract Negotiations at 6:33 pm.*

**Motion Carried**

Moved and Seconded

*That the in-camera session adjourns at 7:01 pm.*

**Motion Carried**

Moved and Seconded

*The Committee recommends that Municipal Council enter into a one-year agreement with the SPCA as proposed in their quote dated September 29, 2024 for Kennel Services and Animal Control.*

**Motion Carried**

### **Approval of Agenda**

Warden McCarron called for any additions or deletions to the agenda. The following additions were made:

- Presentation by Lise Roy – Green Energy Retrofit for the Antigonish Arena
- Leave of Absence for Councillor Hughie Stewart
- CACL Cost Sharing for Highway 337 Service Lateral
- Letter to the Minister of Justice Regarding Break-ins in Antigonish County

Moved and Seconded

*That the agenda be approved as amended.*

**Motion Carried**

### **Approval of September 24, 2024 Committee of the Whole Minutes**

Warden McCarron called for any errors or omissions in the Committee of the Whole minutes of September 24, 2024.

Moved and Seconded

*That the minutes of September 24, 2024 be approved as presented.*

**Motion Carried**

### **Business Arising from the Minutes**

There was no business arising from the minutes.

### **Delegations**

There were no scheduled delegations.

### **Continuing Business**

#### **Follow-up Regarding Pine Ridge Stormwater Concerns**

Mrs. Donovan spoke to the concern that was raised at the Asset Management meeting on September 24, 2024. She noted that she joined the Director of Public Works on a tour of the area and observed where public works staff had removed vegetation that was

impeding water movement in the ditches. Operational measures to observe water levels after rain and snow events were reviewed. No further action has been taken regarding the size of the culvert, with the engineer having deemed that the size of the culvert was sufficient for the cross-culvert size and the flow of the water through the area.

A question was asked about the ability for having staff prepare with machinery if severe weather is expected in the area, so that quick action can be taken to clear culverts if needed. A question was asked about the ability to continue to pile snow along the sides of the roadway without filling the ditches after several snow events without constricting the roadway too much, and whether it would be better to have staff removing snow throughout the winter, with an example of the sidewalk plough snowblower being able to move snow over the ditches into adjacent yards.

### **New Business**

#### **Approval of the Statement of Estimates F24/25 Budget Submission to the Province**

Mrs. Duggan spoke to the requirement for the submission of the Statement of Estimates to the Province. This document is the Municipal Budget, entered into the Province's online template.

Moved and Seconded

*The Committee recommends that Municipal Council approves the 2024/25 Statement of Estimates A&B.*

**Motion Carried**

#### **Write-Off Request for PVSC Fire Letter**

Mrs. Duggan spoke to correspondence received from PVSC following their assessment of a property after a fire on a property. The revised assessment would warrant a write-off of taxes for the property in the amount of \$355.16 based on the change of value.

Moved and Seconded

*The Committee recommends Municipal Council write-off the taxes for AAN 00489875, which was destroyed by fire, in the amount of \$355.16.*

**Motion Carried**

### **Additions to the Agenda**

#### **Presentation by Lise Roy – Green Energy Retrofit for the Antigonish Arena**

Mrs. Donovan noted that Lise Roy was in attendance from the Town to provide a presentation to Council, having made the same presentation to Town of Antigonish Council the night before, regarding a proposed application to the Green and Inclusive Community Buildings fund for a retrofit/repair/upgrade project at the arena. Ms. Roy reviewed a summary of the upgrades that are proposed to take place at the arena

should the funding be secured, including upgrades to electrical systems, architectural upgrades, accessibility upgrades, plumbing and HVAC upgrades, and upgrades to equipment including cold water ice resurfacing, and electric Zamboni, and an electric ice edger. The total funding request is up to \$2,999,999, eligible for up to 80% funding, leaving \$600,000 in costs to be split between the Town and County of Antigonish. Questions followed regarding the proposed work.

Moved and Seconded

*The Committee recommends that Municipal Council approve the submission of a funding request to the Green and Inclusive Community Buildings Fund for work at the Antigonish Arena in partnership with the Town of Antigonish.*

**Motion Carried**

#### Leave of Absence for Councillor Hughie Stewart

Ms. Donovan noted that Council Stewart would be absent from tonight's Municipal Council meeting and would require a motion of Council to approve this leave.

Moved and Seconded

*The Committee recommends that Municipal Council provide a leave of absence to Councillor Stewart for the October 8, 2024 Council Meeting for medical reasons.*

**Motion Carried**

#### CACL Cost Sharing for Highway 337 Service Lateral

Mrs. Donovan provided an update to the business discussed on September 24<sup>th</sup> regarding direction given to explore opportunities for cost-sharing for the installation of a servicing lateral on Highway 337 to service the proposed development adjacent to Parkland, which will house developments by CACL, Antigonish Affordable Housing, and a medical facility.

Moved and Seconded

*The Committee recommends that Municipal Council support the proposed lateral crossing of services across Highway 337 to the development adjacent to Parkland to a maximum cost of \$17,500 + HST.*

**Motion Carried**

#### Letter to the Department of Justice

Mrs. Donovan noted that concerns have been raised by residents and councillors regarding an increase in break-ins in the community, and the ability of the RCMP to hold those accountable for those break-ins. A suggestion was made to send a letter to the

Minister of Justice expressing concerns. The floor was opened up to members of Council to share some information about what they have heard from residents in their districts. Councillor McNamara shared some information about experiences in his district, and the meeting that was held with the RCMP for residents there in September.

Warden McCarron noted that he had attended a community information session in James River earlier in the October. A suggestion was made to explore the possibility of getting a meeting with the Minister of Justice. Councillor Mattie shared feedback that he has received from his community, where residents are looking to have a community information meeting to learn more about what they are able to do to protect themselves and their property. Councillor McNamara asked if the RCMP to attend that meeting as well.

Moved and Seconded

*The Committee recommends that Municipal Council writes a letter to the Minister of Justice, copied to Minister Thompson and Minister Morrow, requesting a meeting regarding ongoing crime in the Antigonish County area.*

**Motion Carried**

### **Staff Reports**

Mrs. Donovan provided a brief overview of the information that was outlined in the staff report, noting broadband progress in the County, staff attendance at the AMANS conference, Building Nova Scotia RFP for cell towers being advertised, updates on the emergency shelters, numbers for billing from the Finance department, EMO training updates, and progress on the Mini Pitch project was shared. It was noted that the Tax Sale is planned for November 6, 2024.

### **Community Events**

- Councillor Dunbar shared that the Heatherton Parish Bazaar will be held on Saturday October 26<sup>th</sup> , with a roast beef dinner being held that evening.
- Councillor Deveau noted that students travelling to Europe will be holding a fundraising dinner on October 19<sup>th</sup> at the St. Andrews Community Centre.
- Councillor MacLellan shared that cell service and broadband concerns in her district continue to be an issue, so she has arranged a meeting with Build NS at the Arisaig Hall.
- Councillor McNamara attended the RCMP meeting in Havre Boucher, where 275 residents attended. On November 3<sup>rd</sup> will be a church service in Havre Boucher for Remembrance Day.

- Warden McCarron shared pickleball and curling activities are starting in St. Andrews. Fire Prevention week happening throughout the community.

**Adjournment**

Moved

That the Committee of the Whole meeting be adjourned at 7:39pm.

**Motion Carried**

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Warden Owen McCarron

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Shirlyn Donovan, CAO



C. April Stewart, Paul Smith  
[REDACTED] Dunmaglass-McArras Brook Road  
Antigonish County, Nova Scotia  
B0K 1G0

P: [REDACTED]

October 30, 2024

**Municipality of the County of Antigonish**

285 Beech Hill Road

Beech Hill, NS

B2G 0B4

To whom it may concern:

Re: Request to make a presentation at upcoming Council meeting

We are residents of western Antigonish County. Attached please find a copy of correspondence submitted to numerous parties yesterday as related to the poor condition of our rural, residential road.

We are aware that road maintenance falls under the purview of the Department of Public Works. However, since the day-to-day road works are reportedly managed by *both* Antigonish County and Pictou County, we wish to present our concerns to Council with a view to understanding how our road has been neglected to this degree. Further, we will be asking Council to pass a motion to carry out all required investigations and application of sufficient aggregate material to bring our road into compliance with the published standard.

We ask for a period of ten minutes to present our concerns.

Sincerely,



C. April Stewart, Paul Smith





C. April Stewart, Paul Smith  
Dunmaglass McArras Brook Road  
Antigonish County, Nova Scotia  
B0K 1G0

October 29, 2024

To the Hon. Minister of Public Works via email: [kim.maslandmla@gmail.com](mailto:kim.maslandmla@gmail.com)

And to the Deputy Minister of Public Works Peter Hackett via email:  
[publicworksminister@gmail.com](mailto:publicworksminister@gmail.com)

And to Councillor, District One, Municipality of the County of Antigonish:  
[Mary.MacLellan@Antigonishcounty.ca](mailto:Mary.MacLellan@Antigonishcounty.ca)

And to Councillor, District One, Municipality of Pictou County: [joe.macdonald@munpict.ca](mailto:joe.macdonald@munpict.ca)

Department of Public Works  
2nd Floor, Johnston Building  
1672 Granville Street  
P.O. Box 186  
Halifax, NS  
B3J 2N2

Re: Sub-standard conditions of residential road, request for immediate plan of action

We are writing to you today as an escalation of numerous, historical complaints to the Department of Public Works that have not resulted in satisfactory action in relation to the condition of our rural, residential road in western Antigonish County. We are a retired police officer (Paul) and a retired private practice paralegal (April). We purchased this property (53 acres on two PIDs) in 2021, returning to the roots of April's large extended family in Antigonish County, and particularly Lismore, where April's paternal grandparents were married. We love and actively support our community. The only drawback is the ongoing frustration with the road conditions here on "the Dunmaglass".

Please reference the attached map to assist in your understanding of our location. Our home is located just over the Pictou/Antigonish County line and we suspect that this fact is contributing to the problem with the substandard condition of our road, due to a shared maintenance program between the two counties.

Our concerns change and escalate depending on the time of year. In the summer, we are inundated with nuisance red clay dust. In the spring/fall and during a mild winter, our

portion of the road becomes a mud bath with deep ruts that are difficult to traverse. Last week, our road was graded, followed by a rain event, which resulted in the conditions you see illustrated in the included photographs. We have repeatedly requested the application of aggregate material to the road base, to no avail. There is **no** aggregate applied to our section of the road, and insufficient aggregate in place on the Pictou County portion of the road.

The mud coats our vehicles, our tires, is carried onto our driveway surface, and makes it impossible for traversing safely by motorcycle. We operate a registered short-term rental unit on our property and as such, the road conditions and mess impact our guests and makes our location much less attractive to the travelling and vacationing public. We should not have to caution, apologize to and potentially remunerate guests for matters completely outside our control. Personal visitors and delivery personnel are similarly unhappy with the condition of our road. In the event of a medical or other emergency, we are concerned that first responders could become stuck on the way up to us, our neighbours, or our guests.

In terms of identifying whether our expectations are realistic in the circumstances, we refer you to the attached *Specifications for Subdivision Roads in Urban and Rural Areas*, set out and published by the Nova Scotia Department of Transportation and Communications. Within that document, on Page 10, Division 4, is the *Construction Specifications for Roads Without Asphalt Concrete Paving and Not Serviced with an Underground Storm Sewer System*, which we believe is the standard in place for our type of road.

4.1 Roadbed.

4.2 Base Course.

4.3 Surfacing

Dunmaglass Road (Pictou County) and Dunmaglass-McArras Brook (Antigonish County) are not in compliance with these required standards. Specifically, the **roadbed** has either insufficient gravel applied or in our portion of the road, no gravel applied. The **base course** material "shall be crushed, screened, or pit run gravel or rock", consisting of "hard and durable particles....and all material must pass a 112mm screen". Further, "the base course gravel must be applied to give a depth of 150mm or greater. Finally, the **surfacing material** "shall consist of crushed, screened, hard, durable particles of stone mixed with suitable binding material... uniformly spread over the entire roadbed".

Our relevant communications to the Department of Public Works in this matter (going back to 2021 or 2022) will be located and provided to your office should you deem that information to be necessary. We have reached the point of considering legal action, something we wish to avoid but are prepared to pursue.

We have discussed these concerns with our neighbours and they are in support of our efforts. Our intention is to canvass them for specifics as pertaining to their individual

impacts and pass those concerns on to you as an addendum to this correspondence. Should a differing standard exist that in your view deems our expectations to be unwarranted, we invite you to educate us.

Your prompt attention to this matter is appreciated.

Sincerely,

— copy —

C. April Stewart, Paul Smith



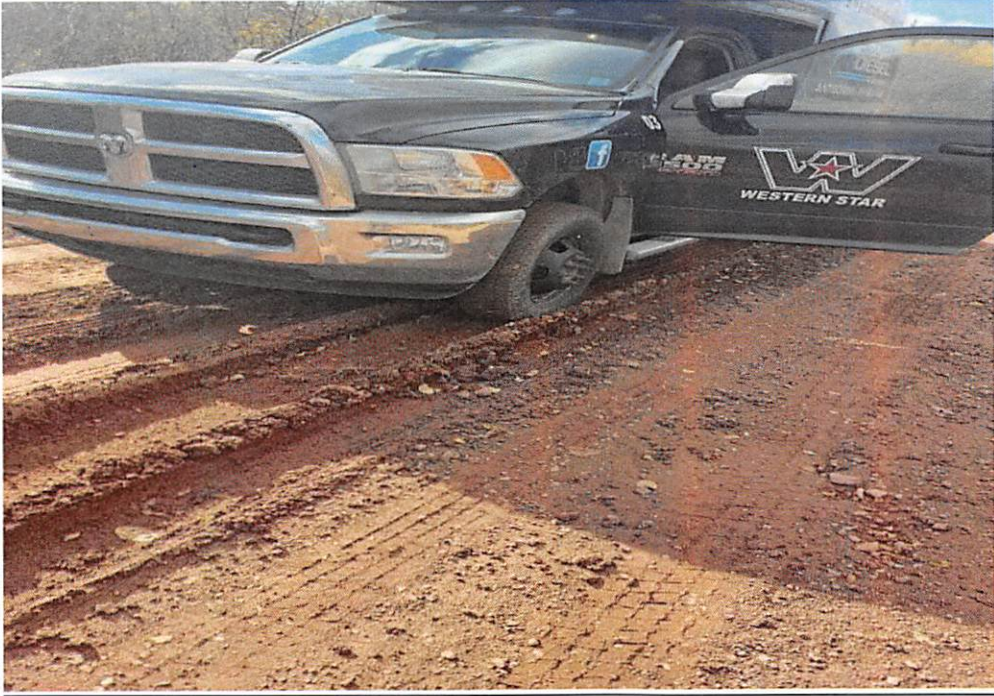
All photographs were taken on or about Saturday, October 26, 2024.











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# **Specifications for Subdivision Roads in Urban and Rural Areas**

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**Department of  
Transportation  
and Communications**

**Effective May 25, 1989**



The intent of these specifications is to ensure the design and construction of the subdivision in such a manner as to permit the Department of Transportation and Communications to list and maintain the roads therein.

I N D E X

- DIVISION 1 - DEFINITION OF TERMS
- DIVISION 2 - GENERAL DESIGN SPECIFICATIONS
- DIVISION 3 - GENERAL CONSTRUCTION SPECIFICATIONS
- DIVISION 4 - CONSTRUCTION SPECIFICATIONS FOR ROADS WITHOUT ASPHALT  
CONCRETE PAVING AND NOT SERVICED WITH AN UNDERGROUND  
STORM SEWER SYSTEM
- DIVISION 5 - PAVING CONSTRUCTION SPECIFICATIONS FOR ROADS NOT  
SERVICED WITH AN UNDERGROUND STORM SEWER SYSTEM
- DIVISION 6 - PAVING CONSTRUCTION SPECIFICATIONS FOR ROADS SERVICED  
WITH AN UNDERGROUND STORM SEWER SYSTEM
- DIVISION 7 - VARIATIONS
- DIVISION 8 - LISTING PROCEDURES

## SUBDIVISION ROAD SPECIFICATIONS

## DIVISION 1

## DEFINITION OF TERMS

Whenever in any part of these Specifications, the following words or expressions or pronouns used in their stead are used, the intent and meaning shall be interpreted as follows:

Department, and Department of Transportation and Communications. The Department of Transportation and Communications of the Province of Nova Scotia.

Municipality. The Municipality in which the Subdivision is located.

Subdivision. The division of any area of land into two or more parcels, and includes a resubdivision or a consolidation of two or more parcels.

Engineer. The Chief Engineer of the Department of Transportation and Communications of the Province of Nova Scotia acting directly or through an assistant or representatives, duly authorized by the Chief Engineer, and acting only within the scope of the particular duties assigned to him or within the scope of the authority vested in him.

Highways. The whole right-of-way which is reserved for use in constructing the roadway and its appurtenances, the boundaries being determined by the Department's Engineer.

Arterial. A road intended to move a relatively large volume of traffic at medium to high speeds used where traffic movement is the primary consideration and land access secondary.

Collector. A road intended to collect traffic from local streets and move it to the arterials, used where traffic movement and land access are of equal importance.

Local. A road which has the main function of providing land access.

Standard Specification. The current edition of the Standard Specification of the Province of Nova Scotia Department of Transportation and Communications. The directions, provisions and requirements as supplemented by special provisions as may be necessary pertain to the design, method and manner of performing the work, or the quantities and qualities of materials to be furnished.

Roadway. The portion of highway included between the outside lines of gutters, or side ditches; including all the appertaining structures, and all slopes, ditches channels, waterways, etc. necessary for proper drainage and protection.

Roadbed. That portion of the roadway extending from shoulder line to shoulder line, in other words, the subgrade and shoulders considered as a unit.

Subgrade. That portion of the roadbed upon which the base course is to be placed.

Base Course. The crushed rock or aggregate which is placed immediately upon the subgrade.

Surfacing. The crushed rock or aggregate which is placed immediately upon the base course.

Approval. The approval of the Engineer. The Engineer's decision will be final and binding in matters of design and construction.

Inspections. Field inspection by the Engineer at various stages of construction.

Professional Engineer. A Professional Engineer who is a member of the Association of Professional Engineers of Nova Scotia.

DESIGN: "THE FUNCTION OF LOCATING ROADS AND BUILDING LOTS RELATIVE TO TOPOGRAPHICAL FEATURES, CONSTITUTES THE PRACTICE OF ENGINEERING AS DEFINED BY THE ENGINEERING PROFESSION ACT OF NOVA SCOTIA, THEREFORE, THE DESIGN OF SUBDIVISIONS AND THEIR SERVICES WHEN SUBMITTED TO THE DEPARTMENT MUST BE OVER THE SEAL OF A PROFESSIONAL ENGINEER."

## DIVISION 2

## GENERAL DESIGN SPECIFICATIONS

- 2.1 General: These specifications are to cover the more common aspects of design encountered in subdivision development. In cases where these specifications need to be expanded or additional specifications are required, the "Geometric Design Standards for Canadian Roads and Streets" as published by Roads and Transportation Association of Canada and currently accepted by the Department shall be used as a guide. In general, a design speed of 50 km/hr. will be used; however, in certain circumstances, higher design speeds may be required.
- 2.2 Prior to detailed lot and roadway layout in the field the developer shall submit a function scheme showing the proposed layout, approximate grades, drainage patterns and property boundaries to the Engineer. Cross sections may also be required. At this early stage the entrance to the subdivision will be checked by the Engineer for proper sight distance. The developer may engage the services of a Professional Engineer in this preliminary design.
- 2.3 The minimum right-of-way width will normally be 20m. In most cases this right-of-way will be sufficient. However, in certain instances, the Department may require a greater width of right-of-way to facilitate traffic, construction and/or maintenance requirements.
- 2.4 Any property susceptible to damage as a result of construction must be within the right-of-way. All slopes (either in cuts or fills), which will not be eventually eliminated by changes in lot elevations, must be included within the right-of-way.
- 2.5 An acceptable Right-of-way access to adjacent property must be provided and deeded to the Department of Transportation and Communications. These access roads must not be more than 400m apart or as Municipal regulations stipulate, whichever is more stringent. These access roads will be located along the boundary in such a manner as to not prejudice development of adjacent land.
- 2.6 Where subdivision roads meet existing classes of provincial highways, the minimum distance between these intersections shall be:

Provincial Local Roads	100m
Provincial Collector Roads	150m
Provincial Arterial Roads	300m

and shall be located in such a manner as to satisfy sight distance requirements.

Within the subdivision the minimum distance between intersections of local roads will be 75m measured centre line to centre line.

In general, offset intersections, including pedestrian sidewalks and bike ways shall be no less than 50m apart, measured centre line to centre line.

Sight distance requirements are as follows:

STOPPING SIGHT DISTANCES - IN METRES

TABLE I  
POSITIVE GRADES

APPROACH SPEED Km/h	0%	+1%	+2%	+3%	+4%	+5%	+6%	+7%	+8%	+9%	+10%
30	30	30	30	29	29	29	29	29	29	28	28
35	37	37	36	36	36	36	35	35	35	35	34
40	44	44	44	43	43	42	42	42	41	41	41
45	53	52	52	51	51	50	50	49	49	49	48
50	62	61	61	60	59	59	58	58	57	57	56
55	72	71	70	70	69	68	67	67	66	65	65
60	83	82	81	80	79	78	77	76	75	75	74
65	96	94	93	91	90	89	88	87	86	85	84
70	109	107	105	104	102	101	99	98	97	96	95
75	122	120	118	116	115	113	111	110	108	107	105
80	137	137	132	130	128	126	124	122	120	119	117
85	152	149	147	144	142	139	137	135	133	131	129
90	169	165	162	159	156	154	151	149	146	144	142
95	184	181	177	174	171	168	165	162	160	157	155
100	194	190	186	183	179	176	173	170	168	165	163
105	205	200	196	192	189	185	182	179	176	173	171
110	216	211	206	202	198	194	191	188	184	182	179
115	225	220	215	211	207	203	199	195	192	189	186
120	235	230	225	220	215	211	207	203	200	206	193
125	246	240	234	229	224	220	215	211	208	204	200
130	257	250	244	239	234	229	224	220	216	212	208

EYE HEIGHT = 1.05m  
 OBJECT HEIGHT = 150mm - FOR INTERSECTIONS, COMMERCIAL & INSTITUTIONAL LOTS  
 = 600mm - RESIDENTIAL PROPERTIES

STOPPING SIGHT DISTANCES - IN METRES

TABLE II  
NEGATIVE GRADES

APPROACH SPEED Km/h	0%	-1%	-2%	-3%	-4%	-5%	-6%	-7%	-8%	-9%	-10%
30	30	30	30	31	31	32	32	32	33	33	34
35	37	37	38	38	39	39	39	40	40	41	42
40	44	45	45	46	46	47	47	48	49	50	50
45	53	53	54	55	55	56	57	58	59	60	61
50	62	63	64	65	66	67	68	69	70	71	73
55	72	73	74	75	77	78	79	81	82	84	86
60	83	85	86	87	89	91	92	94	96	98	101
65	96	97	99	101	103	105	107	109	112	114	117
70	109	111	113	115	118	120	123	126	129	133	136
75	122	125	127	130	133	136	139	143	146	151	155
80	137	140	142	146	149	153	156	161	165	170	176
85	152	155	159	163	166	171	175	180	185	191	198
90	169	173	176	181	185	190	195	201	208	214	222
95	184	189	193	198	203	208	214	221	228	235	244
100	194	198	203	208	214	219	226	233	240	248	257
105	205	209	214	220	226	232	239	247	255	264	274
110	216	221	226	232	239	246	253	261	270	280	291
115	225	231	237	243	250	258	266	275	285	296	308
120	235	241	248	255	262	270	279	289	300	312	325
125	246	252	259	267	275	284	293	304	316	329	343
130	257	264	271	279	288	298	308	320	332	347	362

EYE HEIGHT = 1.05m

OBJECT HEIGHT = 150mm - FOR INTERSECTIONS, COMMERCIAL & INSTITUTIONAL LOTS

= 600mm - RESIDENTIAL PROPERTIES



2.7 Roads must be laid out where reasonably possible in prolongations of other roads, either in the same subdivision or in adjacent subdivisions. Unless there are unique circumstances, the minimum length of road considered for listing will be 150m.

2.8 Due to maintenance problems:

REVISED - SEE 2.8 DATED DECEMBER 20, 1990. AT BACK OF BOOK

2. Boulevards will not be permitted in residential subdivisions.

2.9 The minimum setback distance to any building will be 5m from the nearest highway boundary, or as Municipal regulations stipulate, whichever specification is more stringent.

2.10 Unless otherwise authorized by the Engineer in writing an acceptable storm drainage study and design must be carried out by a Professional Engineer. This authority will only be given for the most basic subdivision and drainage patterns. The minimum design for major drainage systems such as brooks, streams and rivers must be based on a 1 in 100-year storm. The minimum design for minor drainage systems such as ditches, culverts etc. will be based on a 1 in 5-year frequency. If the Municipality's storm drainage requirements are more stringent than the Departments, the Municipality's specifications shall prevail.

Roadway culverts, underdrains, driveway culverts, (see 3.7) and storm drainage systems, where required, will be of a size acceptable to the Department. The Department may recommend the size and location of the drainage culvert, but in no case shall any roadway culvert be less than 500mm in diameter. All roadway culverts must have a minimum cover of 500mm.

All pipe under the roadway shall be C.I.P., reinforced concrete or other material satisfactory to the Department. Where conditions warrant and corrugated metal pipe is being used, the Engineer may require a special treatment of the pipe such as asphalt coating.

All pipe in underground storm sewer systems must be reinforced concrete pipe. Catch basins will be a maximum of 100m apart, and must conform to Standard Specifications, Division 5, Section 27.

No drainage is to be carried on, through or over private property, within the subdivision, other than by unconfined natural water course, by excavated ditch, or storm sewer. To ensure access to drainage systems, title to a tract of land of ample width shall be conveyed in fee simple absolute to the municipality or the Department of Transportation and Communication in the following cases:

- (a) Excavated ditches or storm sewers within the boundary of the subdivision.
- (b) Where a need is identified to accommodate future upstream drainage, title to a tract of land of ample width for drainage purposes shall be conveyed in fee simple absolute from the roadway to the upstream limits of the subdivision.

and may be required for excavated offtake ditches or storm sewers adjacent to and immediately downstream of the subdivision that are required to ensure proper functioning of the subdivision drainage system.

Land for drainage purposes will not normally be required for an unconfined natural water course.

A plan must be submitted to the Department showing upstream drainage that must be accommodated, the final drainage pattern within the subdivision and indicating the drainage pattern of subdivision runoff outside the subdivision as it affects abutting land. Where subdivision drainage flows from the subdivision onto abutting property other than in a natural water course, consent in writing of the owner(s) affected, must be filed with the Municipality or the Department of Transportation and Communications and recorded in the Registry of Deeds. Natural water courses shall not normally be carried in roadway ditches or storm sewers.

- 2.11 All intersecting roads must intersect at an angle of 70 to 90 degrees for a minimum distance of 30m from the intersection measured from the respective centre lines.
- 2.12 Straight or gently rolling grades with proper vertical curves are required to provide adequate stopping sight distance, as specified in the "Geometric Design Standards for Canadian Roads and Streets", depending upon the design speed. In all cases a profile will be required, showing proposed grades. In general a grade of 6% will be considered to be the maximum allowable, however, in difficult circumstances grades up to 8% may be approved. Grades in excess of 8% will only be approved in exceptional circumstances and with prior approval by the Department. The minimum grade shall be 0.5%. Grades at intersections shall not exceed 2% for at least 15m measured from the shoulder of the intersecting road.
- 2.13 Side slopes in cuts will be a minimum of 2:1 (horizontal to vertical) and 1:4 in rock cuts or as otherwise required. All embankment slopes will be 2:1 or as otherwise required should the material be less stable than normally experienced.

## DIVISION 3

## GENERAL CONSTRUCTION SPECIFICATIONS

- 3,1 General. These specifications are to cover the more common aspects of construction and paving encountered in subdivision development. In cases where these specifications need to be expanded or additional specifications are required, the "Province of Nova Scotia Department of Transportation and Communications Standard Specification" shall be used.
- 3.2 The Department must be notified before construction work begins on any subdivision road. Inspections may be carried out at any time. Inspections are required at the following stages;
- (1) After clearing (preconstruction).
  - (2) After grubbing (pre-culvert and drains).
  - (3) Prior to any gravels being applied.
  - (4) Prior to surfacing gravel being applied.
  - (5) Prior to paving (if applicable).
  - (6) Final, prior to Department takeover of roads.
- 3.3 Clearing of Right of Way. The right-of-way shall be cleared for its full width except when less clearing is approved by the Department. All brush, trees and cuttings should be burned or disposed of in such a manner as to give a neat appearance to the cleared area, but in no circumstances are the cuttings to be disposed of in the roadway fills.
- 3.4 Grubbing. Except under embankments which exceed 1.5m in depth all roots, stumps, moss and all other vegetable matter within the right-of-way shall be removed. In no case shall grubbing material be buried in roadway fills.
- 3.5 Roadway Culvert and Drainage. Roadway culverts, underdrains, driveway culverts (see 3.7), and storm drainage systems where required, will be provided and placed by the developer. The ends of all pipes should be riprapped with flat stones. The right-of-way is to be left properly drained and should the work, as performed, create pockets of isolated water holes this drainage condition is to be rectified. Roadside ditches shall be constructed by the developer unless storm sewers are provided.
- 3.6 Seeding or Sodding. For slope protection and to meet environmental concerns seeding or sodding may be required.
- 3.7 Access to Individual Lots. The developer will be responsible for access, with suitable culverts, to all lots on which a structure exists at the time of listing. In no circumstances will the Department supply culvert material to the developer unless and until the required bonding arrangements have been completed between the Department and the developer.
- 3.8 Utilities. All sewers, water mains, electrical, telephone and such utilities located on the right-of-way must have Department approval with respect to location, prior to their installation. All utilities are required

to have permits from the Department prior to subdivision takeover or bonding.

- 3.9 Guard Rail. Guard Rail may be required on fills greater than 3m or greater (unless a slope of 6:1 can be provided) and in other hazardous areas. Guard Rail Installation shall be as per plate #'s H87-66 and H79-05-18.

NOTE: WHERE STORM SEWERS ARE INSTALLED STREETS AND ROADS MUST BE PAVED AND CURBED PRIOR TO DEPARTMENT APPROVAL OF SUBDIVISION.

WHEN ROADBED IS TO BE CONSTRUCTED,

- (A) WITHOUT PAVING OR STORM SEWERS SEE DIVISION 4
- (B) WITH PAVING AND NOT SERVICED WITH AN UNDERGROUND STORM SEWER SYSTEM SEE DIVISION 5
- (C) WITH PAVING, CURBING AND STORM SEWERS SEE DIVISION 6

## DIVISION 4

## CONSTRUCTION SPECIFICATIONS FOR ROADS WITHOUT ASPHALT CONCRETE PAVING AND NOT SERVICED WITH AN UNDERGROUND STORM SEWER SYSTEM.

4.1 Roadbed:

- (1) The roadbed will have a top width of 10m after gravel has been applied. On sections where guard rail is required the roadbed width will be increased by 1.0m on the side the guard rail is to be installed. The roadbed will be constructed concentric to the centre line of the right-of-way, except in areas where extra roadway width is required or extra right-of-way may be required and will be graded to the satisfaction of the Department with approved grading material (see attached typical roadway cross section).
- (2) The crown of the roadbed shall be at least 150mm.
- (3) Black muck, peat and other unsuitable materials under the roadbed must be removed prior to placing embankment material. Rock cuts will be excavated to at least 300mm below the subgrade and backfilled with material satisfactory to the Department. Water pockets will not be left in the bottom of rock cuts. All backfill in cuts or embankment must be with Department approved grading material. The top 300mm of subgrade must be free of rocks larger than 150mm maximum dimension.
- (4) The subgrade must be well drained with any weak subgrade material removed, prior to placing base course.
- (5) Satisfactory rolling of subgrade and gravels may be required by the Engineer.

4.2 Base Course.

- (1) The material for the base course shall be crushed, screened, or pit run gravel or rock, approved by the engineer. It shall consist of hard and durable particles of stone mixed with binding material, be well graded from coarse to fine, and all material must pass a 112mm. screen. When tested by means of laboratory sieves it shall fulfill the following requirements:
 

Passing a 112000 square screen	100%
Passing a 14000 square screen	not more than 50%
Passing a 80 sieve	not more than 10%
- (2) The base course gravel must be applied to give a depth of 150mm or greater.

- 4.3 Surfacing. The surfacing material shall consist of crushed, screened, hard, durable particles of stone mixed with suitable binding material approved by the Engineer. The surfacing material layer must have a depth of 100mm or greater, uniformly spread over the entire roadbed. It should be free from flat, elongated or other objectionable pieces and shall be well graded from coarse to fine. When tested by means of laboratory sieves, it shall fulfill the following requirements:

Passing a 20000 square screen	100%
Passing a 14000 square screen	50% - 80%
Passing No. 5000 sieve	20% - 50%
Passing a No. 160 sieve	0% - 10%
Passing a No. 80 sieve	0% - 7%

NOTE: FOR VARIATIONS AND LISTING PROCEDURES SEE DIVISIONS 7 & 8.

To: **Antigonish County Council**

From: **Denise Dunn, Housing Accelerator Fund Coordinator**  
**John Bain, Director**  
**Eastern District Planning Commission**

Date: **November 25, 2024**

Reference: **The selection of a consulting firm to create a robust framework for increasing housing supply through land use, local improvement and subdivision bylaw revisions with development incentives to follow so that the Town of Antigonish and Municipality of the County of Antigonish can meet their housing goals while ensuring community engagement is meaningful and accurately informs the changes required.**

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**Recommendation:**

That Municipal Council accept the recommendation of the Housing Accelerator Fund Coordinator for the Town of Antigonish and the Municipality of the County of Antigonish and the Director of Planning for the Eastern District Planning Commission that UPLAND Planning + Design consultants be awarded the contract for *“Planning Consultation for Housing Density Increase, Zoning and Bylaw Review”* for the Town of Antigonish and the Municipality of the County of Antigonish as part of their responsibilities under the Federal Housing Accelerator Fund, at the bid price of \$39,900 + HST for a total of \$45,885.

**Background and Information:**

The Housing Accelerator Fund Coordinator on behalf of the Town of Antigonish and the Municipality of the County of Antigonish released a Request for Proposals seeking a qualified planning consultant to assist in increasing the availability of housing units by reviewing and revising various Town and County land use policies and bylaws. The primary objective is to explore opportunities to increase housing density and diversity while ensuring sustainable growth, affordability, and compatibility with the community’s goals including the underrepresented community members. The scope includes reviewing existing Land Use Bylaws (LUB), Municipal Planning Strategies (MPS) accessory dwelling unit (ADU) zoning, local improvement bylaws, and specific components of subdivision bylaws.

The budget of this project was based on funding allocation from the Housing Accelerator Fund. The total project cost should not exceed \$40, 000 +HST (\$46,000 including HST). Applicants are asked to outline the estimated cost per line item in the final proposal. It was also a condition of the RFP that only submissions from individuals and/or vendors based in Atlantic Canada would be accepted.



**Staff Memorandum**

Two proposals from Atlantic Canadian companies were received prior to the deadline of Friday November 1, 2024. UPLAND Planning + Design based in Halifax, Nova Scotia and Decodesign Inc. from Fredericton New Brunswick submitted proposals.

On November 4, 2024, Commission staff including the Director, and three Municipal Planners collectively reviewed and scored the two proposals. The Housing Accelerator Fund Coordinator also scored the two proposals independently. Both groups used the evaluation criteria as set out in the RFP.

Proposals will be evaluated based on the following criteria:	
Team qualifications and experience with housing density, housing policy, municipal planning strategies, land use, zoning, subdivision and local improvement bylaw reviews and amendments.	35%
Demonstrated ability to identify, and meaningfully engage with, stakeholders and communities while collecting statistically relevant data with innovative approaches.	20%
Timeline effectiveness and risk mitigation for deadline adherence.	15%
Demonstrated lens of inclusivity in planning for people or groups of people who have been historically discriminated against or excluded from the decision-making process and how their perspective will be included in current stakeholder engagement.	10%
The comprehensiveness and clarity of the proposed methodology.	10%
Past performance on similar projects.	10%

The cumulative data from the Form Scoring Matrix was as follows:

**UPLAND:** 85/100

**DECODESIGN:** 77/100

Therefore the Housing Accelerator Fund Coordinator for the Town of Antigonish and the Municipality of the County of Antigonish and the Director of Planning for the Eastern District Planning Commission recommend that **UPLAND Planning + Design consultants be awarded** the contract for *“Planning Consultation for Housing Density Increase, Zoning and Bylaw Review”* for the Town of Antigonish and the Municipality of the County of Antigonish as part of their responsibilities under the Federal Housing Accelerator Fund, at the bid price of \$39,900 + HST for a total of \$45,885.

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**MEMO FOR DIRECTION**

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**TO:** Committee of the Whole  
**FROM:** Shirlyn Donovan, CAO  
**SUBJECT:** *Compensation Review Services*  
**DATE:** November 21, 2024

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**Recommendation**

Staff is putting forth the following recommendation for consideration by the Committee:

*The Committee recommends that Municipal Council engage KBRS for Compensation Review Services for the total cost of \$26,100 + HST.*

**Background**

In 2016, the Municipality underwent a compensation review and the development of Policy #5 Human Resources Administrative Manual for Employees. As part of the municipality's, Salary Determination Policy: 07:010 it states that a review of market position on ranges and salaries will be conducted every 3-5 years. The Municipality has not adopted a new compensation review since 2016 and are therefore out of line with our policy.

Funding for the review was included in the 2024-2025 budget.

Proponents were asked to submit a proposal based on the following:

- Review the existing salaries for twenty-five permanent full-time positions and stipends for municipal councillors, assess based on comparison against comparable municipalities and the local economy, and if advisable make recommendations for adjustments.
- Review the Municipality's approved salary scale and, if advisable, make recommendations for adjustment(s) to the scale.
- Review the Municipality's Salary Determination Policy (07:010) and the Municipality's Council Remuneration Policy #14 and, if advisable, make recommendations for amendment(s).
- Develop a methodology for the Municipality's use in identifying salary scales for new positions created in the future.
- Facilitate a session with the municipality's Senior Leadership Team on the approach and expectations of the review process.
- Meet with senior staff and where needed with others to update existing job descriptions.

## **Considerations**

There were eight proposals received from various firms across Canada. Staff conducted a review of the proposals and are making the recommendation to move forward with KBRS. The total cost of the proposal is \$26,100 + HST.

## **Next Steps**

If the Committee is supportive, staff will engage KBRS and the compensation review would begin immediately with recommendations from the review being prepared for the 2025-2026 budget deliberations.

**MUNICIPALITY OF THE COUNTY OF**  
**ANTIGONISH**

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**STAFF REPORT**

**TO:** Committee of the Whole  
**FROM:** BETH SCHUMACHER, DEPUTY CLERK  
**SUBJECT:** 2024 - 2025 WINTER PARKING REGULATIONS  
**DATE:** 26/11/2024

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**RECOMMENDATION**

Staff is recommending the following motion be considered by the Committee:

*The Committee recommends that Municipal Council approve the signing of the Order for Winter Parking Regulations for 2024-2025, setting out the period from December 1, 2024 to April 15, 2025 as the time in which Winter Parking Regulations will be in effect on roads/streets under the jurisdiction of the County of Antigonish.*

**BACKGROUND**

The Winter Parking Regulations are passed by Council each fall and restrict parking on municipal roads between December 1<sup>st</sup> and April 15<sup>th</sup> to assist with snow removal. These restrictions are in place overnight between the hours of 12:01 am and 7am, during or immediately after a snowstorm, and prohibit vehicles being left where they would prevent the removal of snow from the roadway.

Once the motion is passed by Council, the Winter Parking Regulation will be signed by the local RCMP, who are the Municipal Traffic Authority for the municipality. An advertisement notifying the public of the parking restriction will run in the local newspaper and will also be posted on the Municipality's website.

**In the Matter of subsection 202(1) of Chapter 293 of the revised Statute of  
Nova Scotia, 1989, the *Motor Vehicle Act***

**-and-**

**In the Matter of an Order respecting Winter Parking of Vehicles  
made by the Provincial Traffic Authority pursuant to  
subsection 202(1) of the *Motor Vehicle Act***

**Order**

I, **Sgt. James Jessome**, Municipal Traffic Authority for the Municipality of the County of Antigonish, pursuant to subsection 202(1) of Chapter 293 of the Revised Statutes of Nova Scotia, 1989, the *Motor Vehicle Act*, hereby make regulations respecting a prohibition on parking vehicles in the forms set forth in Schedule “A” attached hereto.

This Order is effective December 1, 2024 to and including April 15, 2025.

Dated and made at Antigonish, in the Municipality of the County of Antigonish, Nova Scotia, this \_\_\_\_ day of November, 2024

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Municipal Traffic Authority for the  
Municipality of the County of Antigonish

## Schedule "A"

### Regulations respecting the Winter Parking Ban made by the Provincial Traffic Authority under subsection 202(1) of Chapter 293 of the Revised Statutes of Nova Scotia, 1989, the *Motor Vehicle Act*

#### Citation

1. These Regulations may be cited as the *Winter Parking Ban Regulations*.

#### Limitation on Parking

2. Notwithstanding that certain traffic signs have been erected which may permit motor vehicles to park or stand upon sections of highway during the hours stated thereon, no owner, driver or person having control or custody of any vehicle shall park such vehicle upon any highway or any highway in the communities or subdivisions listed in Appendix "A":
  - (a) between the hours of 12:01 a.m. and 7:00 a.m.;
  - (b) in such a manner as to hinder, inconvenience or prevent the removal of snow or ice from such highway unless it is attended by a person authorized and capable of operating it on a highway;
  - (c) from one hour after any snowstorm has commenced to two hours after such snowstorm has stopped.

#### Exception

4. Section 2 shall not apply to:
  - (a) a motor vehicle operated by an emergency service provider.

## Appendix A

- **Appleseed Drive**
- **Arbor Drive Extension / Trotters Lane**
- **Beaton Court**
- **Burnham Morrill Lane**
- **Ceilidh Ridge Subdivision**
  - Celtic Drive
- **Crockett Country**
  - Townsend Street
  - Crockett Court
  - Brierly Way
  - Brookside Way
  - Pottery Lane
- **East Gate Ridge**
  - Catherine Drive
- **Hamlet Court Subdivision**
  - Florence Circle
  - Alex Terrace
- **Highland Drive Extension**
- **Lochaber Road Estates**
  - Keating Court
- **Market Street**
- **Mount Cameron Estates**
  - Mount Cameron Circle
  - Harbour View Drive
  - Harbour View Court
  - Parkway Circle
  - Smith's Way
  - MacPherson Street
  - Hargreaves Way
  - Duykers Drive
- **Nova Landing**
- **Old Highway 245 (Sylvan Valley)**
- **Parkhurst Subdivision**
  - Elliott Lane
  - MacInnis Way
- **Pine Ridge Subdivision**
  - Pine Ridge Road
  - Lorraine Lane
  - Coady Court
  - David Street
- **Sears Ross Drive (formerly Road D-38)**
- **Shieling Court**
- **Silver Birch Estates**
  - Silver Birch Drive (portion)
  - Linden Drive
  - Red Maple Drive
- **Thorne Ridge Subdivision**
  - Vincent's Way
  - Annie's Bluff
  - Bens Brae
  - Noah's Park
- **Triton Brook Road**
- **Village Lane**

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**STAFF REPORT**

**TO:** Committee of the Whole  
**FROM:** Beth Schumacher, Deputy Clerk  
**SUBJECT:** **By-law Enforcement Officer Appointment – SPCA Inspectors**  
**DATE:** 25/11/2024

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On October 8, 2024, Municipal Council approved entering into a one-year agreement with the SPCA for the purpose of Dog Control and Pound services. A contract was signed with the SPCA in October and services with them began on November 1<sup>st</sup>.

For the purpose of enforcing the By-Law Respecting the Responsible Ownership of Dogs, the SPCA Inspectors must make application to the Department of Justice for appointment as by-law officers. The Chief Inspector with the SPCA has prepared applications, and Municipal staff is recommending that Municipal Council, by motion, approve these appointments.

Proposed Motion:

*The Committee recommends that Municipal Council appoint the following SPCA staff members as By-law Enforcement Officer for the Municipality of the County of Antigonish for the purpose of enforcing the By-Law Respecting the Responsible Ownership of Dogs: Tanner Howatt, Paul Hunter, Jennifer Nolan, Kevin Strooband, Janice Mills, Heather Woodin, and Karen DeWolfe.*



MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

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**STAFF REPORT**

**TO:** Committee of the Whole  
**FROM:** Beth Schumacher, Deputy Clerk  
**SUBJECT:** Code of Conduct for Elected Officials  
**DATE:** 25/11/2024

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**RECOMMENDATION**

Staff is putting forward the following recommendation for consideration by the Committee:

*The Committee recommends that Municipal Council adopts the model Code of Conduct for Municipalities prescribed by the Minister under subsection 520(1) of Chapter 18 of the Acts of 1998, the Municipal Government Act, as outlined in Schedule A of N.S. Regulation 219/2024.*

**BACKGROUND**

In August 2024, the Minister of Municipal Affairs and Housing sent correspondence to all Nova Scotia elected officials and Chief Administrative Officers and Village Clerks to provide an update on the province's work on developing a code of conduct framework for use across the province. The province's work on this effort began with the establishment of a working group in early 2022 and included representatives from the Nova Scotia Federation of Municipalities (NSFM), the Association of Municipal Administrators of Nova Scotia (AMANS), the Association of Nova Scotia Villages (ANSV), and the Department of Municipal Affairs and Housing (DMAH).

The Minister noted that he would be accepting all 25 of the recommendations presented by the working group. A copy of this correspondence was shared with Council at their meeting on September 10, 2024, and was provided to each individual submitting nomination papers for the 2024 Municipal Election.

N.S. Reg. 219/2024, effective October 20, 2024, was posted in the Royal Gazette Part II Issue on November 1, 2024. These regulations outline the obligation of municipalities to adopt the model code of conduct on or before December 19, 2024. A copy of these regulations is appended to this memo.

Updates to the Municipal Government Act (MGA) made in October to provide for a code of conduct can be found in subsections 23A through 23E. Direction is provided in these sections that each municipality shall adopt a code of conduct that must:

- Include a requirement for compliance with the expense policy and the hospitality policy for the municipality;
- Consist of the model code of conduct prescribed by the regulations, if one has been prescribed;
- Apply to the mayor or warden, councillors and positions prescribed by the regulations; and
- Comply with the regulations.

## **DISCUSSION**

The regulations provide an overview of when the code of conduct applies, outlines the complaint and investigation process, and gives direction on sanctions and sanction framework. Schedule A of these regulations is a model code of conduct for municipalities to use, which outlines guiding principles, and covers topics including:

- Handling confidential information
- Gifts and benefits
- Improper use of influence
- Respect for Council as a decision-making body
- Communicating on behalf of Council
- Interactions of Council with staff and service providers
- Respectful interactions

In order to maintain compliance with the requirements of the MGA and the new regulations, the following are put forward for Council's information and consideration:

- Municipal Council will need to consider and make a decision on the adoption of the model code of conduct within the timeline noted by the regulations, being on or before December 19, 2024.
- Subsection 23C of the MGA notes that each municipality shall appoint a person or entity other than a council member or an employee of the municipality to receive and investigate complaints regarding alleged breaches of the municipality's code of conduct. An investigator will need to be sourced and retained for this role.
- Subsection 23(7) of the MGA also requires that by January 31<sup>st</sup> immediately following a regulation election held under the Municipal Elections Act, the council shall review the expense and hospitality policies and, following a motion by the council, either re-adopt the policies or amend one of both of the policies and adopt the policies as amended. Copies of these policies are included with this memo for the Committee's information for consideration at an upcoming meeting.

The Department of Municipal Affairs and Housing offered a training session about the code of conduct at their sessions in Halifax on November 4 & 5, 2024. A mandatory online training module will be released in the new year. Further to this, the Nova Scotia Federation of Municipalities (NSFM) will be holding in-person training on Friday, January 17th, 2025 from 9:00 a.m. – 11:00 a.m. at the Civic Centre in Port Hawkesbury.

**Code of Conduct for Municipal Elected Officials Regulations**  
**made under Section 520 of the**  
***Municipal Government Act***  
**S.N.S. 1998, c. 18**  
**N.S. Reg. 219/2024 (effective October 20, 2024)**

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Please note: this table of contents is provided for convenience of reference and does not form part of the regulations.

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## Interpretation

### Citation

- 1 These regulations may be cited as the *Code of Conduct for Municipal Elected Officials Regulations*.

### Definitions

- 2 In these regulations,
  - “Act” means the *Municipal Government Act*;
  - “complaint” means a complaint regarding an alleged breach of the code of conduct;
  - “elected official” means [a] council member, mayor or warden;
  - “investigator” means a person or entity appointed by a municipality under subsection 23C(1) of the Act to receive and investigate complaints;
  - “model code of conduct” means the model code of conduct prescribed in Schedule “A”.

## Code of Conduct

### Application

- 3 (1) The code of conduct referred to in these regulations is a code of conduct established under Section 23A of the Act.
  - (2) The code of conduct applies to elected officials at all times and in all locations.

### Adoption of code of conduct and notice to Minister

- 4 (1) A municipality must adopt the model code of conduct on or before December 19, 2024.
  - (2) A municipality must report to the Minister and provide a notice confirming adoption of the model code of conduct on or before December 19, 2024.

### When code of conduct applies

- 5 (1) The code of conduct applies to each council member from the time that they are declared elected until the earliest of the following:
  - (a) the date of their resignation;
  - (b) the date they are disqualified from office;
  - (c) the date their successor is sworn into office, or the date of the meeting at which a successor would have been sworn into office if there is no successor.
- (2) The code of conduct does not apply to action or conduct that occurred before the earlier of the following dates:
  - (a) date that the code is adopted by a municipality;
  - (b) December 19, 2024.

## **Complaint and Investigation Process**

### **Appointment of investigator by municipality**

- 6 (1)** An investigator must have experience conducting investigations and applying the principles of natural justice and procedural fairness.
- (2)** A municipality must include an investigator's contact information on its publicly accessible website.
- (3)** A municipality must ensure that no conflict of interest exists between the investigator and the parties involved in a complaint.

### **Timeline for complaints**

- 7 (1)** A complaint must be made to an investigator no later than 6 months after the date that the complaint is discovered.
- (2)** For the purposes of this Section, a complaint is discovered on the following applicable date:
  - (a)** the date that the complainant first knew or ought reasonably to have known that the council member's conduct or action was potentially in breach of the code of conduct;
  - (b)** for conduct or an action that is continuous, the date that the council member's action or conduct ceases;
  - (c)** for conduct or a series of actions that is repeated, the date that the council member's last act or conduct in the series occurs.

### **Complaints during elections**

- 8 (1)** A complaint brought forward during a municipal election period, from nomination day until ordinary polling day, must not be investigated until the election is concluded.
- (2)** An investigation in progress on an election's nomination day must continue, but may be paused between nomination day and election day.
- (3)** An investigation in progress for a complaint made about the conduct of an elected official will not continue if the official is not re-elected.

### **Initial complaint process**

- 9 (1)** An investigator must notify the Chief Administrative Officer whenever a complaint is received.
- (2)** An investigator must determine if there is merit to a complaint and then take 1 of the following actions:
  - (a)** notify the Chief Administrative Officer that it is dismissed in accordance with subsection 23C(3) of the Act;
  - (b)** if the investigator finds that the complaint has merit, the investigator must
    - (i)** notify the council member who is the subject of the complaint that a complaint has been made about them, and that it is proceeding to an investigation, and

- (ii) begin their investigation and notify council in camera of the fact that a complaint is proceeding to the investigation phase.

### **Confidentiality**

- 10** An investigator must protect the confidentiality of all of the following to the greatest extent possible, while still applying the principles of natural justice and ensuring procedural fairness:
- (a) the complainant;
  - (b) all persons who are the subject of the complaint;
  - (c) all persons involved in the investigation.

### **Reporting on investigation**

- 11 (1)** Except as provided in subsection (2), the report on the investigation required by subsection 23C(2) of the Act to be presented to council must be presented no later than 6 months after a complaint is made.
- (2)** Council may grant an investigator additional time to present a report in exceptional circumstances, including a delay caused by a municipal election period.
- (3)** A council member who is the subject of a complaint must be given an opportunity to review and respond to the information in an investigator's report, and to make submissions to council before the council determines whether there was a breach of the code of conduct.

### **Investigator report on failing to comply with sanction**

- 12** Despite Sections 9, 10 and 11, if a council member fails to comply with a sanction as required by the code of conduct, the investigator is not required to conduct an investigation but must present a report to council with a recommendation on an appropriate sanction.

### **Determinations**

- 13** After receiving the investigator's report and hearing any submissions from any council member who is the subject of the complaint, council must determine if a breach occurred and any appropriate sanctions to impose in accordance with Sections 17 and 18. [sic]

### **Conflict of interest—council member present at meeting**

- 14** If a council member who is the subject of a complaint or who has made a complaint under the code of conduct is present at a council meeting at which the complaint is discussed, the council member must
- (a) withdraw from their place as a council member and take 1 of the following applicable actions while the complaint is being considered:
    - (i) for a closed meeting, leave the room where the meeting is held,
    - (ii) for a meeting that is open to the public, either
      - (A) leave the room where the meeting is held, or
      - (B) attend only in part of the room set aside for the general public; and
  - (b) not vote on any issue related to the complaint.

## **Public record**

**15** After council's determination of a complaint, the council must make a record that is open to the public outlining all of the following:

- (a) the section of the code of conduct under which the complaint was made;
- (b) the investigator's recommendations;
- (c) the council's determination and any sanction imposed.

## **Council determination final**

**16** A council's determination regarding a complaint is final and binding on all parties.

## **Sanctions and Sanction Framework**

### **Sanctions framework**

**17** A council must consider all of the following criteria before imposing a sanction on a council member for a contravention of the code of conduct:

- (a) the nature of the contravention;
- (b) the length or persistence of the contravention;
- (c) whether the council member's contravention was intentional;
- (d) whether the council member has taken any steps to remedy the contravention;
- (e) whether the council member has previously contravened the code of conduct;
- (f) any external factors that are relevant to the council member's contravention, including personal issues and health issues;
- (g) the resources necessary to fulfilling the council member's responsibilities as a council member.

### **Sanctions for contravention of code of conduct**

**18 (1)** The sanctions to be imposed by Council under Section 23D of the Act may include 1 or more of the following prescribed sanctions:

- (a) a letter of formal reprimand or warning;
- (b) a requirement that the council member provide a letter acknowledging their contravention and an apology no later than 15 days after the date the council imposes the sanction;
- (c) a requirement that the council member attend training that is appropriate to address the action or conduct that contravened the code of conduct;
- (d) a public censure;
- (e) limiting the council member's access to certain local government facilities, equipment or property;
- (f) suspending or removing the council member as deputy head of council or the chair of any committee;

- (g) suspending or removing the council member, for a period [of] no longer than 6 months, from some or all municipal committees or boards;
  - (h) limiting the council member's participation on behalf of a municipality;
  - (i) limiting the council member's travel or expense reimbursement on behalf of a municipality;
  - (j) a fine of up to \$1000 per contravention of the code of conduct, that must be paid no later than 6 months after the date that council imposes the sanction;
  - (k) reducing the council member's remuneration, for a period [of] no longer than 6 months;
  - (l) requiring the council member to repay any direct monetary loss realized by a municipality as a result of the council member's contravention, in an amount determined by the investigator;
  - (m) requiring the council member to repay any direct monetary gain they obtained as a result of their contravention, in an amount determined by the investigator.
- (2)** A council member who is determined by council to have contravened the code of conduct must complete additional code of conduct training.



**Schedule “A”—Model Code of Conduct for Municipalities**  
**prescribed by the Minister under subsection 520(1) of Chapter 18 of the Acts of 1998,**  
**the *Municipal Government Act***

**Title**

- 1** The title of this code of conduct is the *Code of Conduct for Elected Officials of the [insert name of municipality]*.

**Definitions**

- 2** In this Code, the following definitions apply:

“Act” means the *Municipal Government Act*;

“CAO” means chief administrative officer;

“clerk” means the clerk of the municipality;

“closely connected” to a council member, means any of the following:

- (i) a family member of the council member,
- (ii) an agent of the council member,
- (iii) a business partner of the council member,
- (iv) an employer of the council member;

“Code” means the *Code of Conduct for Elected Officials of the [insert name of municipality, as in title]*;

“complaint” means a complaint regarding an alleged breach of the Code;

“confidential information” includes any information in the possession of the municipality that the municipality is prohibited from disclosing pursuant to legislation, court order or by contract, or is required to refuse to disclose under Part XX of the Act or other legislation, or that pertains to the business of the municipality and is generally considered to be of a confidential nature, including information about any of the following:

- (i) the security of the municipality’s property,
- (ii) a proposed or pending acquisition or disposition of land or other property,
- (iii) a tender that has or will be issued but that has not been awarded,
- (iv) contract negotiations,
- (v) employment and labour relations,
- (vi) draft documents and legal instruments, including reports, policies, bylaws and resolutions, that have not been deliberated in a meeting open to the public,
- (vii) law enforcement matters,
- (viii) litigation or potential litigation, including matters before administrative tribunals,
- (ix) advice that [is] solicitor-client privileged;

“council” means the council of the municipality;

“discrimination” has the same meaning as in the *Human Rights Act*;

“elected official” means any council member, including the mayor or warden;

“family member” means, in relation to a person, any of the following, and includes a step-family member:

- (i) spouse,
- (ii) parent or guardian,
- (iii) child,
- (iv) sibling,
- (v) sibling of a parent,
- (vi) child of a sibling,
- (vii) grandchild,
- (viii) grandparent,
- (ix) parent-in-law,
- (x) sibling-in-law,
- (xi) spouse of a child;

“harass” has the same meaning as in the *Human Rights Act*;

“investigator” means a person or entity appointed by a municipality under subsection 23C(1) of the Act to receive and investigate complaints;

“mayor” means the council member elected at large to be the chair of the council;

“municipality” means the regional municipality, town or county or district municipality, except where the context otherwise requires;

“poisoned environment” means an environment where harassing or discriminatory conduct causes significant and unreasonable interference with a person’s work environment;

“sexual harassment” has the same meaning as in the *Human Rights Act*;

“warden” means the council member chosen by the council to be the chair of the council.

### **General purpose**

- 3 (1)** The purpose of this Code is to set out the expectations for the behaviour of members elected to council in carrying out their functions and making decisions that benefit the constituents in their municipality.
- (2)** Nothing in this Code is intended to prevent elected officials from sharing or expressing dissenting opinions.

### **Interaction with laws and policies**

- 4 (1)** This Code is intended to operate together with, and as a supplement to, the applicable common law, the *Criminal Code* of Canada, the Act, the *Municipal Conflict of Interest Act* and any other applicable legislation.

- (2) This Code is intended to operate together with, and as a supplement to, the other bylaws and policies of a municipality.
- (3) This Code prevails in any conflict between the Code and any municipal resolution, policy or bylaw.

### **Guiding principles**

5 All of the following are the guiding principles for council members' conduct:

Collegiality: council members must work together to further the best interests of the municipality in an honest and honourable way.

Respect: council members must demonstrate respect towards one another, the democratic decision-making process and the role of staff. Council members must not act in a manner that negatively impacts the municipality or tarnishes the municipality's reputation.

Integrity: council members must act lawfully and adhere to strong ethical principles by prioritizing the municipality's interests over individual interests.

Professionalism: council members must create and maintain an environment that is respectful and free from all forms of discrimination and harassment, including sexual harassment. Council members must show consideration for every person's values, beliefs and contributions, and support and encourage others to participate in council activities.

Transparency: council members must be truthful and open about their decisions and actions and make every effort to accurately communicate information openly to the public.

Responsibility: council members are responsible for the decisions that they make and must be held accountable for their actions and outcomes. Council members must demonstrate awareness of their own conduct and consider how their words or actions may be perceived as offensive or demeaning.

### **General conduct**

- 6 (1) A council member must be truthful and forthright and not deceive or knowingly mislead Council, the CAO, staff or the public.
- (2) A council member must show respect for chairs of council meetings, chairs of committee meetings, colleagues, staff and members of the public that present during council meetings or other meetings of the municipality.
- (3) A council member must adhere to the direction of the chairs of meetings with respect to rules of procedure.
- (4) A council member must conduct council business and all duties in an open and transparent manner, other than for those matters that council is authorized by law to carry out in private.
- (5) A council member must not be impaired by alcohol or drugs while attending any council meeting or other meeting of the municipality.
- (6) A council member must comply with any sanction imposed under this Code, and failing to comply with a sanction imposed is considered a breach of the Code.

### **Confidential information**

- 7 (1) A council member must not disclose or release any confidential information to the public in oral, written or any other form, other than when required by policy or law or authorized by the council to do so.
- (2) A council member must not use confidential information for personal or private gain or for the private gain of any other person or entity.
- (3) A council member must not access or attempt to access confidential information in the custody of the municipality unless the information is necessary for the performance of their duties and its access is not prohibited by legislation or by the bylaws or policies of the municipality.
- (4) A council member must not discuss any matters relating to an active investigation under the Code with anyone other than the investigator or their own legal counsel, unless required by law.

### **Gifts and benefits**

- 8 (1) A council member must not accept a fee, advance, cash, gift, gift certificate or personal benefit that is connected directly or indirectly with the performance of their duties of office, other than the following exceptions:
- (a) gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;
  - (b) a suitable memento of a function honouring the council member;
  - (c) sponsorships and donations for community events organized or run by a council member or by a third party on behalf of a council member;
  - (d) compensation authorized by the municipality.
- (2) A fee, advance, cash, gift, gift certificate or personal benefit paid or provided to a person closely connected to a council member, with the council member's knowledge, is deemed to be a gift to the council member.

### **Use of municipal property, equipment and services**

- 9 (1) A council member must not use, or request the use of, any municipal property, including surplus material or equipment, for personal convenience or profit, unless the property meets 1 of the following:
- (a) it is generally available for use by the public and the council member is receiving no special preference in its use;
  - (b) it is made available to the council member in the course of carrying out council activities and duties, and is used for purposes connected with the discharge of municipal duties.
- (2) A council member must not obtain, or attempt to obtain, personal financial gain from the use or sale of intellectual property developed by the municipality.
- (3) A council member must not use information, or attempt to use information, gained in the course of their duties that is not available to the general public for any purposes other than carrying out their official duties.

- (4) A council member, or a person closely connected to a council member, must not tender on the sale of surplus municipal property, including old or extra equipment.

#### **Building, development, planning, or procurement proposals before council**

- 10 A council member must not solicit or accept support in any form from an individual, group or corporation with any building, development, planning or procurement proposal before council.

#### **Improper use of influence**

- 11 A council member must not use the influence of their office for any purpose other than for the exercise of their official duties.

#### **Business relations**

- 12 (1) A council member must not allow any prospect of their future employment by a person or entity to affect the performance of their duties to the municipality.
- (2) A council member must not borrow money from any person who regularly does business with the municipality, unless the person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.
- (3) A council member must not act as an agent of a person or entity before council or a committee of council or any agency, board or committee of the municipality.

#### **Employment of persons closely connected to council members**

- 13 (1) A council member must not attempt to influence any municipal employee to hire or promote a person closely connected to the member.
- (2) A council member must not make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate any person closely connected to the member.

#### **Fairness**

- 14 (1) A council member must not give special consideration, treatment or advantage to any individual or entity beyond that which is given to all.
- (2) A council member must not give special consideration, treatment or advantage to an organization or group because the council member, or a person closely connected to the member, is involved with the organization or group.

#### **Adherence to policies, procedures, bylaws and other laws**

- 15 (1) Council members must adhere to all applicable federal and provincial legislation.
- (2) Council members must adhere to the procedures, resolutions, policies and bylaws of the municipality.
- (3) Council members must adhere to the expense and hospitality policy of the municipality.

#### **Respect for council as a decision-making body**

- 16 (1) A council member must abide by, and act in accordance with, any decision made by council, whether or not the member voted in favour of the decision.

- (2) A council member must not encourage non-compliance with any legislation, regulation, bylaw, resolution, policy or procedure.

#### **Communicating on behalf of council**

- 17 (1) A council member, other than the mayor or warden, must not claim to speak on behalf of council unless the council member is authorized to do so.
- (2) The mayor, warden or an individual designated by council may speak on behalf of council and must make every effort to convey the intent of council's decision accurately.

#### **Interactions of council with staff and service providers**

- 18 (1) A council member must respect the role of the CAO as head of the administrative branch of the municipality's government and must not involve themselves directly in the administration of the affairs of the municipality, including, without limitation, the administration of contracts.
- (2) A council member must not direct, or attempt to direct, the CAO or clerk other than through a direction provided by the council as a whole.
- (3) A council member must be respectful of the role of the CAO and municipal employees to advise based on political neutrality and objectivity and without undue influence from any individual member or group of the council.
- (4) A council member must not direct or influence, or attempt to direct or influence any municipal employees in the exercise of their duties or functions, unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the Act, and unless council as a whole has provided direction regarding [the] same.
- (5) If a CAO has been appointed under Section 28 of the Act, a council member must not direct municipal employees except through the CAO.
- (6) Contractors, tenderers, consultants or other service providers to the municipality must not be issued instructions by council members
  - (a) if a CAO has been appointed under Section 28 of the Act; or
  - (b) unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the Act and council as a whole has provided direction regarding [the] same.
- (7) A council member must not require or request that a municipal employee undertake personal chores or tasks for the member that are unrelated to municipal business.
- (8) A council member must not make public statements that are critical of specific or identifiable municipal employees or service providers.

#### **Respectful interactions**

- 19 (1) A council member must not engage in discrimination or harassment as prohibited by the *Human Rights Act*.
- (2) A council member must not sexually harass any person.
- (3) A council member must not engage in any discriminatory or harassing action or conduct, verbal or non-verbal, directed at 1 or more individuals or groups that creates a poisoned environment.

## **Reprisals**

- 20** A council member must not undertake any act of reprisal or threaten reprisal against a complainant in a matter under this Code or any person providing relevant information in relation to a matter under this Code.
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MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

<b>TOPIC:</b>	<b>Policy on Municipal Council and CAO Expense Reimbursement</b>
<b>POLICY NUMBER:</b>	<b>23</b>
<b>DATE APPROVED:</b>	<b>March 15, 2016</b>
<b>DATE REVISED:</b>	<b>September 20, 2016 (Min#2016-119)</b>
	<b>March 19, 2019 (Min#2019-036)</b>
	<b>December 2020 14, 2020 (Min#2020-173)</b>

**1. TITLE**

1.1 This Policy may be cited as the “Council and CAO Expense Reimbursement Policy”

**2. PURPOSE**

2.1. The purpose of this policy is to provide guidelines for the reimbursement of expenses when members of Municipal Council (including the Warden and Deputy-Warden) and the CAO are required to travel on Municipal business, and for conference-related expenses.

**3. INTERPRETATION**

3.1. In this Policy:

3.1.1. “Municipal Council” means the Council of the Municipality of the County of Antigonish;

3.1.2. “Municipality” means the Municipality of the County of Antigonish;

3.1.3. “CAO” means the CAO or designate of the Municipality of the County of Antigonish;

3.1.4. “Designated Signing Officer” means those who are authorized to sign financial and legal documents on behalf of the Municipality; and,

3.1.5. All other words used have the same meaning as that used in governing provincial or municipal legislation or subordinate legislation from time to time, unless the context indicates otherwise.

**4. INDIVIDUAL RESPONSIBILITIES**

4.1. Everyone who incurs and expense in relation to Municipal business is responsible for:

4.1.1. Familiarizing themselves and complying with the provisions of this policy;

4.1.2. Completing and submitting expense claims with necessary supporting documentation;

4.1.3. Exercising reasonable diligence and care in incurring expenses prudently and responsibly; and,

4.1.4. With respect to travel, cancelling reservations as required and considering alternatives to travel such as teleconferencing and video-conferencing.

**5. ELIGIBLE EXPENSES**

5.1. Municipal Council members shall be reimbursed for the reasonable expenses incurred in attending:

5.1.1. The Nova Scotia Federal of Municipalities (NSFM) annual meeting and spring workshop;

5.1.2. The Federation of Canadian Municipalities (FCM) annual meeting once per term, except the Warden, who may attend each year;



- 5.1.3. Any meetings, conferences, or events at which the member's attendance is authorized or requested by Municipal Council;
- 5.1.4. Attendance at any Municipal Council, or Committee of Council meeting;
- 5.1.5. Attendance at a meeting of any Board, Commission, or other organization to which the member has been appointed by Municipal Council, except that no reimbursement shall be provided by the Municipality if the member is entitled to reimbursement of expenses directly from the applicable organization;
- 5.2. The CAO shall be reimbursed for reasonable expenses incurred in attending:
  - 5.2.1. The Association of Municipal Administrators of Nova Scotia (AMANS) annual meeting and spring workshop;
  - 5.2.2. Any meetings, conferences, or events at which the CAO's attendance is authorized or requested by Municipal Council;
- 5.3. Travel expenses include, but are not limited to, accommodations, airfare, rail, ferry transport, mileage, per diems, taxi fares, parking, and other applicable tolls;
- 5.4. Other eligible expenses include, but are not limited to, registration for conference and events;
  - 5.4.1. For members of Municipal Council, phone and Internet stipends are also considered other eligible expenses.
- 5.5. Only actual incurred expenses that are considered eligible under the terms of this policy will be authorized for reimbursement.

## **6. INELIGIBLE EXPENSES**

- 6.1. Expenses incurred by a member of Municipal Council or the CAO in attending or participating in a political activity or political event are not reimbursable by the Municipality.
- 6.2. The expenses of a Municipal Council member for political activity associated with election or re-election is not reimbursable by the Municipality.
- 6.3. Fees, deposits, interest, and surcharges incurred on a personal credit card shall not be reimbursed.
- 6.4. The cost of any alcoholic beverages or cannabis shall not be reimbursed. Please refer to the Hospitality Policy for further detail.
- 6.5. Any fees or expenses incurred by a spouse, family-member or travelling companion will not be reimbursed by the Municipality. However, any fees or expenses associated with the courtesy booking arrangements for an individual travelling with member of Municipal Council or the CAO must be reimbursed to the Municipality within thirty (30) days of the expense being incurred. If the expense is not reimbursed within the thirty (30) day time allotment, the expense will be withdrawn from the Municipal Councillor's monthly stipend / the CAO's bi-weekly remuneration.
- 6.6. When personal and Municipal travel is combined, only documented expenses directly related to the Municipal portion are reimbursable. Extended travel time and related expenses are at the traveler's own expense.

6.7. Reimbursement shall not be provided for loss of personal effects (e.g. lost luggage, clothing, and other personal belongings), or for personal services (e.g. dry cleaning, haircuts, valet services, etc.).

6.8. Members of Municipal Council and the CAO are prohibited from claiming reimbursement for anyone other than themselves.

**7. REQUIREMENT FOR RECEIPTS**

7.1. Receipts or other satisfactory documentary proof must be submitted with the reimbursement claim for all expenses except:

7.1.1. Claims for per diem meal allowances; and,

7.1.2. Claims for personal vehicle mileage.

**8. AUTHORIZATION FOR REIMBURSEMENT**

8.1. Designated Signing Officers may authorize reimbursement of expenses and mileage. The individual claiming the expense reimbursement is prohibited from authorizing their own reimbursement claim.

8.2. Directives with respect to the use of municipal credit cards are outlined in the Municipal Credit Card Policy.

**9. PER DIEM MEAL ALLOWANCE**

9.1. Councillors and the CAO will be given an allowance for meals during conference/training attendance, not to include meals that are provided as part of the registration fee. Allowances inclusive of gratuity will be paid as follows:

Meal	Rate (per day)
<b>Incidental</b>	<b>\$10.00</b>
<b>Breakfast</b>	<b>\$15.00</b>
<b>Lunch</b>	<b>\$20.00</b>
<b>Dinner</b>	<b>\$36.00</b>
<b>Total</b>	<b>\$81.00</b>

**10. MILEAGE**

10.1. The mileage allowance reimbursed for Municipal Council members and the CAO using personal vehicles for authorized travel shall be at the rate stipulated from time to time by the Province of Nova Scotia as the maximum mileage rate for its employees.

10.1.1. Those claiming mileage are expected to take the most direct route of travel reasonably possible.

10.2. In order for the Municipality to consider mileage reimbursement for members of Municipal Council from their home to the Municipal Office for meetings as a non-taxable benefit, the following must be satisfied:

10.2.1. The Municipality must maintain that there is no available space at the Municipal Office for the Councillors to have an office to work out of; and,

10.2.2. As a result of clause 10.2.1, Councillors must use a designated area of their homes to perform a substantial portion of the work related to the Municipality and their elected official duties (e.g. check email, answer phone calls, have meetings, etc).

10.3. Mileage reimbursement for the CAO is from the Municipal Administrative Office to the meeting, conference, or event location.

10.4. Where several Municipal Council members attend the same meeting, conference or function, each shall make reasonable efforts to share a vehicle.

## **11. LIMITS ON REIMBURSEMENT OF EXPENSES**

11.1. Notwithstanding any other provision of this Policy, the following limits shall apply to the reimbursement of expenses:

11.1.1. Airplane travel shall be booked by Municipal staff or shall only be reimbursed at the lowest rate that would have been available if Municipal staff had booked the airfare;

11.1.2. Hotel accommodations shall be booked by Municipal staff or shall only be reimbursed at the lowest rate that would have been available if Municipal staff had booked the accommodations;

11.1.3. Reimbursement of only one personal long distance phone call shall be permitted for each night of overnight travel;

11.1.4. Travel will be reimbursed at the most economical fare available (e.g. airfare, mileage).

11.2. Requests to attend any seminar and/or conference outside of the Atlantic Region shall be considered on an individual basis by the Committee of the Whole, which shall make a recommendation to Municipal Council with respect to attendance.

## **12. ADMINISTRATION**

12.1. Expense claims must be submitted on the form provided on a monthly basis to the CAO's Office and shall be signed by the claimant before receiving their reimbursement.

12.1.1. The CAO may reject any reimbursement claim not in compliance with this Policy, but the claimant shall have a right of appeal to Municipal Council.

12.1.2. The Warden will authorize the CAO's reimbursement claims, and the CAO has the same right of appeal to Municipal Council if the Warden deems the CAO's claim to be non-compliant.

12.2. If no receipt is available, a written attestation signed by the claimant must be submitted to explain why the receipt is unavailable, and a description itemizing and confirming the expenses must be provided. Debit or credit card transaction records are not acceptable as receipts.

12.3. In considering an expense claim for payment, the Designated Signing Officer may request additional explanations, documentation, or justification from the claimant, and may direct any claim or expense that the Designated Signing Officer feels is irregular or not in compliance with this policy to Municipal Council for consideration.

12.4. The use of petty cash to pay an expense claim is prohibited. Travel advances will not be provided.

### **13. SPECIAL CLAIMS**

- 13.1. Municipal Council, by majority approval, may approve reimbursement of expense claims that do not comply with the requirement of this Policy, except that no variance shall be allowed with respect to subsections 6.1 and 6.2.

### **14. REPORTING REQUIREMENTS**

- 14.1. Pursuant to Section 65A of the *Municipal Government Act*, the CAO shall ensure that the Municipality does the following:
  - 14.1.1. Within 90 days of the end of each fiscal quarter, prepares and posts an expense report of the Municipal website for the Warden, the CAO (including an employee of the Municipality delegated any of the responsibilities or power of the Clerk Treasurer pursuant to subsection 29(b) of the *Municipal Government Act*) and each member of Municipal Council on their expenses regarding the following:
    - a) Travel and travel-related expenses, including transportation, accommodation, and incidentals;
    - b) Meals;
    - c) Training and education.
  - 14.1.2. By September 30<sup>th</sup> of each year, prepares and files with the Minister of Municipal Affairs an annual summary report that summarizes the expense reports for the preceding fiscal year, which is compliant with the requirements of the Department of Municipal Affairs and the requirements set out in the Financial Reporting and Accounting Manual.

### **15. REVIEW REQUIREMENTS**

- 15.1. The Municipal Audit Committee shall review the expense annual summary report at least once each fiscal year.
- 15.2. By the January 31<sup>st</sup> immediately following a regular election held under the Municipal Elections Act, Council shall review this policy and, following a motion from Council, either re-adopt the policy or amend the policy and adopt the policy as amended.

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

<b>TOPIC:</b>	<b>Municipal Hospitality Policy</b>
<b>POLICY NUMBER:</b>	<b>44</b>
<b>DATE APPROVED:</b>	<b>November 19, 2019 (Min# 2019-148)</b>
<b>DATE REVISED:</b>	<b>December 14, 2020 (Min#2020-174)</b>

**1. TITLE**

1.1 This Policy may be cited as the “Hospitality Policy”

**2. PURPOSE AND OBJECTIVES**

2.1. The Municipality recognizes that hospitality-related activities are, at times, necessary and legitimate expenses supporting the effective conduct of government business and for reasons of diplomacy, protocol, business development, or promotion, or advocacy.

2.2. This policy establishes uniform standards and procedures respecting Municipal Council members, the CAO, and municipal employee hospitality claims.

2.3. The object of this policy is to:

2.3.1. Provide direction and guidance with respect to the appropriate reporting of necessary hospitality expenses;

2.3.2. Ensure hospitality is offered in an accountable, economical, and consistent; and,

2.3.3. Ensure public funds are used prudently and transparently.

**3. INTERPRETATION**

3.1. In this Policy:

3.1.1. “Municipal Council” means the Council of the Municipality of the County of Antigonish;

3.1.2. “Municipality” means the Municipality of the County of Antigonish;

3.1.3. “Municipal” means the business or property of the Municipality of the County of Antigonish;

3.1.4. “Signing Authority” means an individual authorized to sign on behalf of the Municipality.

3.1.5. “Claimant” means the individual submitting the expense claim for the items listed in this policy.

**4. HOSPITALITY AND HOSPITALITY EVENTS**

4.1. A hospitality event is a reception, ceremony, conference, meal or other event that involves hosting individuals from outside the Municipality. Hospitality may be offered under the following circumstances in accordance with this policy:

4.1.1. Hosting foreign dignitaries;

4.1.2. Engaging in official municipal business matters with representatives from other governments, business, industry or labour leaders, or other municipal or community leaders;

4.1.3. Sponsoring or hosting conferences;

4.1.4. Hosting ceremonies and/or recognition events; and,

4.1.5. Other official functions, as approved by the CAO, their designate, or Municipal Council.

## **5. SIGNING AUTHORITIES**

5.1. A Signing Authority is prohibited from authorizing expenses incurred on their own behalf.

## **6. PRIOR AUTHORIZATION**

6.1. Subject to this policy, all hospitality events in require prior authorization.

6.2. A request for prior authorization for hospitality events requires the following information:

6.2.1. Rationale / purpose of the event;

6.2.2. Estimated numbers of attendees and their respective affiliations;

6.2.3. If alcohol is to be provided at the event, the reasons that the provision of alcohol is appropriate and warranted in the circumstances; and,

6.2.4. Estimated itemized costs including gratuities and supplementary expenses.

6.3. Requests for hospitality events shall be reviewed by Municipal Council, which shall consider the value and benefit of the proposed event in relation to its cost in deciding whether to approve the hospitality event.

6.4. In instances where a hospitality event has been held without prior approval, claims for reimbursement must provide details outlined above and include a document outlining the reasons prior approval was not possible.

## **7. SERVING OF ALCOHOL**

7.1. While the standard for hospitality is the provision of non-alcoholic beverages, the provision of alcohol in the context of hospitality for reasons of diplomacy, protocol, business development, promotion or advocacy is deemed an acceptable expense in limited circumstances. Any request for approval to serve alcohol at a hospitality event must have prior approval by either the CAO or Designate, or Municipal Council.

7.2. The Municipality, its employees, and Members of Council are expected to act responsibly in the use of public funds and in the care of well-being of themselves, other employees, and their respective guests with respect to the serving of alcohol.

7.3. The Municipality will demonstrate good judgement in the reasonableness of the quantity and expense of alcoholic beverages offered to guests.

7.4. If alcohol is provided at a hospitality event, food must be served.

## **8. GIFTS**

8.1. For reasons of diplomacy, protocol, business development or promotional advocacy, the giving of token gifts to individuals outside of government is sometimes appropriate. Any giving of gifts requires prior approval by the CAO if the monetary value does not exceed \$250, or Municipal Council if it does.

## **9. CLAIMS FOR REIMBURSEMENT OF HOSPITALITY EXPENSES**

9.1. Claims for reimbursement of hospitality expenses must be submitted on the form provided from time to time by the Municipality and shall be signed by the Claimant.

9.2. Hospitality expense claims must include the following:

- 9.2.1. A copy of the signed prior authorization for the hospitality event for which the expense was incurred;
  - 9.2.2. The names, titles and organizations of the guests at the hospitality event;
  - 9.2.3. The business objective for the expense; and,
  - 9.2.4. A detailed itemized receipt for the expense.
- 9.3. In instances where prior approval of the hospitality event was not possible, the hospitality expense must also include the information required in section 6.4.
- 9.4. If no receipt is available for a hospitality expense, a written attestation signed by the Claimant must be submitted to explain why the receipt is unavailable, and a description itemizing and confirming the expense must be provided. Debit or credit card transaction records are not acceptable as receipts.
- 9.5. Hospitality expenses incurred by one individual on behalf of another must be attributed to the individual for whom those expenses were incurred.
- 9.6. No hospitality expense claim shall be paid unless the claim is approved for payment by two Signing Authorities. Before approving an expense claim, a Signing Authority must ensure that the claim is consistent with this policy.
- 9.7. In considering a hospitality expense claim for payment, a Signing Authority may be request additional explanations, documentation, or justification from the claimant, and may refuse to approve any claim or expense that did not have prior authorization and that the Signing Authority decides is unreasonable or not in compliance with this policy. In such an instance the claim may be withdrawn or shall be referred to Municipal Council.
- 9.8. The use of petty cash to pay a hospitality expense claim is prohibited.

**10. REPORTING REQUIREMENTS**

- 10.1. Pursuant to Section 65A of the *Municipal Government Act*, the CAO shall ensure that the Municipality does the following:
  - 10.1.1. Within 90 days of the end of each fiscal quarter, prepares and posts a hospitality report of the Municipal website that describes all the hospitality expenses incurred by the Municipality, including purchases of alcohol, during the quarter.
  - 10.1.2. By September 30<sup>th</sup> of each year, prepares and files with the Minister of Municipal Affairs an annual summary report that summarizes the hospitality expense reports for the preceding fiscal year, which is compliant with the requirements of the Department of Municipal Affairs and the requirements set out in the Financial Reporting and Accounting Manual.

**11. REVIEW REQUIREMENTS**

- 11.1. The Municipal Audit Committee shall review the hospitality annual summary report by October 31<sup>st</sup> of each year.
- 11.2. By the January 31<sup>st</sup> immediately following a regular election held under the Municipal Elections Act, Council shall review this policy and, following a motion from Council, either re-adopt the policy or amend the policy and adopt the policy as amended.



**MUNICIPALITY OF THE COUNTY OF ANTIGONISH**

**2024-25 STANDING COMMITTEE LIST**

**Standing Committees**

<b>Committee of the Whole. Chair: Warden McCarron</b>	<b>OHS &amp; Wellness</b>
All Members of Council	
	(Alt) Councillor Harris McNamara
<b>Asset Management. Chair: Councillor MacFarlane</b>	
All Members of Council	

**Advisory Committees**

<b>Accessibility Advisory (Staff: T. Feltmate)</b>	<b>Planning Advisory (Staff: J. Bain)</b>
Councillor Gary Mattie (Chair)	Councillor Mary MacLellan (Chair)
Tammy Feltmate, Staff Member	Deputy Warden John Dunbar
Daryl Myers, Staff Member	Mike MacEachern, External Member (4Y, 01/21-01/25)
Carleton MacNeil, External Member (3Y term, 04/21-04/24)	Colleen Briand, External Member (4Y, 01/21-01/25)
Amanda Casey, External Member (3Y term, 04/21-04/24)	Morgan Peters, External Member (4Y, 01/21-01/25)
James T. Williams, External Member (2Y term, 04/21-04/23)	
Tiffany MacNeil, External Member (2Y term, 04/21 - 04/23)	
John Rodgers, External Member (2Y term, 07/21-07/23)	<b>Audit Advisory (Staff: A. Duggan)</b>
	(Chair)
<b>Joint Town/County Police Advisory (Staff: S.Donovan)</b>	Councillor Harris McNamara
(Co-Chair)	Councillor Gary Mattie
Councillor Shawn Brophy	Warden Nicholas MacInnis
Fred Bell, County External Member	Robert (Bobby)Mattie, External Member (1Y, 04/24-04/25)
Carroll MacAdam, County External Member	
Deputy Mayor, Dianne Roberts	<b>Antigonish Regional Emergency Management Advisory (Staff: B. MacDonald )</b>
Town Mayor, Sean Cameron	(Co-Chair)
Russell Nicol, Town External Member	Warden Nicholas MacInnis
Vern Barnett, Town External Member	Shirlyn Donovan, County CAO
Matthew Whitehead, Provincial Appointee	Mayor Shawn Cameron
	Town Councillor
<b>Town/County Joint Council Advisory (Staff: B. Schumacher)</b>	Randy Delorey, Town CAO
All members of County and Town Council	

**Inter-Municipal & Legislated Boards**

<b>Antigonish Heritage Museum Board</b>	<b>Fence Arbitration Board</b>
Deputy Warden John Dunbar	
Colin MacDonald, External Member	<b>Pictou/Antigonish Regional Library Board</b>
	Councillor Mary MacLellan
<b>Arena Association Management Board</b>	<b>R.K. MacDonald Nursing Home Board (3 Year Term)</b>
Deputy Warden John Dunbar	Councillor Shawn Brophy (2020-2023)
Angus Bowie	Councillor Harris McNamara (2023-2026)
Mike Stewart	
	Fran Haley, External Member (2024-2027)
<b>Eastern District Planning Commission Board</b>	
Councillor Harris McNamara	<b>Eastern Region Solid Waste Management Committee</b>
(Alt) Councillor	
<b>Paqtnkek-County Joint Steering Committee</b>	<b>Community Navigation and Physician Retention Service Assoc.</b>
Warden Nicholas MacInnis	Warden Nicholas MacInnis
Deputy Warden John Dunbar	

**External Community Boards**

<b>ACALA</b>	<b>Antigonish Community Transit</b>
Councillor Mary MacLellan	Councillor Gary Mattie
<b>Antigonish Affordable Housing Society</b>	
<b>Northumberland Rock Quarry - Community Liaison</b>	
Councillor Mary MacLellan	



**STRATEGIC PRIORITIES CHART** (amended October 2022)

<b>COUNCIL PRIORITIES</b>	
<p><b><u>NOW</u></b></p> <ol style="list-style-type: none"> <li><b>1. WATER UTILITY DEVELOPMENT</b> <ol style="list-style-type: none"> <li>a. Expansion &amp; Renew Aging Infrastructure</li> <li>b. Securing Long-Term Source Water</li> <li>c. Long-Term Financial Plan</li> </ol> </li> <li><b>2. DEVELOP &amp; IMPLEMENT AN EVENTS &amp; TOURISM PLAN</b></li> <li><b>3. CONNECTIVITY – CELLULAR AND BROADBAND</b></li> <li><b>4. RENEWABLE ENERGY</b></li> <li><b>5. NEXT GEN SOLID WASTE MANAGEMENT</b></li> </ol>	
<p><b><u>NEXT</u></b></p> <ul style="list-style-type: none"> <li>• ASSET MANAGEMENT PLAN: Update &amp; Implementation</li> <li>• ACTIVE TRANSPORTATION PLAN: Implementation</li> <li>• COMMUNITY HUBS: Plan &amp; Implementation</li> </ul>	<p><b><u>ADVOCACY/PARTNERSHIPS</u></b></p> <p><i>Connectivity Funding (Prov &amp; Feds)</i>  <i>TIR Service Provision (Prov)</i>  <i>Long-Term Care Facility Funding (Prov)</i>  <i>Aging In Place Program (Prov)</i>  <i>Accessible/Affordable Housing</i></p>
<b>ADMINISTRATION</b>	<b>FINANCE</b>
<ol style="list-style-type: none"> <li><b>1. CELLULAR &amp; BROADBAND CONNECTIVITY</b></li> <li><b>2. EVENTS &amp; TOURISM</b></li> <li><b>3. ASSET MANAGEMENT</b></li> </ol>	<ol style="list-style-type: none"> <li><b>1. INFRASTRUCTURE FUNDING: Plan &amp; Implementation - Ongoing</b></li> </ol>
<b>PUBLIC WORKS</b>	<b>RECREATION</b>
<ol style="list-style-type: none"> <li><b>1. WATER UTILITY DEVELOPMENT</b></li> <li><b>2. NEXT GEN SOLID WASTE MANAGEMENT</b></li> </ol>	<ol style="list-style-type: none"> <li><b>1. ACTIVE TRANSPORTATION</b></li> <li><b>2. COMMUNITY HUBS</b></li> </ol>
<b>SUSTAINABILITY</b>	<b>PLANNING</b>
<ol style="list-style-type: none"> <li><b>1. RENEWABLE ENERGY</b> <ul style="list-style-type: none"> <li>• LCC</li> <li>• COMMUNITY SOLAR PROJECT</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li><b>1. MANDATORY MINIMUM PLANNING: Development &amp; Implementation</b></li> <li><b>2. EASTERN ANTIGONISH PLANNING STRATEGY &amp; BYLAW: Complete Review</b></li> </ol>

# STRATEGIC PRIORITIES 2018



# Strategic ALIGNMENT

## Overview

**Strategic alignment** is an organization's process of defining its future directions and making choices to guide policy decisions, resource allocations and organizational efforts. In local government, not only does it entail aligning organizational aims with actions, tactics with responsibilities and resources to timelines, but ensuring both Council and staff are *on the same page!*

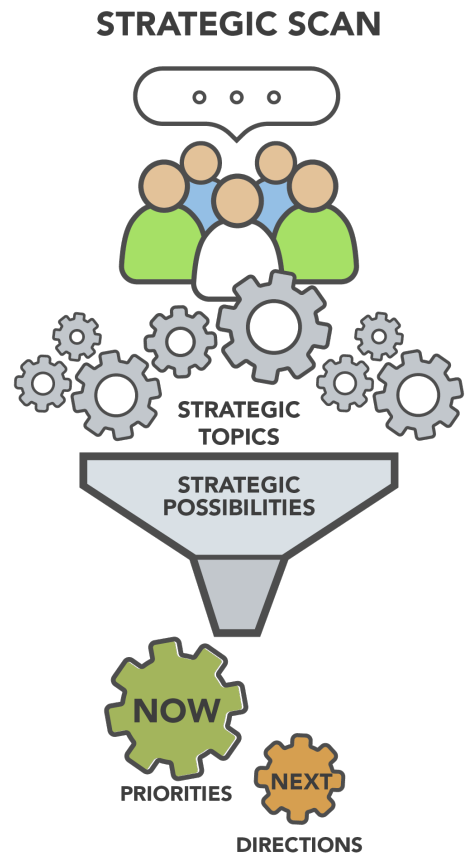
Strategic alignment is the road map to achieving the organization's purpose and implementing Council's priorities for the region. But how are these priorities identified and defined?

Council's priority setting process began with establishing a shared understanding of the organization's mandate, expectations and emerging strategic topics.

Each **Strategic Topic** was discussed to explore possible actions to achieve Council expectations. Reality, urgency and responsibility criteria were applied to each emerging **Strategic Possibility** to determine **NOW Priorities** or **NEXT Directions** of Council. Operational strategies were also put forward by Administration.

Council's priorities as well as key operational strategies have been placed on one page - the **Strategic Priorities Chart** found on page 8 of this report. This chart is meant to be extracted from the report along with the **Strategic Work Program** for regular review, revisions and celebration - ensuring Council and staff are on the same page.

The strategic alignment process is dynamic. The sequence of activities noted in the graphic above serve as a reminder of how Council's strategic priorities were developed. Knowledge of the steps and tools used allow Council and Administration to replicate the process, keeping strategic priorities current and relevant.



# 1

## Strategic SCAN



The priority setting process often begins by looking to the future. Participants engage in a 'Vision Check-up' (see Appendix 1) discussing the five distinct areas of a sustainable community:

- Environment - maintaining a healthy and natural environment through responsible use, protection and sustainable practices
- Infrastructure - well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Economy - building a strong and vibrant community by attracting, supporting and retaining businesses and residents
- Social - building social capital and engaging citizens and partners to improve the well-being and diversity of the community
- Governance - fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness

Beginning with the end in mind, the preferred future is described. What would make the region a great place to live and work? This vision for the region is informed by elected officials (and staff) contact with a wide range of residents and groups as well as previous municipal planning documents and studies.

During the vision check-up discussion, success indicators begin to emerge describing positive outcomes in each of the sustainability pillars. **Success Indicators** articulate measurable outcomes that can be assessed in quantifiable terms such as amounts or percentages; observable benefits that can be seen or perceived such as feelings and experiences; and tangible outputs produced such as services and programs delivered.

The final component of the strategic scan which Council may complete is to assess what current actions are *working well* and *areas for attention*.

Council can update this Vision Checklist annually and utilize it to monitor and assess the health and progress of the organization and community – either internally with staff or externally through public consultation processes.

*This process was not undertaken during the workshop due to time constraints. It should be considered as an activity during the recommended annual priority update.*

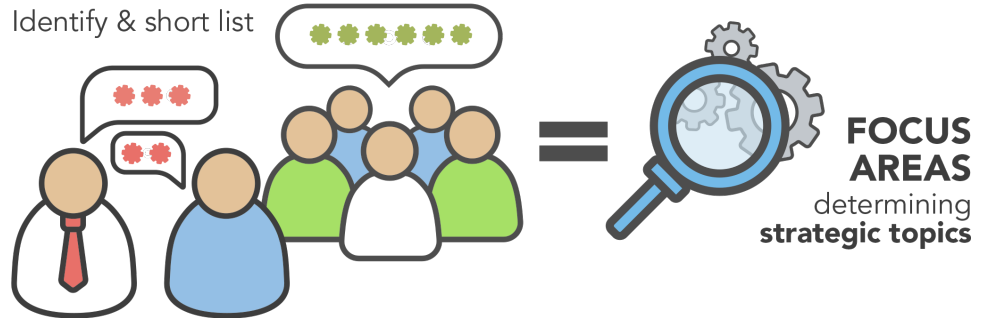


# 2

## Strategic TOPICS

### ISSUES & OPPORTUNITIES

Identify & short list



To be strategic means that in addition to expectations for the future, Council must have a sense of current realities and conditions - both positive and challenging. Conducting this assessment is important for several reasons. It gets the process rooted in the real world after thinking about the ideal future. It collects ideas and information while beginning to focus the strategic priority setting process.

All workshop participants responded to the following question:

*“What do you think are the significant issues and opportunities facing the organization and the community we serve?”*

An **Issues/Opportunities Long List** was generated (see Appendix 2) and participants indicated their top ten items they felt the organization should be focused on. The resulting **Issues/Opportunities Short List** (see Appendix 3) indicates which emerging items are shared by Council and staff and those highlighted by Council or staff.

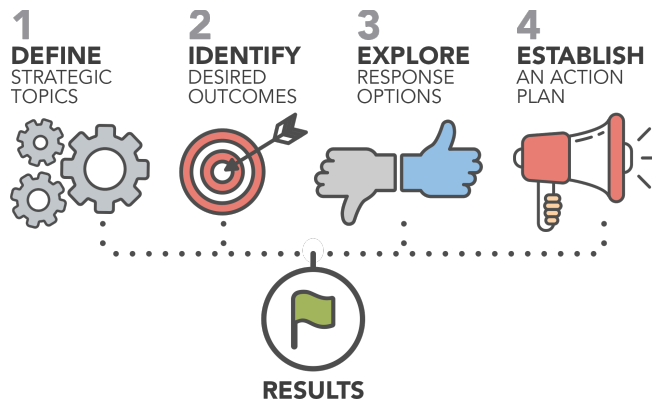
Council reviewed the short list along with consideration for other items from the long list to establish Strategic Topics for discussion during the workshop.

STRATEGIC TOPICS	
Cellular & Broadband Access	Sewer Systems
Accessibility to Municipal Services	Affordable Housing
Asset Management	Industrial / Business Development
Taxation and Funding	Paq'Tnkek First Nation Partnership
Water Systems	Seniors

# 3

## Strategic POSSIBILITIES

To move from strategic topics to **Strategic Possibilities**, a four-step process, the **Solution Seeking Model**, was utilized (see display below).



Participants began by clarifying the strategic topic, then identifying desired outcomes if the topic was successfully addressed. Next, options or ways to achieve the desired outcome were explored and a 'preferred strategy' was selected. Sometimes multiple preferred strategies emerged - short or long term, plan A or plan B, and strategies with or without resources.

Next action steps were determined to implement the preferred strategy. The action steps generated enough information to consider each preferred option as a strategic possibility. This does not make them priorities – yet. There are too many of them given the organization's limited capacity. An organization's capacity box is not readily visible but does have limitations or boundaries. It is useful to look at organizational capacity as a box of balls. If the box is full then Council must be realistic about putting more initiatives inside. Some of the limitations include:

### EXPECTATIONS & OPTIONS



- Policy – procedures that define mandate / roles
- Finances – available net resources
- Culture – norms delineating acceptable behaviours
- Risk – tolerance for organization / legal exposure
- Human Resources – available staff and competency levels

These capacity box elements are impacted by dynamic internal and external factors:

- Funding – available funding beyond day-to-day operations
- Scrutiny – level of visibility for organizational actions
- Demands – diverse requests from clients and the public
- Environment – conditions impacting the organization
- Support – legitimacy and trust among stakeholder

STRATEGIC POSSIBILITY	POTENTIAL ACTIONS
<b>1. BROADBAND INTERNET</b> <i>Business Case</i> <i>Federal/Provincial Funding</i> <i>Nova Scotia Broadband Study</i>	<ul style="list-style-type: none"> <li>• Review the <i>Nova Scotia Broadband Study</i> as a foundation for the County's Broadband Internet Business Case Prepare business case outlining the costs, benefits and funding sources for fibre optic broadband</li> <li>• Invite Expressions of Interest from service providers</li> </ul>
<b>2. CELLULAR SERVICE</b> <i>Business Case</i>	<ul style="list-style-type: none"> <li>• Determine service gaps and cell tower locations to enhance cell phone coverage</li> <li>• Investigate other options</li> </ul>
<b>3. NEW BUSINESS PROPOSAL</b> <i>Client Agreement</i>	<ul style="list-style-type: none"> <li>• Review Eastlink service proposal and determine County position</li> <li>• Prepare client agreement for Council review</li> </ul>
<b>4. INFRASTRUCTURE FUNDING</b> <i>Capital Investment Plan</i>	<ul style="list-style-type: none"> <li>• Through the Asset Management Committee, develop criteria to determine infrastructure priorities</li> <li>• Draft a Capital Investment Plan (CIP) that outlines 5-year infrastructure priorities and funding requirements</li> </ul>
<b>5. SEWER SYSTEM</b> <i>Sewer Assessment</i> <i>Priority Projects List</i>	<ul style="list-style-type: none"> <li>• Review sewer ASSESSMENTS</li> <li>• Determine compliance priority projects for 2018/19/20</li> <li>• Determine priorities for inclusion in the CIP</li> </ul>
<b>6. WATER SYSTEM</b> <i>Water Assessment</i> <i>Compliance Projects</i> <i>Expansion Projects</i> <i>Rate Study</i>	<ul style="list-style-type: none"> <li>• Review the assessment to determine gaps and options</li> <li>• Determine compliance projects for 2018/19/20</li> <li>• Determine priority expansion projects for 2018/19/20</li> <li>• Complete Water Rate Study</li> </ul>
<b>7. ASSET MANAGEMENT</b> <i>Asset Management System</i>	<ul style="list-style-type: none"> <li>• Complete funding application to FCM</li> <li>• Assess current conditions of County facilities and capital assets to complete the asset management system</li> <li>• Confirm priorities in the CIP</li> </ul>
<b>8. INDUSTRIAL PARK</b> <i>Industrial Park Prospectus</i> <i>Industrial Park Business Case</i>	<ul style="list-style-type: none"> <li>• Develop a prospectus for the Industrial park to market serviced industrial land to targeted industries</li> <li>• Complete economic assessment</li> <li>• Develop a business case for the addition of a new industrial park</li> </ul>
<b>9. ECONOMIC DEVELOPMENT</b> <i>REN Strategy Review</i>	<ul style="list-style-type: none"> <li>• Review the Regional Enterprise Network Strategy and assess progress to determine future County contributions to REN</li> </ul>

STRATEGIC POSSIBILITY	POTENTIAL ACTIONS
<b>10. GUYSBOROUGH PARTNERSHIP</b> <i>Joint Council Meeting</i>	<ul style="list-style-type: none"> <li>• Host a joint meeting with Guysborough</li> </ul>
<b>11. TOURISM</b> <i>Tourism Strategy</i>	<ul style="list-style-type: none"> <li>• Request the REN to include tourism in its strategy development</li> <li>• Assess tourism investments and activities</li> </ul>
<b>12. PAQ'TNKEK FIRST NATIONS PARTNERSHIP</b> <i>CEDI Partnership Initiatives</i> <i>Joint Council Meeting</i> <i>Recreation Needs</i>	<ul style="list-style-type: none"> <li>• Continue CEDI</li> <li>• Host joint Council meeting with PFN to enhance relations and seek areas for collaboration</li> <li>• Work with PFN to include its needs in the recreation / MPAL plan development</li> <li>• Identify strategic joint projects in 2018</li> </ul>
<b>13. STRATEGIC VALUES</b> <i>Strategic Plan</i>	<ul style="list-style-type: none"> <li>• Conduct the vision check-up activity recommended as a basis to develop strategic values to guide future strategic planning initiatives</li> </ul>
<b>14. MUNICIPAL SERVICE ACCESSIBILITY</b> <i>Accessibility Audit</i>	<ul style="list-style-type: none"> <li>• Undertake an accessibility audit of County facilities and programs to determine gaps and identify needs</li> <li>• Develop multi-year accessibility plan</li> </ul>
<b>15. AGING IN PLACE</b> <i>Provincial Programs</i>	<ul style="list-style-type: none"> <li>• Meet with the Province to advocate for funding to assist with 'aging in place' programs and services</li> </ul>
<b>16. LONG-TERM CARE FACILITY</b> <i>Facility Financing</i>	<ul style="list-style-type: none"> <li>• Work with the RK MacDonald Nursing Home to advocate for sustainable funding for long-term care</li> </ul>
<b>17. FARMER'S MARKETS</b> <i>Proposal</i>	<ul style="list-style-type: none"> <li>• Consider the expansion proposal upon receipt</li> </ul>
<b>18. TAXATION</b> <i>Property Tax Awareness</i>	<ul style="list-style-type: none"> <li>• Provide information to ratepayers re: property assessment, taxation, budgeted revenues and expenditures</li> </ul>

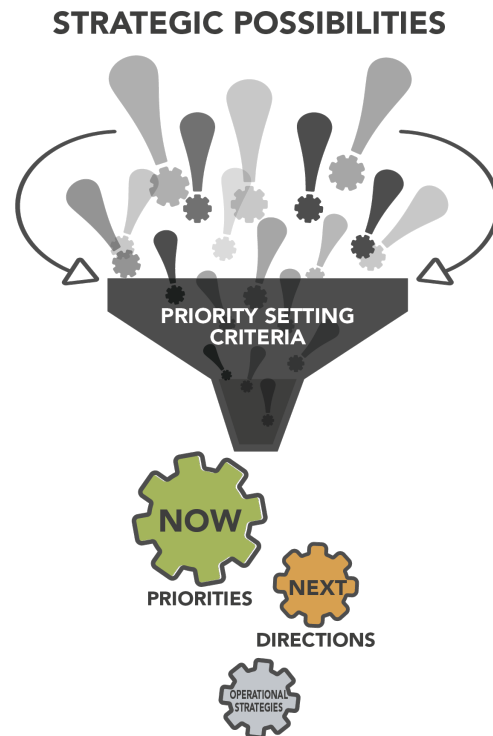


# 4

## Strategic Priorities

Based on the number of topics and organizational capacity assessment, the strategic possibilities were translated into short-term priorities and longer term directions. The process was guided by the application of priority setting criteria:

- Reality criteria to ensure the possibility can be acted on NOW, otherwise NEXT or LATER (see [Appendix 4.a](#))
- Urgency criteria to assess IF there is a timeliness factor dictating immediate action (see [Appendix 4.b](#))
- Responsibility criteria to determine if it falls within the political or administrative realm (see [Appendix 4.c](#))



The resulting NOW Priorities and NEXT Directions have been placed on one page for easy reference. The Strategic Priorities Chart (see [next page](#)) also captures staff's operational strategies.

Items listed in **BOLD CAPITALS** indicate priorities Council wishes to address NOW. These items automatically enter the appropriate operational unit at the bottom of the chart. This shows the alignment of staff work with Council's focus. Items listed in CAPITALS indicate matters that will be addressed NEXT or when a NOW item is completed. Italicized items reflect matters being advocated on behalf of the community to other levels of government or agencies for action.

In addition to Council strategic priorities and direction, there are other strategic matters receiving the attention of Administration. These Operational Strategies are noted in regular font on the Strategic Priorities Chart.

The focus of the Strategic Priorities Chart is on five NOW priorities. When these are completed, one-by-one they are replaced with NEXT items. These longer-term directions (or emerging strategic topics) should be discussed further using the Solution Seeking approach and using the priority setting criteria to consider new strategic priorities. NEW items can be reviewed using specific criteria and move up the list as resources become available or as new needs emerge. Sometimes, an emerging strategic priority may cause an existing one to be moved to NEXT status to ensure strategic priorities are consistent with available resources.

To this end, the Strategic Priorities Chart should be reviewed regularly as a reminder of the organization's capacity. It should be included in every Council meeting agenda as a constant reference (not review), updated monthly by the Clerk Treasurer with Council and reviewed quarterly by the Clerk Treasurer with staff and then Council to make adjustments, change priorities and celebrate achievements.

# STRATEGIC PRIORITIES CHART

March 2018

## CORPORATE PRIORITIES (Council/Clerk Treasurer)

<p><b>NOW</b></p> <ol style="list-style-type: none"> <li>1. <b>BUSINESS PROPOSAL: Agreement</b></li> <li>2. <b>INTERNET SERVICE: Business Case</b></li> <li>3. <b>CELLULAR SERVICE: Business Case</b></li> <li>4. <b>NEW BUSINESS PARK: Options</b></li> <li>5. <b>REN STRATEGY: Review</b></li> </ol>	<p><b>TIMELINE</b></p> <p>January March May June March</p>
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<p><b>NEXT</b></p> <ul style="list-style-type: none"> <li>• ACCESSIBILITY: Audit</li> <li>• INFRASTRUCTURE FUNDING STRATEGY</li> <li>• WATER: Assessment and Projects</li> <li>• SEWER: Assessment and Projects</li> <li>• GUYSBOROUGH: Collaboration Meeting</li> <li>• TOURISM PROGRAM: Review</li> <li>• EASTERN ANTIGONISH PLAN: Review</li> </ul>	<p><b>ADVOCACY / PARTNERSHIPS</b></p> <ul style="list-style-type: none"> <li>• <i>Broadband System Funding (Province)</i></li> <li>• <i>Seniors Care Facility Funding (Province)</i></li> <li>• <i>Ageing in Place Program (Province)</i></li> <li>• <i>NS Broadband Study (Province)</i></li> <li>• <i>PFN: CEDI Initiatives</i></li> </ul>
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## OPERATIONAL STRATEGIES (Clerk Treasurer/Staff)

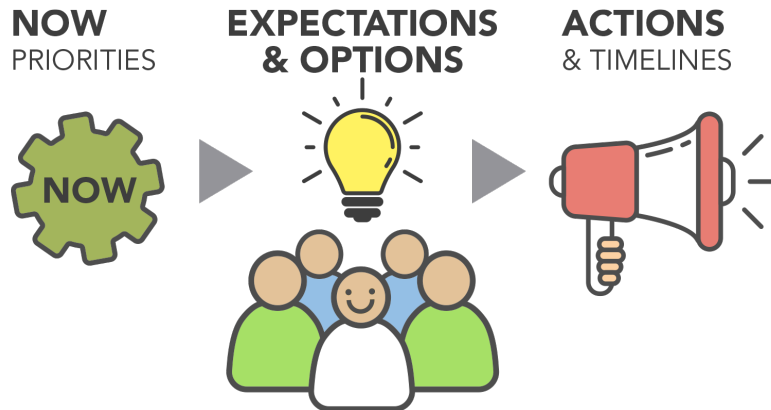
<p><b>CLERK TREASURER</b></p> <ol style="list-style-type: none"> <li>1. <b>REN STRATEGY: Review</b> - Mar.</li> <li>2. <b>INDUSTRIAL PARK - LAND AD, SALE &amp; NEW BUSINESS PARK: Options</b> - June</li> <li>3. Asset Management System: Phase 1 - June</li> </ol> <ul style="list-style-type: none"> <li>• Emergency Management Coordination</li> <li>• Leadership Team Development Program</li> </ul>	<p><b>FINANCE</b></p> <ol style="list-style-type: none"> <li>1. INFRASTRUCTURE FUNDING: Plan - June</li> <li>2. Water Meter System: Integration</li> <li>3. Landfill Billing System: Review - Mar.</li> </ol> <ul style="list-style-type: none"> <li>• Water Utility Rates: Review - Oct.</li> <li>• Information Technology Strategy - Sept</li> </ul>
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<p><b>PUBLIC WORKS</b></p> <ol style="list-style-type: none"> <li>1. SEWER TREATMENT: Assessment / Issue ID - Sept.</li> <li>2. WATER SYSTEM: Assessment - Mar.</li> <li>3. WATER SYSTEM: Upgrades - Mar.</li> </ol> <ul style="list-style-type: none"> <li>• Facilitate Asset Condition Assessments</li> <li>•</li> </ul>	<p><b>RECREATION</b></p> <ol style="list-style-type: none"> <li>1. Active Transportation: Action Plan - April</li> <li>2. MPAL: Recreation Plan - June</li> <li>3. Part Time Staff Leadership Program - April</li> </ol> <ul style="list-style-type: none"> <li>• Support Community Initiatives - Jan. 2019</li> <li>• Recreation for All Program - Jan. 2019</li> </ul>
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<p><b>SUSTAINABILITY</b></p> <ol style="list-style-type: none"> <li>1. ACCESSIBILITY: Audit - Mar.</li> <li>2. Emergency Business Continuity Plan - May</li> <li>3. Renewable Energy: Options - June (Prov.)</li> </ol> <ul style="list-style-type: none"> <li>• PFN: CEDI Initiative: Next Steps - April</li> <li>• Municipal Awareness Strategy - Sept.</li> </ul>	<p><b>PLANNING</b></p> <ol style="list-style-type: none"> <li>1. EASTERN ANTIGONISH: PLAN: Review - Sept.</li> <li>2. Civic Address: Internal Audit - April</li> <li>3. Amendments: PAC - Feb.</li> </ol> <ul style="list-style-type: none"> <li>• Antigonish Affordable Housing: Phase 3</li> <li>• MacDonald Dairy Warehouse</li> <li>• Levy's Leather Warehouse</li> </ul>
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<p><b>ADMINISTRATION</b></p> <ol style="list-style-type: none"> <li>1. <b>BUSINESS PROPOSAL: Agreement</b> - Jan.</li> <li>2. <b>INTERNET SERVICE: Business Case</b> - Mar.</li> <li>3. <b>CELLULAR SERVICE: Business Case</b> - May</li> </ol> <ul style="list-style-type: none"> <li>• Newsletter Review</li> <li>• Online Media Refresh</li> </ul>	<p><b>ADMINISTRATION</b></p> <ol style="list-style-type: none"> <li>1. GUYSBOROUGH: Collaboration - Mar.</li> <li>2. TOURISM: Review / Scan - Mar.</li> <li>3. Internet Upgrades - Mar.</li> </ol> <ul style="list-style-type: none"> <li>• Court House: Assessment - Mar.</li> <li>• Dog Control Program: Review - June</li> </ul>
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CODES: **BOLD CAPITALS** = NOW Priorities; **CAPITALS** = NEXT Priorities; *Italics* = Advocacy;  
 Regular Title Case = Operational Strategies



As the final stage in the solution seeking process, preliminary action steps were developed that identify resources and responsibilities. The resulting action plans for each NOW strategic priority and NEXT direction form the **Strategic Priorities Work Program**. The work program is used to determine key performance milestones and to serve as a feedback mechanism monitoring progress and results. It is necessary for:

- **Budgeting** – the true acid test for a strategic priority is whether it gets funds within the annual budget process. If not it should move to NEXT status.
- **Work Planning** – the Clerk Treasurer will be better equipped to assign work knowing the time and effort required of staff to implement Council priorities.
- **Performance Monitoring** – Council will be able to perform its oversight role better if there are timeframes to monitor progress and results.

The work program ([see Appendix 5](#)) lays out what is necessary from staff and/or partners to implement a strategic priority. The work program clearly itemizes Council expectations in terms of:

- **Who** – responsibility for implementation and decisions
- **Why** – success indicators to monitor progress and results
- **What** – specific task and activities that need to be done
- **When** – sequencing of activities with target dates
- **How** – human, material and fiscal resources required

The Strategic Priorities Work Program defines the desired outcomes for each priority (column 1), options for achieving the priority (column 2), and actions and timelines (column 3).

Extracted from the report, the Strategic Priorities Chart and Work Program are intended to be working documents. Regular updating of the chart and work program ensures that everyone is **'on the same page'**. Roles are clear, the focus is defined and progress is monitored and celebrated.

# Strategic FOLLOW-UP

The following recommendations are offered for Council's consideration:

That Council adopts the 2018 **Strategic Priorities Update** for continuous reference at each Council meeting, quarterly updates and annual strategic priority reviews.

That Council requests the Clerk Treasurer to schedule an annual Priority Setting update session prior to the start of the annual budget process. *The annual budget should reflect Council's priorities. The Vision Check-up exercise contained in this plan should be undertaken and developed at that time.*

## Appendices

1. Vision Check-up
2. Issue and Opportunity Long List
3. Issue and Opportunity Short List
4. Priority Criteria
5. Strategic Priorities Work Plan

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CIVIC GOVERNANCE | LEADERSHIP | STRATEGY

# COMMUNITY CHECK-UP

## ENVIRONMENT Maintaining a healthy and natural environment through responsible use, protection and sustainable practices

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Human Environment   Community Aesthetics   Natural Area Protection   Environmental Quality   Land Use   Environmental Footprint   Energy Conservation</p> <ul style="list-style-type: none"> <li>• Solid waste management</li> <li>• Energy conservation</li> <li>• Watershed protection</li> <li>• Wood conservation</li> <li>• Alternate energy options</li> <li>• Climate change and carbon footprint</li> <li>• Active parks and green spaces</li> <li>• Environmental and economic alignment</li> </ul>	•	•

## INFRASTRUCTURE Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Transportation   Community Utilities   Facilities   Community Systems   Service Delivery</p> <ul style="list-style-type: none"> <li>• Well maintained facilities</li> <li>• Infrastructure capacity for future growth</li> <li>• Effective water systems</li> <li>• Efficient sewer systems</li> <li>• Access to broadband internet</li> <li>• Cell phone coverage without dead zones</li> <li>• Appropriate signage</li> <li>• Sport and recreation fields</li> <li>• Barrier-free facilities</li> </ul>	•	•

## ECONOMY Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.

SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
<p>Job Creation   Business Retention   Business Growth   Business Attraction   Business Investment   Community Image   Community Sustainability   Tourism   Community Reputation</p> <ul style="list-style-type: none"> <li>• New jobs to grow the community</li> <li>• Attracting visitors and increasing tourism</li> <li>• Targeted industry attraction</li> <li>• Job retention</li> <li>• Community input</li> <li>• Strong community centre</li> <li>• Infrastructure for growth</li> <li>• Industrial park options</li> </ul>	•	•

COMMUNITY CHECK-UP		
<b>SOCIAL</b> Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.		
Arts & Culture   Community Support Network   Citizen & Property Safety   Healthy Lifestyles   Health Service Access   Sense of Heritage  <ul style="list-style-type: none"> <li>• Community pride</li> <li>• Community engagement</li> <li>• Active volunteers</li> <li>• Effective communication</li> <li>• Recreation opportunities for all ages</li> <li>• Services and housing options for seniors</li> <li>• Active transportation</li> <li>• Multi-use trail systems</li> <li>• Affordable housing</li> <li>• Farmer’s markets</li> <li>• Heritage preservation</li> <li>• Cultural and heritage preservation</li> <li>• Community special events</li> <li>• Community collaboration</li> </ul>	•	•
<b>GOVERNANCE</b> Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.		
SUCCESS INDICATORS	WHAT WORKS WELL	AREAS FOR ATTENTION
Good Policies   Strategic Direction   Role Clarity   Agency Liaison  <ul style="list-style-type: none"> <li>• Sound financial policies</li> <li>• Priority, budget, work plan alignment</li> <li>• Work as a team to get things done</li> <li>• Long range planning</li> <li>• Community engagement</li> <li>• Council and staff on the same page</li> <li>• Business friendly attitude</li> <li>• Effective public communication</li> <li>• First Nation collaboration</li> <li>• Government and group collaboration</li> <li>• Local partnerships</li> <li>• Clear mandate</li> <li>• Strategic values and planning</li> </ul>	•	•

<b>ISSUE &amp; OPPORTUNITY SHORT LIST</b> 'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring. #-Rank.			
ISSUE / OPPORTUNITY	COUNCIL	STAFF	TOTAL
CELL PHONE SERVICE	44 #2	27#4	71
BROADBAND INTERNET	45 #1	26 #5	71
BARRIER FREE ACCESS	16 #9	54 #1	70
ASSEST MANAGMENT	22 #6	35 #2	57
WATER SYSTEMS / EXPANSION	37 #3	9	46
LOW TAXES	24 #5	19 #7	43
FRINGE AREA WATER	18 #8	19 #8	37
INFRASTRUCTURE	28 #4	9	37
Emergency Planning	6	29 #3	35
Active Transportation	4	22 #6	26
Municipal Shared Services	8	15 #10	23
First Nations Partnerships	6	16 #9	22
INDUSTRIAL PARK	21 #7	1	22
WATER LOOPING	16 # 11	5	21
Sewer System Extension	<b>12</b>	<b>6</b>	<b>18</b>
PROVINCIAL RELATIONS	16 # 10	2	18
<b>BOLD CAPITALS = COUNCIL / STAFF COMMON ITEMS</b> CAPITALS = COUNCIL ITEMS and Title Case = Staff led items			

ISSUE & OPPORTUNITY LONG LIST					
'C' indicates COUNCIL scoring. 'S' indicates STAFF scoring.					
ISSUE / OPPORTUNITY	C	S	ISSUE / OPPORTUNITY	C	S
Barrier Free Access	16	51	Fringe Area Water	18	19
Broadband Internet	45	26	Gaspereaux Lake Water	-	8
Asset Management	22	35	Seniors / Disabled Housing	-	-
Municipal Shared Services	8	15	Cell Phone Service	44	27
Water Looping	16	5	Active Transportation	4	22
Energy - Expanding Renewables	-	3	Heritage Preservation	-	-
Tourism Support	6	-	Infrastructure Funding	5	6
Poverty Reduction	-	10	Provincial Relations	16	2
Affordable Access to Recreation	6	2	Events Coordinator	-	1
Signage	7	6	Low taxes	24	19
Library Funding	8	3	Shared Use of Public Facilities	3	7
Community Led Initiatives	10	7	Integrated Resource Management	-	-
Safe Water	2	5	Progressive Plan Documents	-	-
Attracting Families	4	9	Family/Youth Mental Health	7	3
Energy Security	-	7	Cannabis Legislation	-	-
Adapting to Customer Needs	-	-	Blue Route / Bike Trails	-	-
Sidewalks	2	-	Food Security	-	3
Recycling Enhancements	-	-	Affordable Housing	11	6
Wildlife Protection	-	-	Fisheries protection	-	-
Seafood Market	-	-	Nursing Homes	1	-
Business Retention and Support	-	-	Arts and Culture	-	-
Regional Transit Connection	-	-	Data Analytics	7	-
Youth Retention	5	-	Service Adaptation	-	-
Connecting Mainstream	-	-	First Nations Partnerships	6	16
Tech / Smart City	-	-	Farmer's Markets	10	-
Watershed Protection	6	-	Forestry Protection	-	-
Shared Emergency Services	6	16	Sewer System Extension	12	6
Infrastructure Upgrades	28	9	Water System / Expansion	37	9
Community Engagement	-	7	Municipal Awareness	8	1
Municipal Relations	3	-	Provincial Relations	-	-
Industrial Park Development	21	1	Emergency Planning	6	29



4.a REALITY CHECK CRITERIA	SUCCESS		
	LIKELY		UNLIKELY
LEGISLATIVE EASE	Yes	Maybe	No
POLICY CONSISTENCY	Yes	Maybe	No
CONTRACTUAL EASE	Yes	Maybe	No
POLITICAL WILL	High	Neutral	Uncertain
ORGANIZATIONAL CAPACITY	High	Medium	Low
SAVINGS REALIZED	High	Medium	None
TIME EFFICIENCY REALIZED	Likely	Maybe	Not Likely
TIMEFRAME FOR RESULTS	Reasonable	Challenging	Unrealistic
SUCCESS LIKELIHOOD	High	Medium	Uncertain
COMMUNITY SUPPORT	High	Average	Low
FISCAL RESOURCES	Confirmed	Available	Difficult
PARTNERSHIP POTENTIAL	Ready	Maybe	Uncertain/No
LEVERAGE OTHER RESOURCES	Yes	Maybe	Uncertain/No
ONGOING SUSTAINABILITY	Likely	Maybe	Uncertain/No
HUMAN RESOURCES	Yes	Somewhat	No
EXPERTISE	In-house	Available	Uncertain/No
CONSEQUENCES/RISK	None	Uncertain	Negative
AFFORDABILITY	Yes	Average	No

4.b URGENCY CRITERIA	URGENCY	
	URGENT	NOT AS URGENT
<b>IMPERATIVE - Requirement to Act</b>	Legislation	No Legislation
<b>LIABILITY - Risk Exposure</b>	Legal	Inconvenience
<b>SAFETY - Direct vs. Potential Threat</b>	Life - Imminent	Property Damage
<b>FINANCIAL - Magnitude of Cost</b>	Significant	Operational
<b>VISIBILITY - Implications to Organization</b>	Negative	Neutral
<b>PUBLIC BENEFIT - Who receives outcomes?</b>	Most	Few
<b>COMMUNITY NEED - Who's asking?</b>	At Large	Minority Interest
<b>TIMELINESS - Resource Alignment</b>	Unique	Frequent
<b>STRATEGIC - Linkage to goals/priorities</b>	Critical	Useful
<b>OBLIGATION - Commitment to others</b>	Contractual	Casual
<b>LEADERSHIP - Political Requirement</b>	High	Low
<b>TIMELINE - Imposed Timeframe</b>	Deadline	None
_____		

4.c RESPONSIBILITY CRITERIA	RESPONSIBILITY	
	POLITICAL	ADMINISTRATIVE
POLICY	New or Change	Procedure or Implementation
FINANCIAL	New or Change in Budget	Approved in Budget
EXTERNAL LINKAGE	Political Level	Staff Level
CORPORATE IMAGE	Agency Integrity	Service Quality
SERVICE LEVELS	New or Terminate	Service Standards
STRATEGIC DIRECTION	New or Change	Implementation
PERSONNEL	Clerk Treasurer Performance	Staff Performance
LEGISLATION	Ignore or Seek to Change	Interpretation
SENSITIVITY	High Visibility	Low Visibility
OBLIGATION	New or Change in Contract	Permissible
MEMBER LIAISON	Elected Official	Staff
_____		
_____		

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NOW</b>		
<p><b>1. BUSINESS PROPOSAL</b>  <i>How do we advance the proposed business project?</i></p> <p>* <b>Agreement</b></p> <ul style="list-style-type: none"> <li>• Clear parameters</li> <li>• Adherence to legislation</li> <li>• Council support</li> <li>• Defined County role</li> <li>• Job creation</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Review Eastlink service proposal and draft County position - December</li> <li>2. Meet with client - January</li> <li>3. Prepare business case for County - February</li> <li>4. <b>Draft agreement - March</b></li> </ol>
<p><b>2. INTERNET SERVICE</b>  <i>How do we ensure the County and residents of the County have access to high speed broadband internet?</i></p> <p>* <b>Business Case</b></p> <ul style="list-style-type: none"> <li>• Access to federal funding</li> <li>• Partnership with service providers</li> <li>• Sufficient funding for infrastructure upgrades</li> <li>• 50 Mbps download speed</li> <li>• 10 Mbps upload speed</li> <li>• Unlimited data option for fixed broadband services</li> <li>• Wireless technology</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Internet Provider</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare business case for service provider interest</li> <li>2. Determine partnership parameters</li> <li>3. Invite expressions of interest - March</li> </ol>
<p><b>3. CELL PHONE SERVICE</b>  <i>How do facilitate County wide cell phone coverage?</i></p> <p>* <b>Business Case</b></p> <ul style="list-style-type: none"> <li>• Efficient cell and radio contact</li> <li>• No dead zones</li> <li>• Minimum 3G voice and data communications</li> <li>• Network distribution connections</li> <li>• Sufficient cell towers</li> <li>• Small cell technology evaluation</li> <li>• Youth retention</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li>   <li>• <b>County</b></li> <li>• REN</li> <li>• Provider</li> </ul>	<ol style="list-style-type: none"> <li>1. Identify gaps in service - December</li> <li>2. Determine cell tower construction costs - January</li> <li>3. Determine partnership parameters and ROI - January</li> <li>4. Prepare business case - January</li> <li>5. Prepare EastLink agreement</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>4.</b> <b>INDUSTRIAL PARK</b> <i>How do we prepare for future industrial growth and development?</i></p> <p>* <b>New Industrial Park Options</b></p> <ul style="list-style-type: none"> <li>• Attract and retain businesses</li> <li>• Identify desired targets</li> <li>• Develop ROI measures</li> <li>• Engage stakeholders</li> <li>• Diversify economy</li> <li>• Increase tax base</li> <li>• Increase employment opportunities</li> <li>• Serviced industrial park options</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Prepare options report - March</b></li> <li>2. Determine Council direction</li> <li>3. Develop business case</li> <li>4. Develop servicing and funding strategy</li> <li>5. Approve budget</li> </ol>
<p><b>5.</b> <b>REN STRATEGY</b> <i>What is the value of the REN partnership to Antigonish?</i></p> <p>* <b>Regional Enterprise Network Agreement Review</b></p> <ul style="list-style-type: none"> <li>• Cost effective regional economic development</li> <li>• Maximize opportunities / reduce duplication</li> <li>• Value for money</li> <li>• Targeted strategies</li> <li>• County specific projects</li> <li>• Ensure clarity of partnership expectations</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li>   <li>• <b>Council</b></li> <li>• REN</li> <li>• Council &amp; partners</li> </ul>	<p><b>REN STRATEGIC PLAN</b></p> <ol style="list-style-type: none"> <li>1. <b>Review proposed strategy - January</b></li> <li>2. Review agreement - February</li> </ol> <p><b>COUNTY ROLE</b></p> <ol style="list-style-type: none"> <li>1. Assess REN costs and benefits - December 2018</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>NEXT</b>		
<p><b>ACCESSIBILITY</b>  <i>How do we ensure barrier free access to facilities and programs?</i></p> <p>* <b>Accessibility Audit</b></p> <ul style="list-style-type: none"> <li>• Accessible facilities to persons with disabilities</li> <li>• Compliance with building code and new legislation</li> <li>• Physical and economic access</li> <li>• Utilization of federal and provincial funding</li> <li>• Vertical transportation - elevators, stair heights</li> <li>• Barrier free path of travel</li> <li>• Integrated in municipal plans - LUB, MSP, policies</li> <li>• All County facilities and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• <b>Consultant</b></li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Retain consultant - <i>done</i></li> <li>2. Undertake accessibility audit - January</li> </ol>
<p><b>INFRASTRUCTURE FUNDING</b>  <i>How do we anticipate and plan for capital project expenditures?</i></p> <p>* <b>Infrastructure Funding Strategy</b></p> <ul style="list-style-type: none"> <li>• Accurate future projections</li> <li>• Financial stability &amp; fiscal responsibility</li> <li>• Better decision making</li> <li>• Ability to incorporate priorities</li> <li>• Ability to plan for 'next' projects</li> <li>• Accurate assessment of assets</li> <li>• Projections for future requirements</li> <li>• Sustainable service levels</li> </ul>	<ul style="list-style-type: none"> <li>• <b>In house</b></li> <li>• Consultant</li> <li>• Combination</li> </ul>	<ol style="list-style-type: none"> <li>1. Define priority setting criteria - March</li> <li>2. <b>Determine 3 year priorities - June</b></li> <li>3. Confirm funding requirements</li> <li>4. Adopt Infrastructure Funding Strategy</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>WATER SYSTEMS</b></p> <p><i>How do ensure safe, clean potable water through a cost-effective system?</i></p> <p>* <b>Water Study</b></p> <p>* <b>Priority Projects</b></p> <ul style="list-style-type: none"> <li>• Clean, sustainable potable water</li> <li>• Analysis of services and gaps</li> <li>• Regular testing of groundwater</li> <li>• Legislative compliance</li> <li>• Plan for corrective action</li> <li>• Affordability / cost effective treatment systems</li> <li>• Water conservation and efficiency initiatives</li> <li>• Safe water wells</li> <li>• Protection of source water</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<p><b>WATER RATE STUDY</b></p> <ol style="list-style-type: none"> <li>1. <b>Prepare report identifying gaps / needs - January</b></li> <li>2. Draft Bylaw - June</li> <li>3. Schedule - September</li> </ol> <p><b>SYSTEM EXPANSION</b></p> <ol style="list-style-type: none"> <li>1. <b>Identify priority projects - February</b></li> </ol> <p><b>EXISTING SYSTEM</b></p> <ol style="list-style-type: none"> <li>1. <b>Undertake storage study - January</b></li> <li>2. Prepare capital request - February</li> <li>3. Tender construction - February</li> </ol>
<p><b>SEWER SYSTEMS</b></p> <p><i>How do govern and facilitate the effective removal of wastewater?</i></p> <p>* <b>Sewer Report</b></p> <p>* <b>Priority Projects</b></p> <ul style="list-style-type: none"> <li>• Centrally located treatment facility</li> <li>• Analysis of alternate sewer systems</li> <li>• Legislative compliance</li> <li>• Meet effluent discharge requirements</li> <li>• Sewer capacity to support growth /industry</li> <li>• Adequate capital funding</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. <b>Review sewer analysis report - January</b></li> <li>2. Develop priority projects list - February</li> <li>3. Budget for future upgrades in the Infrastructure Funding Strategy - June</li> </ol>

PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<p><b>GUYSBOROUGH</b></p> <p><i>How do we enhance relations, shared services and common interests?</i></p> <p>* <b>Collaboration Meeting</b></p> <ul style="list-style-type: none"> <li>• Understanding service needs</li> <li>• Mutual strategic priorities</li> <li>• Good communication</li> <li>• Maximize County service efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• In house</li> <li>• Consultant</li> <li>• <b>Combination</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Meet with Mayor and CAO - January</li> <li>2. <b>Host joint council meeting - March</b></li> </ol>
<p><b>TOURISM</b></p> <p><i>What are the options for delivering tourist focused services and tourism infrastructure development?</i></p> <p>* <b>Review and Options</b></p> <ul style="list-style-type: none"> <li>• Active and thriving business community</li> <li>• Increased all-season visitor traffic</li> <li>• Effective partnerships / events / markets</li> <li>• Funding levels identified</li> <li>• Deliverables defined</li> <li>• Value for money</li> <li>• Good working relationship with the tourism operators</li> <li>• Linked to economic development strategies</li> <li>• Signage program</li> <li>• Wide promotional reach</li> </ul>	<ul style="list-style-type: none"> <li>• REN</li> <li>• County</li> <li>• <b>Combination</b></li> </ul>	<p><i>Pending Review of REN Strategic Plan</i></p>



PRIORITY/Desired Outcomes	OPTIONS/ Strategy	ACTION - What, When
<b>ADVOCACY</b>		
<b>SENIORS CARE</b> * Facility Funding	<ul style="list-style-type: none"> <li>• Seek funding from the Province for the development of a seniors care facility</li> </ul>	
<b>AGING IN PLACE</b> * Program	<ul style="list-style-type: none"> <li>• Meet with the Province to determine their approach and funding for Aging in Place programs and services</li> </ul>	
<b>NOVA SCOTIA BROADBAND</b> * Broadband Study	<ul style="list-style-type: none"> <li>• Review the Nova Scotia Broadband Study and recommendations for as a foundation for Broadband business case</li> </ul>	
<b>PAQ'TNKEK FIRST NATIONS (PFN)</b> * Friendship Accord	<ul style="list-style-type: none"> <li>• Meet with PFN to develop a Friendship Accord</li> </ul>	
<b>BROADBAND</b> * System Funding	<ul style="list-style-type: none"> <li>• Seek funding from the Province for broadband infrastructure and system development</li> </ul>	
<b>REGIONAL ENTERPRISE NETWORK</b> * Contribution Review	<ul style="list-style-type: none"> <li>• Review REN Strategic Plan and progress to discuss future contribution levels</li> </ul>	
<b>TAXATION</b> * Classification Review * Education Tax	<ul style="list-style-type: none"> <li>• Request the Province review the taxation classifications</li> <li>• Request the Province provide clarification re: the education tax system</li> </ul>	

**Bolded** items indicate the Council **priority**, the preferred **option** to achieve the outcome and the primary **action** necessary to address the priority. The question used by the Council to focus their priority setting discussion is *italicized*.