

# **MUNICIPALITY OF THE COUNTY OF ANTIGONISH**

## **COMMITTEE OF THE WHOLE AGENDA**

Tuesday May 20, 2025, 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 Nicholas MacInnis
2. Approval of Agenda
3. Approval of May 14, 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. Strategic Priorities Discussion
  - b. Budget Deliberations
8. Additions to the Agenda
9. In-Camera Items
  - a. Personnel Matters
10. Adjournment

# **MUNICIPALITY OF THE COUNTY OF ANTIGONISH**

## **Committee of the Whole Meeting Minutes**

Wednesday, May 14, 2025, 5:30pm  
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 Adam Baden-Clay  
Councillor Richelle MacLaughlin  
Councillor Shawn Brophy  
Councillor Wayne Melanson  
Councillor Gary Mattie  
Councillor Harris McNamara  
Councillor Sterling Garvie

Regrets: None

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

Others Present: Gallery (in person and online)  
Dr. John Chiasson, Keppoch  
Coline Morrow, Antigonish Art Fair / Arts House  
Aida Arnold, Antigonish Art Fair / Arts House  
Beth Latwaitis, Antigonish Art Fair / Arts House

### **Call to Order – Chair Warden Nicholas MacInnis**

The meeting of the Committee of the Whole was called to order by the Chair, Warden MacInnis, at 5:36pm.

### **Approval of Agenda**

Warden MacInnis called for any additions or deletions to the agenda. Additions requested were an item of new business to discuss the Strategic Priorities draft chart, and a community birthday announcement.

Moved and Seconded

That the agenda be approved as amended.

**Motion Carried**

### **Approval of May 6, 2025 Committee of the Whole Minutes**

Warden MacInnis called for any errors or omissions in the Committee of the Whole minutes of May 6, 2025. Hearing none, the minutes were considered approved.

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

There was no business arising from the minutes.

### **Delegations**

#### *Antigonish Art Fair / Art House*

Ms. Latwaitis spoke regarding the background of the Antigonish Art Fair, which was an idea of David Miller and first held in the community in 2012. The event takes place every two weeks during the summer months, outdoors when weather permitting, and features artists from the community. A number of volunteers support the event.

In order to try to make the event a year-round arts feature in the community, the Arts House was developed in the former Tourist Information Centre off Church Street in 2019. The features of this facility that are available for the community, and some participant numbers over the past year of programming were shared for the benefit of the committee. Members of the committee thanked Ms. Latwaitis for her presentation.

#### *Dr. John Chiasson, Keppoch*

Dr. Chaisson provided an update regarding the operations at the Keppoch, and gave an overview of a new program being launch at the facility targeting seniors in the community. He shared some statistics about residents in long term care and efforts to reduce loneliness and incorporate opportunities to have seniors get out and about including trips outdoors at the Keppoch.

General figures from the 2024 program were provided, and targets for program outreach for 2025 was outlined. Dr. Chaisson noted that the program is garnering interest from long term care homes throughout the county and in other communities.

Members of the committee expressed their support for the program and the Keppoch.

## **Continuing Business**

### **Discussion Regarding Noxious Weeds**

Councillor Brophy raised a concern that was brought to him by a concerned constituent regarding public awareness of wild parsnip and the danger that its sap can pose if individuals are exposed to it and then sunlight. He asked if information can be shared on the municipal website, through social media, and if information can be sent to the local schools so that their staff and students are aware.

Staff provided members of the committee with information handouts from provincial resources regarding wild parsnip, giant hogweed, and photographs of other plants that look similar. Staff was directed to share information from those resources for the benefit of the community.

## **New Business**

### **Low-Income Tax Exemption**

Mrs. Duggan spoke to the annual review of the Low-Income Tax Exemption that takes place as part of the budget program. Referring to the memo in the agenda package, staff undertook a review of adjacent municipalities to ensure that the county is within a consistent range. A recommendation is being put forward by staff to increase the family household threshold from \$36,000 to \$40,000 in the policy, and to maintain the reduction amount of \$300. Discussion followed regarding the thresholds of adjacent municipalities, and the other assistance programs that could be available to those applying for the program allowing for the stacking of reductions.

Moved and Seconded

The Committee of the Whole recommends that Municipal Council amends the *Tax Exemption Policy for Low-Income Tax Payers* by changing the combined household income threshold noted in clause 2.4 from \$36,000 to \$40,000.

**Motion Carried**

### **Recreation Budget Updates**

Ms. Melanson gave a high-level overview of the department's ongoing day-to-day operations and then reviewed different budget items that will be coming from the Recreation Department. Questions were asked regarding the recreation booking software discussed in the list of proposed projects, and Ms. Melanson provided an overview of the history of the different types of software utilized over the past decade. Further discussion took place regarding the different ways that the community centres could be supported as part of the review of the Moving and Mingling program. Ms. Melanson was thanked for her presentation.

### St. Joseph's Water Tower Discussion

Councillor MacLaughlin requested an update regarding the status of the water tower development in St. Josephs, as she has been asked by many residents in her district about it. Mr. Myers noted that mid-June is when it is hoped that the system will be online, as they are coordinating with several contractors. The SCADA monitoring system and delays with that software has been the hold-up. Staff is currently working with the company that built the tower to clean and fill the tower in the next few weeks.

Further questions were asked regarding the drainage of water used during the cleaning process, and what environmental reports were obtained regarding the well adjacent to the tower when the tower was being designed, to ensure that the well wouldn't be an impact to the existing water customers and adjacent wells. Councillor MacLaughlin also raised concerns with the communications process undertaken through when the project was considered to existing customers on the utility.

### Amendments to the Local Improvements By-law

Ms. Schumacher reviewed several housekeeping updates that are being proposed to the Local Improvements By-law to remove two PIDS from Schedule A, and to update the administrative guidelines in the by-law to provide more direction regarding the consultation process for a proposed project. The amendment to the administrative guidelines is intended to direct readers to consult the policy that speaks to local improvements. Ms. Schumacher noted that a complementary policy amendment is underway. Discussion followed regarding the consultation process used for past projects, and suggestions were made that could be incorporated into the policy amendment.

Moved and Seconded

The Committee of the Whole recommends that Municipal Council receives the proposed amendments to the By-law Respecting Local Improvements, for First Reading at their May 14, 2025 meeting.

**Motion Carried**

### Resident Fencing Concerns Between Nova Landing and Keating Court

Councillor Brophy spoke to a concern raised by residents in his district regarding residences on Keating Court backing onto a commercial development on Nova Landing. Councillor Brophy noted that the residents that had made the presentation in 2024 to discuss the fencing request were present in the gallery. Questions followed regarding buffering requirements in the planning documents, specifically regarding fencing. Staff was directed to provide further context from Planning, and councillors will coordinate regarding funding contributions.

**Adjournment**

In the interest of time, the Strategic Priorities discussion was referred to the next Committee of the Whole meeting.

Moved and Seconded

That the Committee of the Whole meeting adjourns at 7:52pm.

**Motion Carried**

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Warden Nicholas MacInnis

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Shirlyn Donovan, CAO

# Antigonish Priority Setting Session - Spring 2025

The Strategic Priority Setting Sessions on February 24/25, 2025, was for County Council, along with staff to identify **STRATEGIC TOPICS** for discussion; explore each strategic topic as a **STRATEGIC POSSIBILITY**; and determine **STRATEGIC PRIORITIES** along with actions for implementation.

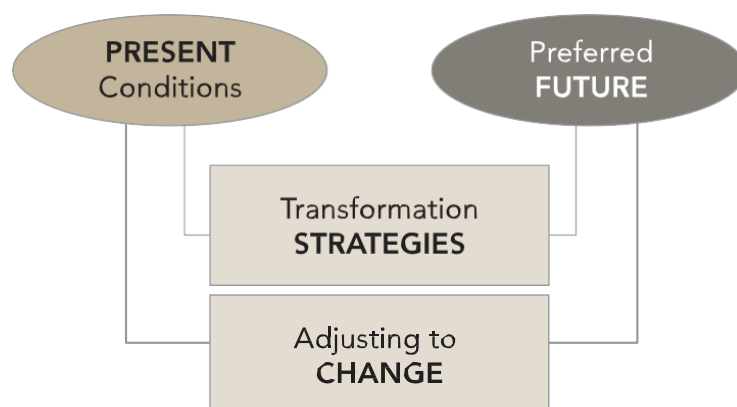
This memo summarizes the outcomes of Strategic Priority Session as follows:

- **Strategic Process** overview
- **Strategic Topics** for discussion
- **Strategic Possibilities** for potential implementation
- **Strategic Priorities** for NOW, NEXT and LATER attention
- **RECOMMENDATIONS** for follow-up

## STRATEGIC PROCESS

The priority-setting process began with an assessment of current conditions, identifying key issues and opportunities. Strategic topics were then explored with a focus on a preferred future—defining desired outcomes. The transformation stage **bridges** the gap between present realities and desired future by establishing achievable strategies that match organizational capacity.

Effective strategic priority setting requires making informed choices that align with the County’s mandate and capacity. A crucial aspect of this ongoing process is adaptability. Strategic priorities should be regularly reviewed and adjusted in response to changing external conditions and internal resources, using the Strategic Priorities Chart (one pager) and Strategic Priority Work Program. As priorities are completed, NEXT items can be introduced to maintain progress.



## STRATEGIC TOPICS

The Priority Setting Process began with staff coming together to discuss and share current projects within their departments with others. In addition to team building, this allowed departments to connect, giving all employees the opportunity better understand initiatives and scope of work within other departments.

Next, Councillors joined senior staff to identify key issues and opportunities facing Antigonish County. This session provided a platform for Council and staff to share ideas, concerns, and discussion points, leading to a refined list of strategic priorities (see Attachment 2). It was agreed that the following strategic topics, along with related items, warranted further discussion.

1. **Water**
2. **Sewer**
3. **Housing**
4. **Asset Management (existing/future)**
5. **Accessibility (Housing/Transit)**
6. **Fiscal Responsibility/Sustainability**
7. **Boundary Review**
8. **Rural Cell Service**
9. **Public Communication**
10. **EMO/Fire Service**
11. **Long Term Management/ Land use Plan**
12. **ATV Corridor**
13. **Anti Hate, Anti Racism & Equity Plan**
14. **Active Transportation (AT) Projects**
15. **Policy Review Policy**
16. **Medical & Professional Employee Recruitment/Retention**
17. **Town Relations**

## STRATEGIC POSSIBILITIES

Participants ‘unpacked’ each topic utilizing a four-step Solution Seeking process.

1. **Define Strategic Topic**
2. **Identify Desired Outcomes**
3. **Explore Response Options**
4. **Establish an Action Plan**

Participants first clarified the strategic topic and defined the desired outcomes of a successful resolution. They then explored various options to achieve these outcomes and selected a ‘preferred strategy.’ Finally, action steps were identified to implement the chosen approach as a Strategic Possibility.



## Strategic Possibilities – The Action Plan (March 2025)

<b>STRATEGIC TOPIC – Expectations</b>	<b>STRATEGIC POSSIBILITY</b>
<b>1. Water</b> <i>Secure potable source water for long term sustainability and development.</i>	1 – Provide System Orientation to Council– April 2025* 2 – Feasibility, Scope & Cost Assessment – March 2025 3 – Memorandum of Understanding (MOU) – April 2025 4 – Conduct Study (12 months) – Apr 2026 5 – Develop Agreement 6 – Tender construction
<b>2. Sewer</b> <i>Address the dual sewer problem – capacity issues and ensure future capacity for growth and environmental protection</i>	<b>Short Term **(Sewer project 1)</b> 1 – Provide System Orientation to Council – April 2025 2 – I&I Assessment/Cost Assessment – March 2025 3 – Develop MOU with Town – April 2025 4 - Agreement  <b>Longer Term (Sewer project 2)</b> 1 – Prepare Cost assessment for a study 2 – MOU with Town 3 – Develop Sewer Strategy with Town
<b>3. Housing (Shelter &amp; Social)</b> <i>Support housing development that meets the needs of people at risk and low-income earners</i>	<b>Shelter</b> 1 – Host Forum of Shelter Providers to determine needs 2 – Determine Potential Locations 3 - Assess (feasibility, contributions & land availability)  <b>Social</b> 1 – Complete HAF action plan review 2 – Develop Regional Growth Strategy. 3 – Present Recommendations for Land-use planning
<b>4. Asset Management</b> <i>Asset inventory and replacement plan to ensure effective planning and budgeting and reliable service delivery.</i>	<i>Asset Management Inventory completed</i> 2 - Assessment of Inventory (lifecycle of our assets) 3 -Develop Lifecycle & Financial Options 4 – Prepare long term Capital Plan
<b>5. Accessibility</b> <i>Review and revise Accessibility Plan to ensure service access, mobility options for everyone</i>	1 – Review Accessibility Plan. 2 - Advocate for Building Code education
<b>6. Fiscal Responsibility/ Sustainability</b> <i>Ensure long term fiscal health, reliable services, fiscal accountability and value for money. Ensure capacity matches desired services and vice versa</i>	1 - 2025/26 Review 5-year Capital Plan 2 - Orientation to funding programs, grants, etc.

<b>7. Boundary Review</b>	1 Boundary Review to be done in house. 2 Contract mapping consultant
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<i>Mandatory Boundary Review be completed by December 31, 2025.</i>	3 Mapping updates 4 Counsellor Consultation 5 Complete Boundary Review
<b>8. Rural Cell Service</b> Continue cell service advocacy to ensure reliable modern communication access throughout Antigonish County	1 - Obtained commitment for the 3 towers promised. 2 - Documentation & info distribution 3 - Fill in the service gaps.
<b>9. Communication Strategy</b> Develop and execute a clear and transparent communication strategy for community engagement to seek input, feedback and informed residents	1 - Request for Proposals 2 - Award contract 3 – Complete Communications Strategy 5 - Implementation of strategy one adopted by Council
<b>10. EMO/Fire Service</b> Work with local volunteer fire departments to provide support in training, volunteer retention, and recognition based on their specific needs.	1 - Support REMO partnerships with fire departments 2 - Develop volunteer acknowledge program 3 – Host Fire Chief Meetings re: County support
<b>11. Long Term Management/ Land use Plan</b> Update Municipal Planning Strategy (MPS) and by-laws to ensure planned growth, regard for environment, and quality of life	1 – Review Municipal Planning Strategy 2 – Consider Housing Accelerator Fund (HAF) 3. Align By-laws with updated MPS
<b>12. ATV Corridor</b> Support ATV Clubs with awareness, information, advocacy, etc. for enhanced safety	1 - Assist ATV Clubs as requested
<b>13. Anti Hate, Anti Racism &amp; Equity</b> Submit Municipal Anti-Hate, Anti-Racism & Equity Plan by April 1, 2025, to ensure fairness and respect in the community that welcomes all people	1 – Prepare Draft Plan 2 - Present plan to Council 3 – Develop Implementation plan
<b>14. Active Transportation (AT) Projects</b> Continue implementation of Active Transportation (AT) and update plan to include initiatives in alignment with the Physical Activity Strategy.	1 - Continue AT project implementations and updates 2 – Present updated plan & identify priorities
<b>15. Policy Review Policy</b> Review and update all policies as needed, ensuring policies embody Anti-hate, anti-racism, equity and accessibility are reflected.	1 - Develop a review process with priority schedule.
<b>16. Medical and Professional Recruitment/retention</b> Recruit and retain medical professionals and a competent skilled work force to meet	Continue Support for Community Navigator

the needs of residents for medical service access.	
<b>17. Community Recreation Needs</b> Feasibility study to determine options for a Community Rec Centre.	1- Joint meeting b/w County/Town/Paqtneke 2- Propose Recreation Needs Assessment

**CODE:** \*Times lines are reliant with relations and working with partners (i.e. Town)

## STRATEGIC PRIORITIES

Based on the application of reality, urgency, and responsibility criteria, five (5) **strategic priorities** were selected to be addressed NOW and placed on the *Strategic Priorities Chart (Attachment 3)* in **BOLD CAPITALS**. These priorities automatically enter the appropriate operational unit on the chart to align staff work with council direction. Items listed in CAPITALS indicate strategic directions that will be addressed NEXT/LATER when a NOW item is completed or displaced. In addition to council priorities, there are strategic items receiving administration's attention. These operational strategies are noted in regular font.

The *Strategic Priorities Chart* should be included in every council meeting agenda as a reference, updated regularly as a reminder of the organization's capacity to adjust, change priorities, and celebrate progress and reviewed annually.

To enhance continued alignment of strategic directions and expectations it is also suggested that the following templates be considered:

- **Request for Decision [RFD]** (Att. 4) - to provide key information at-a-glance for council decisions re: impact on strategic priorities, budget and staff work program
- **Request for Clarification [RFC]** (Att. 5) – to 'unpack' emerging topics - what the topic expected outcomes and potential options are before staff prepare the RFD

## RECOMMENDATIONS

The following suggestions are offered to sustain the strategic priority setting efforts:

1. **That Council requests the CAO to update the Strategic Priorities Chart with staff prior to quarterly council reviews and schedule an annual review.**
2. **That the CAO initiate use of the Request for Decision for recommendations to council.**
3. **That the CAO initiate use of the Request for Clarification for emerging strategic topics at Committee of the Whole**

## ISSUES/OPPORTUNITIES LIST

	ITEM	COUNCIL	STAFF	TOTAL
<b>1</b>	<b>Water</b>			
<b>2</b>	<b>Rural Cell Service</b>	<b>25</b>	<b>12</b>	<b>37</b>
3	Rec Centre	8	19	27
4	Health Care	4	0	4
5	Tourism	6	14	20
6	Tariffs	0	2	2
<b>7</b>	<b>Sewer Treatment Plant Capacity/Upgrades/Needs</b>			
8	Flood Plain Mapping	5	5	10
9	Budgeting	7	0	7
10	Contracting Out Services	0	0	0
11	Mental Health	0	0	0
<b>12</b>	<b>Infrastructure</b>	<b>36</b>	<b>11</b>	<b>47</b>
13	Community Support	14	0	14
14	Fire Services	9	0	9
15	Tradesmen	6	0	6
<b>16</b>	<b>Active Transportation</b>	<b>0</b>	<b>24</b>	<b>24</b>
17	Mini Pitch Facility Phase II	0	14	14
<b>18</b>	<b>EMO</b>	<b>23</b>	<b>7</b>	<b>30</b>
19	Diversity and Inclusivity	0	8	8
20	Promoting Remote Working Opportunities	0	0	0
21	Extended Producer Responsibility	0	3	3
22	Promoting Healthy Living	0	9	9
<b>23</b>	<b>Housing</b>	<b>60</b>	<b>15</b>	<b>75</b>
24	Policing	0	7	7
<b>25</b>	<b>Fiscal Responsibility</b>	<b>34</b>	<b>10</b>	<b>44</b>
26	Government Relations (Federal & Provincial)	0	0	0
27	ATV Corridor	15	0	15
28	Forestry Protection	5	0	5
29	Homeless and Housing Procarity	10	0	10
30	Procurement	0	6	6
<b>31</b>	<b>Long Term Planning</b>	<b>28</b>	<b>0</b>	<b>28</b>
32	Transfer Payments/Grants	0	0	0
33	Standard Operating Procedures	0	5	5
<b>34</b>	<b>Town Relations</b>	<b>14</b>	<b>7</b>	<b>21</b>
<b>35</b>	<b>Accessibility</b>	<b>36</b>	<b>10</b>	<b>46</b>
<b>36</b>	<b>Public Participation/Engagement</b>	<b>7</b>	<b>17</b>	<b>24</b>
37	Anti Racism	1	10	11
38	Legacy Planning (business & farm succession)	0	0	0
39	Truth & reconciliation	0	7	7
40	Climate Change	6	8	14
41	Community Hubs	0	13	13
42	Community Transit	8	0	8

43	Wind – Offshore	0	0	0
44	Energy Security	0	5	5
45	Harm Reduction/ Community Security	0	3	3
46	Youth Development/Sense of Belonging	0	0	0
47	Parks	0	6	6
48	Economic Development	1	9	10
49	Professional Employee Recruitment and Retention (Trades)	5	0	5
<b>50</b>	<b>Boundary Review</b>	<b>21</b>	<b>10</b>	<b>31</b>
51	Resource Development	0	0	0
52	Tax Rates	13	9	22
53	Volunteer Support/ Recruitment	0	6	6
54	Medical Recruitment and Retention	4	0	4
55	Small Business Incentives	0	0	0
56	Bylaw Enforcement	0	0	0
<b>57</b>	<b>Policy Updates</b>	<b>8</b>	<b>16</b>	<b>24</b>
58	Childcare	6	5	11
<b>59</b>	<b>Communications</b>	<b>21</b>	<b>12</b>	<b>33</b>
60	Roads	1	2	3
61	Land Use Planning and Development	12	9	21
62	Coastal Protection Act	2	7	9
63	Poverty Eradication	2	0	2
64	Building Heights Limits	9	0	9
65	Website Redevelopment/ Branding	0	0	0
66	Local Food Production/Agriculture	0	0	0
67	Farmers Markets	0	0	0
68	Facility Use Policy	5	0	5
69	Event Hosting	0	0	0
70	Heritage	0	0	0
71	Municipal Asset Management	0	3	3
72	Staff Wellness	6	13	19

BOLD= Highest scoring points of Council and Staff Combined

## ISSUES AND OPPORTUNITIES SHORTLIST

	ITEM
1	Water
2	Sewer
3	Housing
4	Asset Management (existing/future)
5	Accessibility (Housing/Transit)
6	Fiscal Responsibility/Sustainability
7	Boundary Review
8	Rural Cell Service
9	Public Communication
10	EMO/Fire Service
11	Long term Management/ Land use Plan
12	ATV Corridor
13	Anti Hate, Anti Racism & Equity
14	Active Transportation Projects
15	Policy Review
16	Medical & Professional Employee Recruitment/retention
17	Town Relations

## COUNCIL PRIORITIES

<b>NOW</b> 1. <b>TOWN/COUNTY UTILITY: Scope/\$ - March</b> 2. <b>5 YEAR CAPITAL PLAN: Review – Apr.</b> 3. <b>BOUNDARY REVIEW: Scope – Feb.</b> 4. <b>MUNICIPAL PLAN: Overview – Apr.</b> 5. <b>HOUSING: HAF Action Plan Review – Apr.</b>	<b>Next</b> <ul style="list-style-type: none"> <li>• POLICY REVIEW</li> <li>• SOURCE WATER: Analysis</li> <li>• COMMUNICATION STRATEGY: Draft</li> <li>• RECREATION NEEDS ASSESSMENT; Scope/\$</li> <li>• ACTIVE TRANSPORTATION: Priorities</li> <li>• LONG TERM SEWER STRATEGY: Scope/\$</li> </ul>
<b>ADVOCACY</b> <ul style="list-style-type: none"> <li>• <i>Communication Tower: Installation (BNS)</i></li> <li>• <i>Communication Towers: Dead Zones (BNS)</i></li> <li>• <i>ATV Corridors: Map (ATV Club)</i></li> </ul>	<b>PARTNERS</b> <ul style="list-style-type: none"> <li>• <i>Housing Needs: Status (AAHS)</i></li> <li>• <i>PFN Collaboration: Meeting</i></li> <li>• <i>Shelter Providers: Forum</i></li> </ul>

## Guiding Principles

Maximize Community Engagement & Communication Ensure Fiscal Responsibility & Sustainability Realize Collaboration with Town	Pursue Partnerships with Local & External Organizations Enhance Livable Community Opportunities Preserve an Accessible, Inclusive & Safe Place to Live
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## Strategic Themes

**RELIABLE UTILITIES - INCLUSIVE COMMUNITY- COLLABORATIVE EFFORTS – STRATEGIC LEADERSHIP**

## OPERATIONAL INITIATIVES

<b>CHIEF ADMINISTRATIVE OFFICER</b> 1. <b>TOWN/COUNTY UTILITY: Scope/\$ - March</b> 2. <b>HOUSING: HAF Action Plan Review – Apr.</b> 3. Town/County Relations: Meeting - May <ul style="list-style-type: none"> <li>• Compensation Review - Apr</li> <li>• Bylaw Enforcement Proposal</li> </ul>	<b>COMMUNITY SUSTAINABILITY</b> 1. Accessibility Plan: Review - Apr. 2. Equity/Anti-Racism: Action Plan – Apr. 3. Net Zero: Building Review – Sept. <ul style="list-style-type: none"> <li>• Climate Resilience Plan</li> <li>• SWPP: Review</li> </ul>
<b>FINANCE</b> 1. <b>5 YEAR CAPITAL PLAN: Review – June</b> 2. 2024 Audit: Completion – Oct. 3. 2025 Budget: Draft – Apr. <ul style="list-style-type: none"> <li>• Data Transfer to Cloud</li> <li>• Water Rate Study</li> </ul>	<b>PUBLIC WORKS</b> 1. County Water I & I: Action Plan - 2025 2. Source Water: Strategy - 2027 3. EPR: Dec - 2025 <ul style="list-style-type: none"> <li>• Asset Management: 2027</li> </ul>
<b>ADMINISTRATION</b> 1. <b>BOUNDARY REVIEW: Scope – Feb.</b> 2. COMMUNICATION STRATEGY: Draft – Mar. 3. POLICY REVIEW: Draft - June <ul style="list-style-type: none"> <li>• Gateway Signage</li> <li>• Tourism Strategy</li> </ul>	<b>COMMUNITY PLANNING</b> 1. Eastern Antigonish MPS: Review - 2025 2. Density Review: 2025 3. <b>MUNICIPAL PLAN: Overview - Apr</b> <ul style="list-style-type: none"> <li>• Subdivision Bylaw: Scope</li> </ul>
<b>RECREATION</b> 1. ACTIVE TRANSPORTATION: Priorities - May 2. Sport Hub/Play Finder: Proposal – Apr. 3. Mini-Pitch Phase II – Apr. 2025 <ul style="list-style-type: none"> <li>• RECREATION NEED ASSESSMENT: Scope</li> <li>• County/School Allocation Policy</li> </ul>	

**CODES:** BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; Italics = Advocacy; Regular Title Case = Operational Strategies

# REQUEST for DECISION

<b><u>SUBJECT:</u></b> <i>Decision-making topic title</i>	
<b><u>RECOMMENDATION:</u></b> <i>Clear decision-making resolution answering What?, Who?, How?, When?.</i>	
<b><u>CAO COMMENTS:</u></b> <i>Any additional comments regarding the reason for the recommendation</i>	
<b>RECOMMENDATION</b>	<b>Report/Document:</b> Attached __ Available __ Nil __
<b>KEY ISSUE(S)/CONCEPTS DEFINED:</b> <i>Define the topic, reference background material and state question to be answered</i>	
<b>RELEVANT POLICY:</b> <i>Cite existing policies, practices and/or legislation</i>	
<b>STRATEGIC RELEVANCE:</b> <i>To Goals or priorities of current work program</i>	
<b>DESIRED OUTCOME(S):</b> <i>Main Result along with - highlighted requisites &amp; benefits</i>	
<b>RESPONSE OPTIONS:</b> <i>Possible ways to achieve the main result with analysis highlights</i>	
1. _____	
2. _____	
3. _____	
<b>PREFERRED STRATEGY:</b> <i>Rationale for selected option –including pros a&amp; cons</i>	
<b>IMPLICATIONS OF RECOMMENDATION:</b>	
<b>GENERAL:</b> <i>Consequences to community, overall organization and/or other agencies</i>	
<b>ORGANIZATIONAL:</b> <i>Policy change or staff workload requirements</i>	
<b>FINANCIAL:</b> <i>Current and/or Future Budget impact</i>	
<b>FOLLOW UP ACTION:</b> <i>Timelines, decision-making milestones, and key products</i>	
<b>COMMUNICATION:</b> <i>Strategy to inform, consult or involve stakeholders</i>	
<b>OTHER COMMENTS:</b> <i>By others reviewing this RFD</i>	

Submitted by: Writer  
Reviewed by: CAO

Endorsed by: Other  
Reviewers



# REQUEST for CLARIFICATION

**SUBJECT:** *Discussion Topic title*

**SUGGESTED FOLLOW-UP ACTION:** *Next steps to develop the topic further discussion or decision?*

**CAO COMMENTS:** *Any additional comments regarding the suggestion.*

**BACKGROUND:** Report/Document: Attached Available Nil

## **1. DEFINE THE TOPIC**

**KEY INFORMATION:** *Key summary of existing information to understand the nature of the topic.*

**RELEVANT OBSERVATIONS:** *Note issues or opportunities related to the complexity of the topic*

**STRATEGIC QUESTIONS:** *What needs to be known before recommendations can be developed?*

**ESSENTIAL QUESTION:** *The key question to guide the information and recommendation activities*  
\_\_\_\_\_?

## **2. DETERMINE DESIRED OUTCOMES** if the essential question is addressed

**KEY RESULT:** *The tangible outcome the organization can achieve to address the essential question.*

\*\*

**DESIRED BENEFITS OF KEY RESULT:** *What positive conclusions are expected?*

**REQUISITES:** *What must happen before the key result can be achieved?*

**UNINTENDED OUTCOMES:** *Are there possible undesirable effects that could occur?*

## **3. EXPLORE RESPONSE OPTIONS** to achieve the key result (Pros & Cons)

1. \_\_\_\_\_


2. \_\_\_\_\_


3. \_\_\_\_\_


Submitted by: Writer\_\_\_\_\_

Reviewed by: CAO\_\_\_\_\_

## COUNCIL PRIORITIES (April 2025)

### **NOW**

1. **TOWN/COUNTY UTILITY: Scope/\$ - March**
2. **5 YEAR CAPITAL PLAN: Review – Apr.**
3. **BOUNDARY REVIEW: Scope – Feb.**
4. **MUNICIPAL PLAN: Overview – Apr.**
5. **HOUSING: HAF Action Plan Review – Apr.**

### **Next**

- POLICY REVIEW; Draft
- SOURCE WATER: Analysis
- COMMUNICATION STRATEGY: Draft
- RECREATION NEEDS ASSESSMENT; Scope/\$
- ACTIVE TRANSPORTATION: Priorities
- LONG TERM SEWER STRATEGY: Scope/\$

### **ADVOCACY**

- *Communication Tower: Installation (BNS)*
- *Communication Towers: Dead Zones (BNS)*
- *ATV Corridors: Map (ATV Club)*

### **PARTNERS**

- *Housing Needs: Status (AAHS)*
- *PFN Collaboration: Meeting*
- *Shelter Providers: Forum*

## Guiding Principles

Maximize Community Engagement & Communication  
Ensure Fiscal Responsibility & Sustainability  
Realize Collaboration with Town

Pursue Partnerships with Local & External Organizations  
Enhance Livable Community Opportunities  
Preserve an Accessible, Inclusive & Safe Place to Live

## Strategic Themes

**RELIABLE UTILITIES - INCLUSIVE COMMUNITY- COLLABORATIVE EFFORTS – STRATEGIC LEADERSHIP**

## OPERATIONAL INITIATIVES

### **CHIEF ADMINISTRATIVE OFFICER**

1. **TOWN/COUNTY UTILITY: Scope/\$ - March**
2. **HOUSING: HAF Action Plan Review – Apr.**
3. Town/County Relations: Meeting - May
  - Compensation Review - Apr
  - Bylaw Enforcement Proposal

### **COMMUNITY SUSTAINABILITY**

1. Accessibility Plan: Review - Apr.
2. Equity/Anti-Racism: Action Plan – Apr.
3. Net Zero: Building Review – Sept.
  - Climate Resilience Plan
  - SWPP: Review

### **FINANCE**

1. **5 YEAR CAPITAL PLAN: Review – June**
2. 2024 Audit: Completion – Oct.
3. 2025 Budget: Draft – Apr.
  - Data Transfer to Cloud
  - Water Rate Study

### **PUBLIC WORKS**

1. County Water I & I: Action Plan - 2025
2. Source Water: Strategy - 2027
3. EPR: Dec - 2025
  - Asset Management: 2027

### **ADMINISTRATION**

1. **BOUNDARY REVIEW: Scope – Feb.**
2. COMMUNICATION STRATEGY: Draft – Mar.
3. POLICY REVIEW: Draft - June
  - Gateway Signage
  - Tourism Strategy

### **COMMUNITY PLANNING**

1. Eastern Antigonish MPS: Review - 2025
2. Density Review: 2025
3. **MUNICIPAL PLAN: Overview - Apr**
  - Subdivision Bylaw: Scope

### **RECREATION**

1. ACTIVE TRANSPORTATION: Priorities - May
2. Sport Hub/Play Finder: Proposal – Apr.
3. Mini-Pitch Phase II – Apr. 2025
  - RECREATION NEED ASSESSMENT: Scope
  - County/School Allocation Policy

**CODES:** BOLD CAPITALS = NOW Priorities; CAPITALS = NEXT Priorities; Italics = Advocacy; Regular Title Case = Operational Strategies

MUNICIPALITY OF THE COUNTY OF  
**ANTIGONISH**

**REQUEST FOR DIRECTION**

**TO:** SHIRLYN DONOVAN, CAO

**FROM:** ALLISON DUGGAN, DIRECTOR OF FINANCE

**SUBJECT: DAILY PER DIEM FOR F2025/26 BUDGET**

**DATE:** MAY 16, 2025

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Staff were asked to review the daily per diem allocations that would impact ***Policy #23: Policy on Municipal Council and CAO Expense Reimbursement Policy*** and ***Policy #5: Human Resources Administrative Manual for Employees section 7:003: Travel***. The current Daily Per Diem allocation has been in place since March 2019.

Reimbursement is for travel expenses and is only available for job related activities that require approval and are pro-rated based on the length of the day the job-related activities are.

A scan of local government and results are provided in the chart (following). The proposed changes are meant to reflect the actual cost to purchase healthy options while traveling on work related activities.

Organization:	County of Antigonish - Current	County of Antigonish Proposed	St. Mary's	Town of Port Hawkesbury	Government of Canada	Town of Truro	Annapolis County	Municipality of Barrington	Municipality of the District of Guysborough	Town of Antigonish	Victoria County	County of Inverness
Meal	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day	Per Day
Incidental	\$ 10.00	\$ 10.00	\$ -	\$ 10.00	\$ 17.50	\$ 17.00	\$ -	\$ -	Follow Government of Canada Rates since 2022	Reimbursed at actual costs or reasonable amount. Per diem with no receipt is Breakfast \$8, Lunch \$15 & Dinner \$20	\$ -	\$ -
Breakfast	\$ 15.00	\$ 15.00	\$ 15.00	\$ 15.00	\$ 28.40	\$ 15.00	\$ 20.00	\$ 20.00			\$ 13.00	\$ 13.00
Lunch	\$ 20.00	\$ 25.00	\$ 20.00	\$ 20.00	\$ 27.40	\$ 15.00	\$ 20.00	\$ 20.00			\$ 20.00	\$ 15.00
Dinner	\$ 36.00	\$ 40.00	\$ 35.00	\$ 30.00	\$ 57.70	\$ 30.00	\$ 35.00	\$ 35.00			\$ 30.00	\$ 20.00
Total /day	\$ 81.00	\$ 90.00	\$ 70.00	\$ 75.00	\$ 131.00	\$ 77.00	\$ 75.00	\$ 75.00			\$ 63.00	\$ 48.00

Staff has provided an option for committee discussion that is deemed reasonable but is open to further input.