

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

COMMITTEE OF THE WHOLE AGENDA

Tuesday, March 25, 2025, Following Asset Management
Council Chambers
Municipal Administration Building
285 Beech Hill Road
Beech Hill, NS B2G 0B4

1. Call to Order – Chair, Warden Nicholas MacInnis
2. Approval of Agenda
3. Approval of March 11, 2025 Committee of the Whole Minutes
4. Business Arising from the Minutes
5. Delegations
 - a. There are no scheduled delegations
6. Continuing Business
 - a. There is no continuing business
7. New Business
 - a. Climate Risk Assessment Update (Blaise)
 - b. Anti-Hate, Anti-Racism, and Equity Plan

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. Reports from Inter-Municipal Boards, Committees and Commissions
 - a. Antigonish Heritage Museum Board
 - b. Antigonish Arena Association
 - c. Eastern District Planning Commission
 - d. Eastern Regional Solid Waste Management Committee
 - e. Pictou Antigonish Regional Library
 - f. RK MacDonald Nursing Home
 - g. County Paqtnkek Joint Steering Committee
 - h. Community Navigation & Physician Retention Services Association
 - i. PARC
 - j. ACALA

10. Additions to the Agenda

11. In-Camera Items

- a. Personnel Matters

12. Adjournment

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

Committee of the Whole Meeting Minutes

Tuesday March 11, 2025, following Asset Management Committee
Council Chambers
Municipal Administration Building
285 Beech Hill Road
Beech Hill, NS B2G 0B4

Present were: Warden Nicholas MacInnis
Deputy Warden John Dunbar
Councillor Mary MacLellan
Councillor Richelle MacLaughlin
Councillor Shawn Brophy
Councillor Wayne Melanson
Councillor Gary Mattie
Councillor Harris McNamara
Councillor Sterling Garvie

Regrets: Councillor Adam Baden-Clay

Staff Present: Shirlyn Donovan, CAO
Beth Schumacher, Deputy Clerk
Megan MacInnis, Strategic Initiatives Coordinator
Tammy Feltmate, Director of Sustainable Communities

Others Present: Gallery (in person and by Zoom)
Jonathan MacKenzie, Antigonish Sno Dogs
Jeremy Landry, Antigonish Sno Dogs

Call to Order – Chairman, Warden Nicholas MacInnis

The meeting of the Committee of the Whole was called to order by the Chair, Warden MacInnis, at 5:34pm.

Approval of Agenda

Warden MacInnis called for any additions or deletions to the agenda. Ms. Schumacher asked for an addition to the agenda: By-law Enforcement Officer Appointments for SPCA Inspectors.

Moved and Seconded

That the agenda be approved as amended.

Motion Carried

In-Camera Business

Moved and Seconded

That the Committee move into an in-camera session to discuss the Acquisition, Sale, Lease, and Security of Municipal Property at 5:35pm.

Motion Carried

Moved and Seconded

That the Committee adjourns the in-camera session at 6:07pm.

Motion Carried

Moved and Seconded

The Committee recommends that Municipal Council approves leasing a five-acre section of PID 10073716 to the Antigonish Area Fire & Rescue Training Centre Committee for a ten-year term, for the creation of the Training Centre and allow the Antigonish Area Fire & Rescue Training Centre Committee to mark out and clearcut this section of land by the end of March utilizing ACOA funds.

Motion Carried

Approval of February 26, 2025 Committee of the Whole Minutes

Warden MacInnis called for any errors or omissions in the Committee of the Whole minutes of February 26, 2025. Hearing none, the minutes were considered approved.

Business Arising from the Minutes

There was no business arising from the minutes.

Delegations

Antigonish Sno Dogs

Mr. MacKenzie presented on behalf of the Antigonish Sno Dogs regarding a request being presented to Council asking for funding support in the amount of \$50,000 for the purchase of a snow grooming machine for trails in the community. Mr.

MacKenzie noted that the machine being considered costs approximately \$475,000, and fundraising efforts by the club have raised nearly \$85,000 in committed funds to date. Funding is also being requested from the Town, Province, and Federal Governments.

Mr. MacKenzie then provided an overview of the economic and tourism benefits of the snowmobiling industry and club in the community and throughout the province. Inclusion and outreach efforts in the community were reviewed as well. The floor was then opened for questions from the Committee. Members of Council thanked Mr. MacKenzie for his presentation and thanked those from the club who were attending in the gallery as well. Questions were asked about what areas in the

community that the snow groomer could service, and discussion regarding trail organization in the community followed. A question was also asked about operator training, and where the snow groomer would be stored.

Warden MacInnis thanked Mr. MacKenzie, Mr. Landry, and the SnoDogs members in the gallery for their attendance at the meeting.

Continuing Business

Gateway Signage on Secondary Highways

Ms. MacInnis provided a follow-up to the presentation made at the meeting in late February regarding the revised designs for the secondary highway signage. The options for including the five historical languages initially proposed, the potential for exclusion of other groups, and consultation with representatives from the Heritage Museum was reviewed. Discussion followed. Consensus to proceed with the option listing English, French, and Mi'kmaq was provided.

New Business

Mayfest Request for Volunteers

Ms. Schumacher shared that the organizers of the Mayfest event, planned for May 10, 2025, reached out to request if members of Council would consider volunteering at the event. Those councillors who were interested in helping were asked to contact Ms. Schumacher by Tuesday, February 25th.

Policy Review Guidance Request

Ms. Schumacher reviewed a memo in the agenda package outlining the active policies of the municipality, prepared following Council's identification of policy review as a priority for the term. She asked members of the committee for their feedback on how to prioritize the policies for review, to provide some guidance to staff as they prepare the policy to outline the process for reviewing policies.

Feedback from the committee including specific mention of certain policies, such as the public participation policy, but stressed the desire to look at all of the policies. The committee felt that staff may know best what policies need to be prioritized, and stressed their interest in having councillors involved when reviewing and engaged in the process. Discussion followed. The suggestion to have policy review as a standing item on the Committee of the Whole agenda starting in April was supported by a consensus of the committee.

Provincial Bill 24 Discussion

Mrs. Donovan reviewed the correspondence in the file regarding the proposed Bill 24 put forward in the Provincial Legislature. Of concern is the potential financial impact on municipalities, and the NSFMM has been working to collectively represent municipalities in the province on the matter. Mrs. Donovan is suggesting drafting a

letter from the municipality to a number of provincial Ministers, with the correspondence copied to the NSFM for their efforts. Discussion followed.

Moved and Seconded

The Committee recommends that Municipal Council send a letter to Minister Thompson, Minister Morrow, Minister Tilley, Premier Tim Houston and NSFM regarding their concerns over Bill 24.

Motion Carried

Discussion Regarding Noxious Weeds Along Municipal Roadways

Councillor Brophy shared that he received a call from a resident from Trotters Lane regarding concerns about noxious weeds in the ditches along the roadway. He noted that he wants to look into options for spraying.

Staff provided some information about the weeds in question, and noted that at this time, weed control is not a part of public works maintenance routine. Information from provincial departments regarding identification and safety was suggested.

By-law Enforcement Officer Appointments – SPCA Inspectors

Ms. Schumacher spoke to a request received earlier in the week from the Chief Inspector with the SPCA for the appointment of three of their new staff members as By-law Officers for the purpose of enforcing the By-law Respecting the Responsible Ownership of Dogs.

Moved and Seconded

The Committee recommends that Municipal Council appoint the following SPCA staff members as By-law Enforcement Officers for the Municipality of the County of Antigonish for the purpose of enforcing the By-law Respecting the Responsible Ownership of Dogs: Jillian Videnova, Haley Doyle, and Earl Lattie.

Motion Carried

Community Events

- Councillor MacLaughlin noted that a dance will be taking place in St. Josephs this weekend for St. Patrick's Day. Lochaber Community Centre holds breakfasts on the 2nd Sunday of the month.
- Councillor Garvie shared that the Antigonish Highland Games is advertising that they will be offering free day passes this year to promote the games and encourage attendance.
- Councillor Melanson noted that the new fitness room has opened in the Pomquet Community Centre.
- Councillor McNamara shared that March Break activities are happening every day this week in the Havre Boucher Community Centre.

- Councillor Mattie noted that both furnaces down in the Monastery Community Centre

Additions to the Agenda

There were no additions to the agenda.

Adjournment

Moved

That the Committee of the Whole meeting be adjourned at 7:32pm.

Motion Carried

Warden Nicholas MacInnis

Shirlyn Donovan, CAO

Nalikitquniejk Antigonish Equity, Anti-Hate, & Anti-Racism Plan



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1. Executive Summary

The Town of Antigonish and the Municipality of the County of Antigonish are committed to a community that values equity, inclusion, and dismantling systemic discrimination and hate. Through this Equity, Anti-Hate, Anti-Racism Plan, we are dedicated to addressing inequities and the barriers faced by underserved and underrepresented in our community.

This collaborative initiative aligns with Nova Scotia’s Dismantling Racism and Hate Act (2022), requiring municipalities to develop actionable equity and anti-racism plans by April 1, 2025. Together, the Town and County commit to engaging with community and developing responses to needs, through programs, policies and practices. Each unit will complete internal reviews of policies and practices specific to their unit. We will work together when and where it makes the most sense. to address the unique contexts of our municipal units.

Key Commitments Identified for 2025-2028

1. **Engagement with Underserved Communities**

The voices of underrepresented groups, including Indigenous peoples, African Nova Scotians, 2SLGBTQIA+ communities, persons with disabilities, newcomers, and racialized individuals are often not heard, or not the loudest. Through intentional invitations, dialogue and listening, we will listen, learn and respond to the power dynamics and systemic barriers facing these individuals and groups.

2. **Dismantling Systems of Discrimination**

Existing policies, services, and programs in our own organizations will be reviewed and changed. Equity impact assessments will be brought into decision-making processes ensuring equitable access to municipal resources and services.

3. **Building an Anti-Racist Anti-Hate Community**

Ongoing learning and training opportunities for Council, staff, and community with public awareness campaigns will strive to create belonging and safety in Antigonish. We will emphasize anti-racism

anti-hate education, allyship and change work for municipal staff, elected officials, and community partners.

4. **Ongoing Improvement and Accountability**

This plan is a living document, reviewed and updated at a minimum of every three years to reflect change and progress will be shared to the public through accessible formats, feedback is always welcome.

Path Forward

This plan represents a long-term journey toward equity and justice. The Town and County of Antigonish will engage deeply with community partners, organizations, and residents to create solutions that lead to meaningful lasting change. Recognizing that this work will take years, we remain committed to advancing equity, anti-hate and anti-racism.

It is our intent to build a community where hate and racism have no place; a community that stands firmly with zero tolerance for any form of discrimination. We are committed to living in an environment where every individual is respected and valued, and where continuous education, dialogue, and accountability ensure that hate is actively challenged and dismantled.

By working together and embracing shared values of respect, inclusion, and diversity, the Town of Antigonish and the County of Antigonish aim to be an example of collaborative leadership in achieving these goals.



2. Messages from our Municipal Leaders

The Mayor, Warden, respective Councils along with CAO's and staff teams are committed to implementation of the actions outlined in this plan. Collectively there is recognition that this is a start, and along the way we will need to hear from, speak with, learn from and with our community evolving needs and priorities. We will be looking for leaders from within our community to work with our municipal leaders to ensure we are moving in the right direction, always moving, and that the work is as important as the result. The Mayor and Warden as elected representatives of our community have reflected on what the plan means to them in their role and for their teams. This plan starting with the following messages are in part their commitment to supporting this work and working with Council and community where needed for change. It was a conscious decision to have two independent messages instead of one, so individual recognition of the plan and commitment was evident.



Dear Residents of Antigonish,

On behalf of the council for the Town of Antigonish, I am proud to share our commitment to equity, inclusion, and anti-racism in our community.

Antigonish has long been shaped by the stories of immigrants, settlers, and Indigenous peoples who have come together to build the vibrant and welcoming place we all call home. This history of diversity is a cornerstone of who we are, and it is a legacy we are committed to honoring as we work to make our community even stronger and more inclusive.

However, we recognize that even as a small and close-knit community, we are not immune to the hate, racism, and systemic inequities that persist in society today. These challenges call on all of us—individually and collectively—to take meaningful action to ensure that Antigonish is a place where everyone feels safe, valued, and empowered to thrive.

Through our Equity, Anti-Hate, Anti-Racism Plan, we are committing to working together with the Municipality of the County of Antigonish, and with the community, to address these challenges head-on. This plan is our Council's promise to amplify the voices of underrepresented and underserved groups, to examine and dismantle systems of inequity, and to create opportunities for all. It reflects our belief that a truly inclusive community requires continuous effort, deep engagement, and an unwavering dedication to justice.

We also want to emphasize that this is not just a municipal effort—it is a collective journey. The strength of Antigonish lies in the shared values of its people, and by working together, we can make our community an even more welcoming, supportive, and positive place for everyone.

This work will not be easy, nor will it be quick. But together, we can ensure that Antigonish's legacy as a community of hope and opportunity continues to grow. Thank you for joining us in this essential and transformative effort.

With gratitude and commitment,

Sean Cameron

Mayor of the Town of Antigonish

Dear Friends and Neighbors,

As Warden of the Municipality of the County of Antigonish, on behalf of our team—Councillors and staff—I want to share that we are working closely with our colleagues at the Town of Antigonish to develop an Equity, Anti Racism, & Anti Hate Plan that documents our commitment to you, and our community at large to support change and growth. This plan will serve as a pathway for us to learn, challenge, and act together to ensure that our community fosters and commits to inclusion and equity and takes a stance against hate and racism.

It is frustrating that such a plan is even necessary; peace, safety, appreciation, celebration of diversity and recognition of history should already be our reality. However, it is not. All around us we see too many examples of why we need to act, of how voices are silenced and how hate is perpetuated. Our hope is that this plan will start to define a clear path for meaningful learning, active change, real dialogue, and lasting progress—ultimately creating a future where no one in our community experiences racism, hate, or discrimination. And if they do, we must respond timely, appropriately and thoroughly to ensure it does not persist and will not be tolerated.

Our goal is clear: for Antigonish to be a community with zero tolerance for racism and hate, where diversity is celebrated, cultures are valued, and brilliance and excellence emerge from our differences. I encourage each of you to reflect on what this means to you. What actions must we take to ensure that inclusion, equity, and anti-racism are not just ideals, but the foundation of how we live and work together? How do we ensure that hate has no place in our community?

I urge you to reach out—to your councillors, to our municipal office—because your voice matters. While we cannot control everything, we can commit to listening, learning, standing as allies, and taking meaningful action where it will have the greatest impact. Our collective legacy should be that our children grow up understanding and appreciating the Indigenous and Black histories of our community and country, while tying in our historical and living connections to all corners of the world. Rather than

County's economy has strong ties to the land and sea with agriculture, forestry, and fisheries contributing to our region's major economic generators.

Cultural Landscape

Antigonish, Nova Scotia, is a community deeply rooted and invested in its rich cultural heritage. Starting with recognition that this region is known as Eskikewa'kik, (Skin Dressers), one of the seven traditional districts of Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq people, Eskikewa'kik includes all lands and waters draining into the Atlantic from St. Margarets Bay including Big Indian Lake, Chebucto (Halifax), Eastern Shore, Strait of Canso to Cape Blue on St. Georges Bay. Antigonish is derived from the Mi'kmaq term Nalikitquniejk "where the bears tear branches off the beech trees," reflecting its Indigenous origins.

European settlement began in 1784 when British soldiers arrived and decided to stay in the area. Over time, the town has become known as Antigonish and developed into a vibrant center for education and culture.

The African Nova Scotian community has a significant presence in Nova Scotia, with roots tracing back to the 18th and 19th centuries. Following the American Revolution, approximately 3,000 African Americans, known as Black Loyalists, were resettled in Nova Scotia, including areas near Antigonish. Subsequent migrations, such as the arrival of Jamaican Maroons in the 1790s and Black refugees from the War of 1812, further established African Nova Scotian communities across the province. In Antigonish, the influence of African Nova Scotians is evident in many aspects of community life, from faith and cultural events to promotion of Black history, achievements and more broadly celebration of diversity and inclusion.

A significant milestone in the region's development was the relocation of St. Francis Xavier University to Antigonish in 1855. The university played a pivotal role in the early 20th century by initiating the Antigonish Movement, a program focused on adult education and self-help, which led to the establishment of the Coady International Institute. The Coady continues to

provide community building and education through partnership and relationship building, underscoring the community's longstanding commitment to global social justice.

The Antigonish Movement emerged in the 1920s in Nova Scotia as a response to the economic hardships faced by small, resource-based communities in the Maritime provinces. Spearheaded by educators and priests from St. Francis Xavier University, including Father Moses Coady and Father Jimmy Tompkins, the movement sought to empower individuals through adult education, cooperative enterprises, and community development.

Building on the principles of the Antigonish Movement, the Coady International Institute was established at St. Francis Xavier University in 1959. Named in honor of Father Moses Coady, the institute is dedicated to promoting community-based development and leadership around the world.

Recently Antigonish has become a welcoming home welcomed new members who are recent immigrants and refugees, enriching the community's cultural fabric. Initiatives by local organizations and residents have facilitated the resettlement of families from various parts of the world. This demonstrates Antigonish's commitment to growing, embracing diversity, and a general openness to change. The Pandemic added to the community, many individuals and families looked to this region as an attractive place to call home and chose to resettle here.

4. Role of Your Municipality

Municipal Responsibilities

Municipalities play a crucial role in governing and providing essential services at the local level. They are responsible for creating and maintaining the infrastructure, programs, services and policies that directly impact residents' daily lives.

The Town and County are responsible for:

- Essential services – Providing water, wastewater and solid waste management, maintenance of streets and sidewalks that fall within their jurisdiction.
- Development & Planning – Regulating land use, zoning, housing, and planning to ensure sustainable and inclusive community growth.
- Public Health & Safety – development and enforcement of policy and by-laws, ensuring safe conditions through building codes, plans and environmental protections.
- Parks, Recreation & Culture – Maintain parks, green spaces, support libraries and recreation and sport programming to enhance and enrich community life.
- Local Economic Development – Support, create and showcase happy and livable communities to attract business and enterprise with enabling policies.

Local government is often considered the most accessible level of government because of:

- Engagement with Citizens – Providing access and forums for public consultation, ability to listen to individual and group concerns regarding local needs. Citizens can contact council or staff directly and attend public meetings on issues they feel are of importance.
- Proximity to Residents – Town Hall, the Municipal Offices, events and programs are all in the local community.
- Faster Response Time – Council can often address issues in a faster response time than provincial or federal counterparts or advocate for citizens to those other levels of government.

By being the government closest to the people, municipalities play a vital role in listening, understanding and supporting growth and change. Helping shape communities based on the knowledge, lived experience and voices of residents. This plan is one more way we will strive to do this locally.

Role of Council

Members of Council serve as elected representatives of their community. They are responsible for making decisions that impact local governance,

services, and development. Their role is to act in the best interest of the community, balance the needs and concerns of residents while seeking support and expertise when needed to support longer term development. Councillors for both the Town and County represent their constituents and advocate for their needs at the Council table. Along with municipal staff they engage with residents to hear concerns, answer questions and seek input on municipal issues. Councillors use the professional and community experience they bring individually to strengthen the team and help shape long-term strategic planning and development. Ensuring to consider financial, social and environmental impacts when making decisions. Councils work with their Chief Administrative Officer (CAO) and staff to ensure public funds are used responsibly and effectively.

Who are our Council's? (2024-2028)

Municipality of the County of Antigonish Council



Front row (from left to right): Councillor Richelle MacLaughlin, Councillor Mary MacLellan, Councillor Gary Mattie, Warden Nicholas MacInnis, Deputy Warden John Dunbar

Back row (from left to right): Councillor Adam Baden-Clay, Councillor Sterling Garvie, Councillor Wayne Melanson, Councillor Harris McNamara, Councillor Shawn Brophy

The Municipality of the County of Antigonish is split into ten districts. Each district as a Councillor elected as their representative. The Councillors around the Council table nominate and elect a Warden. The Warden serves as the spokesperson for Council and represents the County at events and engagements.

The Municipality of the County of Antigonish office building is located at 285 Beech Hill Road, Antigonish, N.S. B2G 0B4. Contact information for councillors can be found on the County's website: <https://antigonishcounty.ca/>.

Town of Antigonish Council



Front row (left to right): Deputy Mayor Diane Roberts, Mayor Sean Cameron, Councillor Juanita Pelly

Back row (left to right): Councillor Jack Sullivan, Councillors Leon MacLellan, Councillor Andrew Murray, Councillor Patrick McKenna

Antigonish Town Council has a mayor, who is elected by voters, and six councillors who are elected at-large by the voting population. This means the Councillors that sit around the table represent the entire Town, not a specific district.

The Town of Antigonish operates from Town Hall at 274 Main Street, Antigonish, N.S. B2G 2C4. Contact information for the Mayor and councillors can be found on the Town's website: www.townofantigonish.ca.

Role of Municipal Staff with Council, Municipal Services and this Plan

Municipal employees run the day-to-day operations of local government. Staff develop and ensuring that services, policies, and programs exist and meet the needs of residents. Essential services such as, supporting infrastructure maintenance, water and waste water processing, energy generation and distribution, recreation programs and equipment availability, community and land use planning, other program development to support efficiency, administer financial support for community groups, organizations and events, collect taxes, solid waste management while striving to uphold values of fairness, inclusion, sustainability and accountability. This plan will support staff in further defining and working towards equity and anti-racism in these areas.

Town and County employees will be implementing the Equity, Anti-Hate, Anti-Racism Plan. Taking council-approved strategies into tangible actions that promote diversity, inclusion, and racial equity while educating and eliminating hate. Municipal councils will provide the support and the will that feeds the vision, policy direction, and governance, while employees take on the responsibility of working in and with our community to reach goals and experience change. Together through learning, sharing wisdom, first voice, listening and fostering leadership from community we will integrate tools knowledge and practices that result in equity and active anti-racism into municipal operations.

Municipal employees rely on council support to enable and support meaningful change. Councils set priorities, allocate resources, and establish accountability measures that guide staff under the leadership of

their CAO. The Town and County are committed to a safe, inclusive, and welcoming community for all. We strongly encourage residents to report any incidents or concerns they have, whether related to racism, hate, accessibility, discrimination, or other issues affecting our community. To facilitate this, you can easily submit a report by using the "Report a Concern" / Concerns and Compliments form available on our respective websites, by visiting either municipal office or calling. Your proactive input is invaluable in helping us address and resolve these matters promptly, ensuring that our community continues to build and uphold safety, respect and a feeling of belonging for everyone who chooses to be here.

5. Underserved and Underrepresented Communities

What do under served and underrepresented communities mean? In general, individuals and groups in our community who experience exclusion, discrimination and may feel isolated or a sense of unbelonging. They may also feel unsafe, uncomfortable, unseen and unheard. This reality for many is because of historical and real time political, economic, social, cultural, religious, linguistic, and ability, power inequalities and inequity.

These power inequalities/ inequities allow for exclusion and discrimination. It supports systemic inequity, hate, racism. Under the NS *Human Rights Act*, age, race, colour, religion, creed, sex, sexual orientation, gender identity, gender expression, physical or mental disability, ethnicity, national or indigenous origin, family status, marital status, source of income, political belief, affiliation or activity are *protected characteristics*. Systemic hate, racism, and inequity towards anyone because of these characteristics is wrong. And it is illegal in Nova Scotia. This plan outlines how we will take the time to learn, identify and systematically change where needed to ensure our community is safe and inclusive.

Underrepresented and underserved groups in Nova Scotia include the following:

- Mi'kmaq and persons of indigenous descent

- African Nova Scotians, black Nova Scotians & persons of African descent.
- Persons of Color/ Racialized Persons
- Newcomers (Immigrants and refugees)
- 2SLGBTQIA+
- Persons with disabilities (visible and hidden)
- Minority faith-based groups
- Persons who are neurodivergent
- In some contexts, women.

This list is not exhaustive but meant to demonstrate why this work is important and why change is vital.

6. Policies

The importance of policies to shape how a municipal government is designed to serve and act. Policies are essential at the municipal level to provide a clear framework for leadership, and governance. They provide a path and direction for decision-making, project management, program development and bylaw enforcement. Policies ensure consistency, accountability, and fairness in decision-making and governance. They align municipal actions with legislative requirements and community values.

Regular policy review and creation/ updates allow us to identify and eliminate barriers, promote inclusive practices, include learnings, experience and first voices to strengthen our foundation(s). This plan commits us to updating and creating policies that are equity focused. Policies enable access to resources, and opportunities and provide protection and security.



7. Action Items

- Quick Wins – Within 3-6 months of Plan Adoption
- Short Term – By the end of Year One
- Medium Term – By the end of Year Two
- Long Term – By the end of Year Three
- Opportunity Based – As issues/concerns/opportunities arise

Communication, Awareness & Education

	Action	Ownership	Phasing
1	Town and County leadership commit financial resources to implement on-going biannual mandatory training modules for staff and council on topics related to equity, diversity, inclusion, anti-racism, and accessibility. shared whenever possible.	Town & County Staff <i>*Budget Requirement</i>	Medium Term
2	Policy development that permits staff to disengage in-person, over the phone, on municipal social media channels, in physical spaces and in email commentary that is deemed to be racist, offensive, hate based and/or abusive.	Town & County Staff	Quick Win
3	Town and County Councils will address and condemn incidents of racism and hate that become known in the community /public sphere. They will work with community who is affected to define and take a restorative action to effectively respond to hate in a meaningful way.	Town & County Staff in Partnership with Councils	Opportunity Based

4	Town and County identify a minimum of 2 annual community-based training opportunities. Needs assessment and prioritizing of topics to be determined.	Town & County Staff *Budget Requirement	Medium Term
5	Develop a communications plan to share the reach of municipal services, programs, staff positions, etc.	Town & County Staff	Medium Term
6	To identify needs and provide municipal service information and materials translated and accessible in other languages and delivery methods through addition of tools and technology.	Town & County Staff	Medium Term
7	Deliver an Annual Progress Report on the Plan, which should include insight & feedback from community. To include celebrations, successes, actions taken, learned lessons, missed opportunities and first voice submissions.	Town & County Staff *Budget Requirement	Short Term
8	Develop and set a schedule to host a series of Tri-Council Meetings with Town, County, and Paqtnkek Councils as an opportunity to learn and share with each other and further Truth and Reconciliation	Town & County Staff/Councils *Budget Requirement	Quick Win

Policy, Internal Infrastructure, & Reporting

	Action	Ownership	Phasing
9	Review and revise municipal Human Resource Manuals and policies to ensure inclusion, diversity, and anti-racism language, practices and supports are in place.	Town & County Staff *Consultant Support – Budget Requirement	Medium Term
10	Review and revise the Town and County Council's policies and by-laws including allocation of funding, use of facilities, planning, development and zoning practices to ensure equity and non-discrimination.	Town & County Staff *Consultant Support – Budget Requirements	Long-Term
11	Develop a tool that enables equity based decision making that demonstrates councils' commitment to transparency and accountability community grant funding annually.	Town & County Staff *Consultant/AMANS Support – Budget Requirements	Medium Term
12	Develop a joint Equity & Anti Racism, Anti Hate Advisory Committee that provides first voice insight, guidance, diverse opinions and experience in the development, implementation and evaluation of all	Town & County Staff	Quick Win

	actions. Ensuring underserved and underrepresented voices are present and heard.		
13	Develop an Anti Racism, Anti Hate Policy, ensuring municipal facilities will not be used by individuals and or groups for activities, gatherings, events or celebrations that violate or promote the violation of human rights, or support racism or hate.	Town & County Staff	Quick Win
14	Conduct a HR Audit and develop a recruitment strategy and revise HR tools to provide the Town and County with inclusive, attractive recruitment processes.	Town & County Staff *Consultant Support – Budget Requirement	Medium Term
15	Develop a language and translation policy.	Town & County Staff	Short Term
16	Review the National Truth and Reconciliation calls to action and determine how to support Calls to Action #'s 43, 47, 57, 63,75, 77, 88, 93 & 94. (see Appendix B)	Town & County Staff	Short Term

Community Engagement & Consultation

	Action	Ownership	Phasing
17	Host event introducing the Town and County's plan to the community to start building community	Town & County Staff *Budget Requirement	Quick Win
18	Work with the local schools to engage voices of youth in storytelling to share unique experiences related to race, culture, language, accessibility, 2SLGBTQIA+, newcomers, faith, etc. Storytelling will feature mediums based on individual comfort and may include videos, essays, poetry, artwork, songwriting, etc.	Town & County Staff *Budget Requirement	Medium Term
19	Engage with community to establish base line understanding of community attitudes, biases, racism and equity awareness, and recognition and acknowledgement, documentation and reporting of discrimination and inequity. One engagement plan including a survey in 2025 and a second in 2028 as the first phase of the plan implementation is nearing completion.	Town & County Staff *Budget Requirement	Quick win-Long-Term

Promoting & Supporting Community Initiatives

	Action	Ownership	Phasing
20	Town to conduct an annual call for flag raising applications to promote the celebration and recognition of different cultures represented in the community of Antigonish.	Town Staff	Quick Win
21	Municipal councils will establish a consistent practice of proclaiming milestones, and events that reinforce our community's commitment to equity and anti-racism.	Town & County Councils	Quick Win
22	Develop a communications plan to promote the Town and County's Community Grant applications to more underserved and underrepresented groups.	Town & County Staff *Budget Requirements	Medium Term
23	Dedicate space physically and virtually for community individuals & groups to share, promote and advertise programs, celebrations, events and services that highlight excellence and diversity, share culture and language, increase understanding and relationships, actively work to eliminate hate, discrimination and racism.	Town & County Staff	Quick Win
24	Town and County to provide support & funding to existing and new events and markets who dedicate, support and at times donate space to promote cultural diversity and assist in removing barriers to entry for smaller entrepreneurs.	Town & County Councils *Budget Requirement	Short Term
25	Develop strategies to increase diversity on Town and County Council Advisory Committees.	Town & County Staff	Medium Term
26	Collaborate with regional emergency service providers and share learnings and promising practices for diversity, equity, inclusion, accessibility, anti-racism, and anti-discrimination in emergency services.	Town & County Staff	Long-Term

Equity in Service Delivery

	Action	Ownership	Phasing
27	Town and County to adopt a clear commitment and defined direction in the form of a vision statement and path forward for each respective municipality that embodies equity, inclusion, and anti-racism, across all aspects of the organization.	Town & County Councils	Quick Win
28	Develop a shared assessment tool for projects and programs to assess and grade equity, accessibility and anti-racism. Establishing and	Town & County Staff	Medium Term

	communicating minimum standards as clear indicators to demonstrate inclusion and equity in access.		
29	Commit to use of plain language and development of a plain language policy. An audit on information shared, forms, bills, invoices, posters, program ads, policies, and by-laws all to be revised to be available in plain language. And a commitment to produce information in plain language moving forward in 2025.	Town & County Staff Consultant/AMANS Support – Budget Requirement	Medium Term
30	Update “Report a Concern” & “Compliments and Comments” forms/ sections on municipal websites to include the option for residents to voice concerns, the need for assistance and compliments regarding the quality of service they received while utilizing municipal services. Ensuring this update provides space for other languages, means for interaction and clearly identifies the preferred method of follow up communication.	Town & County Staff	Short Term

8. Evaluation

The intention is to measure the Action Items over time in addition to tracking overall progress and implementation of the plan. This will vary depending on the action and evolution of the plan based on community needs and involvement. Evaluation and metrics may shift depending on the availability to data, feasibility and tracking. Updates, changes and evaluations will be shared as they happen. Implementation timelines may shift depending on availability and allocation of human and budget resources as determined by Town and County Councils. As new resources and or supports become available Town and County staff will work together to leverage opportunities to advance the plan where possible.

The Town and County use the evaluation to publish an annual report and a more in-depth analysis every three years on the plan demonstrating through practice the tools and change happening in the report itself. Maximizing access and availability to our entire community.

Appendix A *Definitions

Words are important in this work, these definitions will come up again and again as reviews and revisions are completed. Comfort with the language and it's use is an important component of supporting change. This list will continue to grow and will be shared on our respective websites.

Anti-Racism is recognizing the existence of racism and taking active steps to name, challenge and eliminate it at all levels (individual and structural) and spheres of life.

Hate is intense dislike towards individuals and groups, which leads to extreme aversion or hostility.

Intersectionality is when different social identities, such as race, gender, class, and religion, work together to shape individual or group experiences of discrimination and oppression.

Microaggressions are brief and commonplace verbal or behavioural indignities that communicate hostile, derogatory or negative racial insults to a target group or person.

Public Safety is the maintenance of public order focusing on ensuring individual security, especially for persons liable to be victims of racially motivated attacks or aggression.

Racialization is the process of constructing and putting into action, racial categorizations, stereotypes, and over-generalization for the purpose of continued subjugation, unequal treatment, and social exclusion of "inferior groups".

Racial Equity is when racial identity does not predict one's social, economic, and political opportunities and outcomes. It involves eliminating policies, practices, and systems that enable racial disparities.

Racism is a social construct that individuals belonging to a specific race are inherently superior to other races. This is often reflected in power dominance, unequal privilege, and how people treat each other. This racially inspired unequal treatment is sustained by individual behaviours

and attitudes as well as systems of governance that work together to maintain the status quo.

Systemic Racism is a structured system that equips a racial group with the power to dominate others in social, political, and economic areas over time and generations. This is often reflected in policies, programs, and practices that favor one racial group over others.

Truth and Reconciliation is to share and honor the history and authentic experiences of the Indigenous community and to establish mutually respectful relationships between Indigenous and non-Indigenous people.

* The definitions included in this plan are not fixed; they will continue to evolve as our understanding of language, identity, and systemic barriers deepens. Language is dynamic, and as conversations on equity progress, so too must the terms and concepts we use. This list will be reviewed and updated regularly to reflect ongoing learning, lived experiences, and best practices in anti-racism and inclusion.

Appendix B

Truth and Reconciliation – Action 16

The Truth and Reconciliation Commission of Canada (TRC) was established in 2008 as part of the Indian Residential Schools Settlement Agreement (IRSSA). Its mandate was to document the history and lasting impacts of the residential school system and to promote reconciliation between Indigenous and non-Indigenous peoples in Canada.

The TRC Final Report was released on December 15, 2015, and includes the 94 Calls to Action aimed at addressing the legacy of residential schools and advancing reconciliation.

Several of these are directed at local governments, municipalities, communities, and individuals. Here are key Calls to Action that are relevant at the local and personal levels and most relevant to this plan:

Local Government & Municipal Level:

1. **Call to Action #43** – Calls on all levels of government to fully adopt and implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).
2. **Call to Action #47** – Encourages all levels of government to repudiate concepts that justified European sovereignty over Indigenous lands and peoples.
3. **Call to Action #57** – Calls on municipal and local governments to provide public servants with education on Indigenous history, including residential schools and treaties.
4. **Call to Action #75** – Calls on municipal, provincial, and federal governments to work with Indigenous communities to identify, protect, and commemorate residential school burial sites.

Local Community Level:

5. **Call to Action #63** – Calls on educators to integrate Indigenous knowledge and history into local school curriculums.

6. **Call to Action #77** – Encourages municipalities and community groups to fund and support national commemoration projects that honor residential school survivors.
7. **Call to Action #88** – Calls for increased Indigenous representation and support in local sports programs, including municipal recreation initiatives.

Personal Level:

8. **Call to Action #93** – Encourages media organizations and individuals to promote positive representations of Indigenous cultures.
9. **Call to Action #94** – Calls on all Canadians to affirm and respect Indigenous rights through citizenship and reconciliation efforts.

For a full list of the Calls to Action and the complete TRC report, you can visit the National Centre for Truth and Reconciliation (NCTR) website: nctr.ca