MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

COMMITTEE OF THE WHOLE AGENDA

Tuesday, December 9, 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 November 25, 2025 Committee of the Whole Minutes
4. Business Arising from the Minutes
5. Delegations
    a. There are no scheduled delegations
6. Continuing Business
    a. 2025 Boundary Review
    b. Policy Review Policy
    c. Communications Strategy
    d. HAF Land Use Bylaw, Local Improvements Bylaw & Subdivision Bylaw Recommendations
7. New Business
    a. Water Budget
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
    a. Contract Negotiations
11. Adjournment

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

Committee of the Whole Meeting Minutes

Tuesday November 25, 2025, Following Asset Management
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, Municipal Clerk Allison Duggan, CFO
Others Present:	Gallery (online and in-person)

Call to Order- Warden MacInnis

Warden MacInnis called the meeting to order at 5:47pm.

Approval of Agenda

Warden MacInnis called for approval of the Committee of the Whole meeting agenda. The following additions were requested: PARL Letter Request, Discussion Regarding Fairmont Road.

Moved and Seconded

That the agenda be approved as amended.

Motion Carried

Approval of the November 18th, 2025 Committee of the Whole Minutes

Warden MacInnis called for any errors or omissions in the minutes of November 18th, 2025. Hearing none, the minutes were accepted as presented.

Business Arising from the Minutes

There was no business arising from the minutes.

Delegations

There were no delegations

Continuing Business

Boundary Review 2025 – Summary of Public Feedback and Next Steps

Ms. Schumacher provided the committee with a review of the public consultation sessions that were held throughout the community and online through October 20th to November 10th. The summary included highlighting some of the most commonly asked questions and comments, and all of the written comments that were received were included as Appendix A to the staff report.

Ms. Schumacher then noted that staff had spent time to prepare a revised conceptual boundary alignment, based on the feedback heard from the community throughout the consultation process. She reviewed these proposed changes in detail with the committee, answering several questions throughout the presentation.

Members of the committee expressed their thoughts regarding the proposed revisions, and staff was asked to share information online regarding the changes for the public in advance of the final report coming to the committee in December.

Extended Producer Responsibility Launch

Mrs. Donovan provided members of the committee with a history of the Extended Producer Regulations, the legislation passed by the Province, and the impact on municipal waste collection operations. She noted that the Municipality has opted-in to the continued collection of blue bag recyclables, and staff continue to work with Circular Materials to navigate the details and costs of the changes to implement this initiative. Mrs. Donovan noted that staff is sharing what information has been made available to the Municipality with the public in preparation for the change in collection efforts starting on December 1st. Discussion followed regarding public education campaign and messaging. Concerns were raised with the challenges with the ongoing negotiations with Circular Materials to implement the program, and concerns that the changes may result in an increase in illegal dumping. A suggestion was made to prepare a letter to the Minister of Environment expressing concerns, to be sent after the contract is signed with Circular Materials.

New Business

Introduction of a Policy Review Policy

Ms. Schumacher provided an overview of a draft policy regarding the review of municipal policies, as requested by Council during their priority setting session earlier in the year. She noted that this policy was not for approval at this time, but for discussion and consideration by the committee and returning to the committee at a future meeting for approval in accordance with notice requirements. Discussion followed. Members of the committee provided their suggestions regarding the proposed review timelines and regarding an idea to have members of council involved in the policy reviews as part of a policy review committee. Staff outlined the process that the Senior Leadership Team is currently undertaking to start an initial review of the existing 53 municipal policies, and expressed concern that the inclusion of an additional review committee could delay the revision process. They noted that members of Council do have an opportunity to review any policies under review as part of normal process when they are first brought to the Committee of the Whole for discussion.

RK Nursing Home Board By-law Amendments

Mrs. Donovan spoke to the proposed amendments from the RK MacDonald Nursing Home Board with respect to their by-laws, reviewing each proposed change for the benefit of the committee.

Moved and Seconded

The Committee recommends that Municipal Council approves an amendment to Section 1 – Types of Meetings – of the R.K. MacDonald Nursing Home Board By-law, to amend the section to read as follows:

Meetings of the Board shall be regular, special and committee meetings. "*Financial audit finding will be presented to the Board of Director at the Annual General Meeting, to be held no later than six months following the conclusion of the fiscal year end ensuring financial statements are reported and internal controls are satisfactory*". Regular meetings shall be held monthly, at the discretion of the Chair in consultation with the Executive Committee.

Motion Carried.

Moved and Seconded

The Committee recommends that Municipal Council approves an amendment to Article IX – Miscellaneous, Sections 1 and 3 – of the R.K. MacDonald Nursing Home Board By-law, to amend the section to read as follows:

Section 1 – Amendments

c) Such amendments shall not be effective until approved by the Town of Antigonish, Municipality of the County of Antigonish, and the Congregation of the Sisters of St. Martha, or its successors.

Section 3 – Coming in Force

a) The By-laws herein shall come into force and effect upon being approved by the Town of Antigonish, Municipality of the County of Antigonish, and the Congregation of the Sisters of St. Martha, or its successors.

Motion Carried.

Staff Reports

Mrs. Donovan noted that the staff report was included in the agenda package for the benefit of the committee.

Reports from Inter-Municipal Boards

Heritage Museum

- The Heritage Museum met on Monday November 17th. Met at Myers Tea Room in light of the construction adjacent to the museum. Board approved the purchase of a new sound system for the museum, and an update was received on the Peace by Chocolate building and an attempt to get the original sign incorporated into that display. The next meeting will be in early January.

Antigonish Arena Association

- Received an audit report from MNP, noting a clean audit with no issues of concern.

Eastern District Planning Commission (EDPC)

- Meeting on Thursday November 27th.

Eastern Regional Solid Waste Management (ERSWM)

- Next meeting November 27th

Pictou Antigonish Regional Library (PARL)

- Met with Eric Stackhouse after the last PARL meeting and worked on brainstorming ways to raise funds for the library. The concern is that funding concerns could result in reduced staff or operation hours.

RK MacDonald Nursing Home

- Meeting on November 27th. The construction of the new building is going well.

Helping Healthcare in Antigonish

- Meeting in early December.

Antigonish Affordable Housing Society (AAHS)

- Meeting on November 26th.

Antigonish County Adult Learning Association (ACALA)

- Met earlier in the week and had a visitor from New Brunswick provide a public information session about online safety.

Antigonish Community Transit Society (ACTS)

- Had an AGM and things went well, with good discussions about negotiations with the University and Student Union, and opportunities for tools like apps to track busses. Also discussed how transit can support the new medical centre. The Dial-a-Ride service is very busy and is having to turn down calls once it reaches daily capacity.

Antigonish Regional Emergency Management Office (AREMO)

- Meet on December 10th.

Nova Scotia Federation of Municipalities

- Nothing to Report.

Additions to the Agenda

PARL Letter Request

Mrs. Donovan spoke to an email from PARL looking for the Municipality to join the other members of PARL to ask Premier Houston for a meeting to negotiate a funding model for the library services. Discussion followed regarding the municipality's investment in the Antigonish Library and the services provided to the community by the library. A suggestion was made to have Eric Stackhouse attend the next Joint Council session.

Moved and Seconded

The Committee recommends that Municipal Council approve the signing of a letter, written by the PARL member municipalities to the Premier requesting a meeting regarding library funding.

Motion Carried

Fairmont Road

Councillor Baden-Clay shared that with the construction work on Bay Street, many residents from Highway 337 are travelling through Fairmont as an alternative. The condition of the road, which is gravel, has reached a point where it is becoming difficult to travel. The roadway is provincial and maintained by NSDPW.

Moved and Seconded

The Committee recommends that Municipal Council send a letter to NSDPW requesting additional periodic gravelling, grading, and any additional maintenance of Fairmont Road for the duration of the construction work on Bay Street.

Motion Carried.

In-Camera Items

Moved and Seconded

That the Committee move into an in-camera session to discuss Contract Negotiations at 8:17pm.

Motion Carried

Moved and Seconded

That the Committee adjourns the in-camera session at 9:16 pm.

Motion Carried

Adjournment

Mrs. Donovan mentioned that NSP is holding a public meeting in Heatherton on December 1, 2025 to talk about reliability improvements that they have been making in the area.

Moved and Seconded

That Committee of the Whole meeting adjourn at 9:17 pm.

Motion Carried

Warden Nicholas MacInnis

Shirlyn Donovan, CAO

REQUEST FOR DIRECTON

TO:	Committee of the Whole
FROM:	Beth Schumacher, Municipal Clerk
SUBJECT:	**Boundary Review 2025 – Summary of Public Engagement**
DATE:	25/11/2025

SUMMARY

From October 20 through November 19, 2025, municipal staff undertook a series of public engagement efforts to bring awareness to and gather feedback from County residents regarding the municipal boundary review, and specifically on the conceptual revisions to the polling district boundaries approved by Municipal Council for consultation purposes at their meeting on October 14, 2025.

BACKGROUND

This report is an update on the process of the 2025 Boundary Review. For a full background of the topic of boundary review and the timelines for why the County is undertaking its review in 2025, please consult the following staff reports previously presented this year:

- February 26, 2025 Boundary Review Next Steps
- September 9, 2025 Boundary Review Preliminary Mapping

An important part of the boundary review process is the meaningful engagement with the community regarding the proposed outcomes of the review. For the first part of the review, which determined the number of Councillors and Districts to be considered, the efforts undertaken in late 2023 and early 2024 were considered to be recent and definitive enough to carry forward and be used for the remainder of the review occurring in 2025. To refresh, the work done by Stantec included an analysis of how the Municipality compared to other rural communities in Nova Scotia with respect to council size, and involved a first phase consultation process, which consisted of a public meeting on September 25, 2023, and an online public survey that was open from September 18 to October 11, 2023. In December 2023, Municipal Council confirmed that they wished to proceed to public consultation with ten-district options based on the results of the feedback received from that consultation.

In early 2025, staff presented the newly elected Municipal Council with the background of the 2023/24 boundary review exercise, and on March 11, 2025 confirmed by motion to utilize the results of the first phase of the 2023/24 boundary review and proceed with ten districts for the second phase of the review. Council also directed staff to undertake the review internally, using a mapping consultant as needed, instead of using an external consultant as was done in 2023. Once mapping was updated with numbers from the 2024 list of electors, staff met individually with each councillor to discuss the proposed modifications to the boundaries. In several instances, staff also met with councillors in groups, to facilitate discussion about the relationships in the areas between two districts where a change in boundary lines was under consideration.

Once these changes were incorporated into new maps, staff brought the draft mapping to the Committee for review and discussion at their meetings on September 9, September 23, and October 14th, 2025 before requesting approval of the propose mapping for the purpose of public consultation on October 14, 2025.

DISCUSSION

Approach to Public Consultation

Staff took an approach to public consultation that looked to have a broad outreach to make the public aware of the process and the desire for their engagement and feedback. Several mediums of outreach were utilized; the primary methods of information sharing were the municipal website page about the process, as well as in-person/virtual information sessions held over a period of three weeks.

Based on feedback from members of Council, staff looked to hold information sessions in every community in the County, to make the information sessions as accessible as possible. In addition to this, each session was broadcast on Zoom, where available, to make the meetings available to those unable to travel to attend in-person. The sessions were primarily held during the evening hours of 7-9pm, with one session held mid-afternoon to capture those not able to attend in the evening. All the sessions were made with identical presentation material and format, to ensure that a resident from any part of the county could attend any meeting as their availability permitted and receive the same information.

The schedule and locations for these meetings were as follows:

Date	Time	Location	Address
Monday October 20	7-9pm	St. Joseph's Lakeside Community Centre	2752 Ohio East Rd, St. Josephs
Tuesday October 21	7-9pm	Mini Trails Community Centre	4382 Highway 337, Lakevale
Wednesday October 22	1-3pm	Municipal Office	285 Beech Hill Road, Beech Hill
Thursday October 23	7-9pm	St. Andrews Community Centre	81 Pomquet River Road, St. Andrews
Friday October 24	7-9pm	Pomquet Community Centre (Société Acadienne Sainte-Croix)	791 Taylors Rd, Pomquet
Wednesday October 29	7-9pm	Heatherton & Area Community Centre	42 Summerside Rd, Heatherton
Monday November 3	7-9pm	Havre Boucher Community Centre	12401 Highway 4, Havre Boucher

Tuesday November 4	7-9pm	Arisaig Parish Community Centre	5548 Highway 245, Arisaig
Wednesday November 5	7-9pm	St. Andrews Junior School (SAJS)	2 Appleseed Dr, Antigonish
Thursday November 6	7-9pm	Tracadie & District Fire Hall	10205 Highway 4, Monastery

The methods of informing the public of these sessions that were utilized included the following:

- Information posted on the municipal website
- Information shared on the municipal social media page (Facebook)
- Radio advertisements
- Notices in church bulletins through the county
- Posters distributed throughout the community and at the municipal office

In addition to this, the Warden filmed an information clip that was shared online with residents to let them know about the upcoming opportunities to engage and also appeared on a local podcast to speak about the boundary review. Further, while the County Connect publication went to print before the engagement session schedule was set, there was information about the process and directing residents of the window of consultation and where to find information on the municipal website featured in the publication, which was distributed throughout the community shortly before the consultation sessions began. One limitation to outreach was the Canada Post strike through September and into early October, which complicated the delivery of the County Connect publications and meant that direct mailouts to residents was not a reliable option.

One change was made to the schedule of consultation sessions. In response to a death in the community of Paqtnkek, being in the area of the meeting taking place of the Tracadie & District Fire Hall, and the public wake for that community member taking place at the same time as the proposed meeting on November 6th, that session was rescheduled to take place on Monday November 10th. That change of date was advertised through the municipal website and social media, as well as through radio advertising as soon as the need for the change was identified.

Attendance at the information session varied, but overall, 146 individuals signed-in or attended virtually, divided amongst the sessions as follows:

Session Date and Location	Sign-ins	Virtual Attendees
Monday October 20 St. Josephs	5	0
Tuesday October 21 Mini Trail Community Centre	14	2
Wednesday October 22 Municipal Office	1	2

Thursday October 23 St. Andrews Community Centre	10	0
Friday October 24 Pomquet	0	0
Wednesday October 29 Heatherton	23	2
Monday November 3 Havre Boucher	35	2
Tuesday November 4 Arisaig	10	1
Wednesday November 5 SAJS	2	0
Monday November 10 Tracadie & District Fire Hall	35	2
Totals	**135**	**11**

Staff also spent a Saturday at the local Farmer's Market, making use of the community table available at that facility, to engage with patrons about the boundary review process and encourage attendance at the remaining sessions. A count of those that visited the table was not possible, as staff was too busy for the four hours to be able to reliably keep track.

Additionally, on November 19th, staff attended the grade 9 civics class at a local high school to speak about the boundary review process and encouraged those students to engage with their families and as a class to provide their input on the process as well.

Feedback Received through Public Consultation

Over the course of the public consultation period, staff received not only the feedback at the meetings and while speaking to individuals at the market, but also received several emails from residents with questions, expressing concerns, or providing options/alternatives to the draft boundaries that were shared at the meeting. This feedback has been compiled, and is included as Appendix A to this report, so that members of the committee are able to read this correspondence to hear the residents' voices directly instead of a staff interpretation of their concerns.

The following is a summary of the questions and comments fielded by staff at the public information sessions and day at the market:

- Why is the County doing this?
- Are there other ways to divide the districts? For example, by fire department areas?
- Why are you looking at electors and not population?
- Would it be easier to have fewer/more districts?

- I feel that my area has more in common with somewhere in an adjacent district (examples of Lakevale / Mt. Cameron / North Grant / Pomquet Forks / East Tracadie / Summerside and Bayfield)
- Concerns about existing councillors now being outside of the district that they represent
- Anticipated areas of growth requiring more changes of boundaries in the future
- Differences between the polling district maps and the fire district maps, and the impacts of this due to fire department by-laws noting residency requirements.
- Concerns about community organizations or community funding that use polling districts to define service areas / benefit areas being impacted by a change. Examples of SASHA and wind turbine development benefit.
- Concerns about changing districts when closely involved in the community centre associated with their current district – optics and associations
- Concerns that the process is too slow / too fast (both mentioned in the same meeting)

During these consultation sessions, a resident identified that the numbers of electors that were on the maps prepared by the mapping consultant were not consistent with the numbers that were published in the preliminary election results after the October 2024 election. In response to this enquiry, staff went to back to check the figures from the mapping with the final list of electors (post revising) and did find that there were discrepancies in the numbers, despite the consultant having this information when preparing the mapping earlier in the year.

Staff then spent a considerable amount of time to manually cross-reference the numbers for each of the communities using the numbers from the final list of electors and will carry forward with using these numbers as any revisions are being considered to the mapping. To summarize, the difference between the two data sets was 325 electors (13,165 vs. 12,840), with the communities with the largest discrepancies being St. Andrews, Paqtnkek, and Mattie Settlement.

Changes Proposed for Consideration by the Committee

In response to the feedback received from the community during the consultation period, staff is looking at recommending that the committee consider the following changes to the proposed boundaries:

- Changes to Districts 1, 2, and 4, to reflect the comments from residents at the Mini Trail and Arisaig sessions, as well as at the Market, who noted that they felt that Antigonish Landing (Mount Cameron) and the Cloverville/North Grant communities had more in common with each other and should be grouped together. As a result of this change, the community of Pleasant Valley is proposed to move from District 1 to District 4. All communities currently shown in District 2, apart from Antigonish Landing and Lanark, are proposed to move into District 1.

- Changes to Districts 6 and 7, to move areas that were proposed to go from District 6 to 7 in Lower South River (South River Loop, along Highway 316) and most of Pomquet Forks back into District 6.

- Changes to Districts 3 and 6, to move the communities of Glen Road and Pinevale from District 6 back into District 3, to balance out the changes between District 6 and 7. Copper Lake is also proposed to move from District 3 to District 6.
- Changes to Districts 7 and 8, to move the communities of Summerside and Bayfield, from District 8 back into District 7.
- Changes to Districts 8 and 9, to move East Tracadie to be fully within District 8, as well as the communities of Mattie Settlement and Grosvenor to move from District 9 back in to District 8.

These proposed changes would modify the district counts, percentages, and percent different from the mean to be as follows:

List Figures			
District	Total Electors Proposed List Figures	% of Electors List Figures	% Difference from Mean List Figure of 13165
1	1383	10.50%	5.05%
2	1410	10.71%	7.10%
3	1394	10.59%	5.89%
4	1391	10.57%	5.66%
5	922	7.00%	-29.97%
6	1437	10.91%	9.15%
7	1265	9.61%	-3.91%
8	1368	10.39%	3.91%
9	1198	9.10%	-9.00%
10	1398	10.62%	6.19%

As noted in the table, staff utilized the community counts from the final list of electors, as opposed to the mapping data that was prepared and utilized earlier in the process, for the highest level of confidence in the accuracy of elector distribution.

These changes still leave District 5 significantly lower than the +/-10% range, and even below the +/-25% range that is recommended as the maximum extent of permitted variance. However, where all of the other districts work with this arrangement, and where District 5 has such defined physical boundaries (Highway 104 and the water), staff is still looking to proceed with this proposal and ask the NSUARB for consideration of this extent of variance for this review.

NEXT STEPS

These finding are being presented to the Committee of the Whole for information, while the mapping suggestions are being put forward for the committee's consideration and direction regarding any further revisions in advance of staff looking to bring a final report forward at the December 9, 2025 meeting.

From: Beth Schumacher
To: "Corey LeBlanc"
Subject: RE: EXTERNAL: Boundary review public sessions, map
Date: October 16, 2025 10:52:00 AM
Attachments: Poster.pdf
2025 - Sept 9 - AT Revised Electoral Districts (002).pdf

Hi Corey,

I've attached a copy of the proposed boundary change map, and a copy of the poster that we've created to advertise the public sessions.

We're also adding details to our webpage for the boundary review today, and it can be found here: https://antigonishcounty.ca/boundary-review-2025/

Cheers,

Beth

From: Corey LeBlanc <[redacted]>
Sent: October 15, 2025 12:30 PM
To: Beth Schumacher <Beth.Schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Boundary review public sessions, map

Hi. Beth, in the next couple of days, is it possible to get an electronic copy of proposed map and the schedule for public sessions for boundary review?
Thanks for your help.
Best
Corey

From: Beth Schumacher
To: "Dianne Fitzpatrick"
Subject: RE: EXTERNAL: Boundary review
Date: October 16, 2025 10:42:00 AM
Attachments: 2025 - Sept 9 - AT Revised Electoral Districts (002).pdf

Hi Dianne,

Thanks for reaching out.

Our current district boundaries are best reviewed online, and are posted here: https://edpc.maps.arcgis.com/apps/Viewer/index.html?appid=e25386cbab3c4639aa20e8ead9388d63

I've attached a file that shows the district boundaries as they are proposed to be redrawn.

We're working on some updates to our website for the boundary review today, but it will be a good resource for additional information about the boundary review process. It can be found here: https://antigonishcounty.ca/boundary-review-2025/ . Stay tuned to the County's Facebook page for further updates as well.

Cheers,

Beth

From: Dianne Fitzpatrick [redacted]
Sent: October 15, 2025 3:34 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Boundary review

Good afternoon, Beth.

Are you able to send me a copy of current and proposed boundaries please.

Thank you.

Dianne Fitzpatrick
West Havre Boucher

From: Beth Schumacher
To: "Francis Chisholm"
Subject: RE: EXTERNAL: boundary review
Date: October 16, 2025 10:49:00 AM
Attachments: 2025 - Sept 9 - AT Revised Electoral Districts (002).pdf

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Hi Francis,

Thanks for reaching out.

Our current district boundaries are best reviewed online, and are posted here: https://edpc.maps.arcgis.com/apps/Viewer/index.html?appid=e25386cbab3c4639aa20e8ead9388d63

I've attached a file that shows the district boundaries as they are proposed to be redrawn. This file will allow you to zoom in closer to take a look at the proposed changes.

We're working on some updates to our website for the boundary review today, but it will be a good resource for additional information about the boundary review process. It can be found here: https://antigonishcounty.ca/boundary-review-2025/ . Stay tuned to the County's Facebook page for further updates as well.

Cheers,

Beth

From: Francis Chisholm [redacted]
Sent: October 15, 2025 12:39 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: boundary review

Good Day,
Just wondering on County's facebook page you have the picture of the current Boundaries and the proposed ones, yet on the county website I can only see the current boundaries and not the picture of the proposed one. Will that be uploaded to the website so that one is able to see it. When I enlarge it on the facebook page it becomes very blurry.
Thanks
Frances Chisholm

From: Beth Schumacher
To: "Terry Penny"
Subject: RE: EXTERNAL: Re: Mini Trail
Date: October 16, 2025 10:54:00 AM
Attachments: 2025 - Sept 9 - AT Revised Electoral Districts (002).pdf

Hi Terry,

I've attached a copy of the map that should be able to be enlarged without too much distortion.

Cheers,

Beth

From: Terry Penny [redacted]
Sent: October 15, 2025 12:24 PM
To: Beth Schumacher <Beth.Schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Re: Mini Trail

Absolutely. Will post today. I will also share to the Friends of 337 page. Is it possible to get a copy of the boundary map used in the poster - one that could be enlarged without distortion? Thanks. Terry
Sent from my iPhone

> On Oct 15, 2025, at 11:43 AM, Beth Schumacher <Beth.Schumacher@antigonishcounty.ca> wrote:
>
> Hi Terry,
>
> I was wondering if the Mini Trails Community Centre could share the following social media post, to help to get word out about the open house that we've booked there on Tuesday evening.
>
> My colleague Meg has prepared a graphic (attached), as well as the following wording to provide context about the purpose of the meeting:
>
> What is a Boundary Review?

Antigonish County is divided into electoral districts, with each district represented by a member of Council. Currently, there are ten districts, and the boundaries were last set in 2014. The purpose of a boundary review is to ensure that the number of districts is appropriate for the community and that the boundaries are drawn so each district has, as much as possible, the same number of electors.

What Does This Mean To You?

Because populations grow and shift, the current district boundaries no longer reflect an even distribution of residents across Antigonish County. Updating the boundaries ensures fair and effective representation for all residents, no matter where they live. This means your electoral district may change as boundaries are redrawn to balance the number of electors across all ten districts.

How Can You Be Involved?

Upcoming Information Sessions will give residents an opportunity to learn more about the boundary review, ask questions, and share their feedback. Your input will help shape district boundaries that reflect the needs of our community and ensure fair representation on Council.
All Information Sessions are open to the public, and all residents are encouraged to attend. While the goal is to host an open house in every district, you're welcome to attend any session. Sessions will also be available online if possible.

Thanks,

Beth

<Mini Trail.png>

From: Beth Schumacher
To: "sharon boudreau"
Subject: RE: EXTERNAL: good afternoon
Date: October 20, 2025 4:33:00 PM

Hi Sharon,

Where we don't deal with the fire department boundaries (and by "catchment area" I was trying to refer to the area that a fire department deals with, in a way that would distinguish it from the municipal electoral boundary), I'm not fully informed regarding the process that fire departments use when they establish or revise their boundaries. I will do my best to try to answer your questions regarding the fire departments though.

Regarding the levy, our Tax Department team uses the fire department map that I sent the link for earlier today to identify what residents fall within the area for each fire department, and that would not be impacted by our electoral boundaries changing.

I don't know if the fire departments have certain agreements or terms of reference that apply to their members, so I'm answering your other question based on what I see on the fire department map and our existing electoral boundaries. Where several of our other fire departments have areas that include more than one district (e.g. Pomquet covers an area that includes Districts 5 and 7, North Shore covers parts of Districts 1 and 2, and County covers parts of Districts 3, 2, 4, 10, and 1), I don't think that there is a restriction based on electoral district.

I hope that answers your follow-up questions.

Cheers,

Beth

From: sharon boudreau [redacted]
Sent: October 20, 2025 3:38 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: Re: EXTERNAL: good afternoon

Sorry lots of questions ..
so fire members from two different districts can be on the same fire department?
I just need clarification
Thank you
Sharon

Sent from my iPhone

On Oct 20, 2025, at 1:08 PM, Beth Schumacher <beth.schumacher@antigonishcounty.ca> wrote:

Hi Sharon,

Thanks for reaching out with your question about whether the change in the municipal electoral districts will result in a change in the local fire department catchment areas.

This boundary review exercise does not change the fire department catchment boundaries, and fire department catchment boundaries are not matched to the municipal electoral boundaries. Fire department catchment boundaries are set by the fire departments themselves, and the municipality is not involved in setting those boundaries.

A map of the fire department catchment area boundaries, last updated in 2021, is available online here: https://www.arcgis.com/apps/PublicGallery/map.html?appid=dbe77eeb7a1f470288612996b78e5853&webmap=1a6b226adcb941d3967d9f80ab3b7d02

Regarding your comment regarding only half of East Tracadie proposed to be in District 9, with the other half in District 8, there were some instances where some of the communities within a district needed to be split in order for each district to fall within the range of electors that they must have (which is +/- 10% of the median number of electors). East Tracadie is an example of a community on the edge of a boundary division where the numbers needed by/in each district meant that we looked at an easy-to-reference way (e.g. using a road) to divide the number of electors between the two adjacent districts.

I hope that information addressed your question and concern.

Thank-you,

Beth

From: sharon boudreau [redacted]
Sent: October 17, 2025 12:43 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: good afternoon

Good afternoon !
I am looking at the proposed boundary reviews right now,and need a few things answered..... . I live in District# 8 at the moment, looking at the proposed....we will become # 9 but only half of East Tracadie , the other half in District #8 , WTH , so my question is our district would change , where will the fire department be that we depend upon , Monastery 5 minutes away, (we are all members of this department in this household) or would we have to wait for Harvre Boucher, 20 minutes away, my husband is Fire Chief for the Tracadie and District Volunteer Fire department in Monastery ...we have 10members that will fall into this , half in Monastery in a different district, the rest in East Tracadie and Linwood but in different districts this is not sitting well with me please shed some light on this please so I know what I will be saying in our meeting in November at our Fire Hall
Thank you
Sharon Boudreau

Thanks and have a great day !!!!

From: Beth Schumacher
To: "sharon boudreau"
Cc: Megan MacInnis
Subject: RE: EXTERNAL: good afternoon
Date: October 20, 2025 1:08:00 PM

Hi Sharon,

Thanks for reaching out with your question about whether the change in the municipal electoral districts will result in a change in the local fire department catchment areas.

This boundary review exercise does not change the fire department catchment boundaries, and fire department catchment boundaries are not matched to the municipal electoral boundaries. Fire department catchment boundaries are set by the fire departments themselves, and the municipality is not involved in setting those boundaries.

A map of the fire department catchment area boundaries, last updated in 2021, is available online here: https://www.arcgis.com/apps/PublicGallery/map.html?appid=dbe77eeb7a1f470288612996b78e5853&webmap=1a6b226adcb941d3967d9f80ab3b7d02

Regarding your comment regarding only half of East Tracadie proposed to be in District 9, with the other half in District 8, there were some instances where some of the communities within a district needed to be split in order for each district to fall within the range of electors that they must have (which is +/- 10% of the median number of electors). East Tracadie is an example of a community on the edge of a boundary division where the numbers needed by/in each district meant that we looked at an easy-to-reference way (e.g. using a road) to divide the number of electors between the two adjacent districts.

I hope that information addressed your question and concern.

Thank-you,

Beth

From: sharon boudreau [redacted]
Sent: October 17, 2025 12:43 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: good afternoon

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I am looking at the proposed boundary reviews right now,and need a few things answered..... I live in District# 8 at the moment, looking at the proposed....we will become # 9 but only half of East Tracadie , the other half in District #8 , WTH , so my question is our district would change , where will the fire department be that we depend upon , Monastery 5 minutes away, (we are all members of this department in this household) or would we have to wait for Harvre Boucher, 20 minutes away, my husband is Fire Chief for the Tracadie and District Volunteer Fire department in Monastery ...we have 10members that will fall into this , half in Monastery in a different district, the rest in East Tracadie and Linwood but in different districts this is not sitting well with me please shed some light on this please so I know what I will be saying in our meeting in November at our Fire Hall
Thank you
Sharon Boudreau

Thanks and have a great day !!!!

From: Beth Schumacher
To: "Terry Penny"
Subject: RE: EXTERNAL: Re: Mini Trail
Date: October 20, 2025 4:19:00 PM
Attachments: image001.png

Hi Terry,

Here is the tally of the communities that are proposed to make up District 10:

District 10

Community Name	2024 Number of Electors	District Tally
Williams Point	201	201
South River Road	154	355
Greenwold	328	683
Beech Hill	49	732
West River except for Nova Landing, Keating Court, and Tamara Drive, and specific addresses on Highway 7	665	**1397**

West River (select) is referring to the part of the community of West River that is being included in District 4. Unfortunately, it appears that the label for the rest of West River was omitted from the final draft of the map.

Thanks for flagging that, so that I could be prepared for that question if it comes up at a session.

Cheers,

Beth

From: Terry Penny [redacted]
Sent: October 20, 2025 3:26 PM
To: Beth Schumacher <Beth.Schumacher@antigonishcounty.ca>
Subject: Re: EXTERNAL: Re: Mini Trail

Hi Beth
In preparation for the meeting I have been reviewing the attached map. Could you clarify District 10 numbers for me. When I review the map, Williams Point (201), Greenwold (328), South River Rd (154), West River select (142) and Beech Hill are noted as parts of District 10. This adds up to 874. The map indicates population of 1397 in this District. Am I reading the map incorrectly?
Thank you for any information you can provide.
Terry Penny

Sent from my iPhone

On Oct 16, 2025, at 11:11 AM, Terry Penny [redacted] wrote:

Many thanks
Sent from my iPhone

On Oct 16, 2025, at 10:54 AM, Beth Schumacher <Beth.Schumacher@antigonishcounty.ca> wrote:

Hi Terry,

I've attached a copy of the map that should be able to be enlarged without too much distortion.

Cheers,

Beth

From: Terry Penny [redacted]
Sent: October 15, 2025 12:24 PM
To: Beth Schumacher <Beth.Schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Re: Mini Trail

Absolutely. Will post today. I will also share to the Friends of 337 page. Is it possible to get a copy of the boundary map used in the poster - one that could be enlarged without distortion?
Thanks. Terry
Sent from my iPhone

On Oct 15, 2025, at 11:43 AM, Beth Schumacher <Beth.Schumacher@antigonishcounty.ca> wrote:

Hi Terry,

I was wondering if the Mini Trails Community Centre could share the following social media post, to help to get word out about the open house that we've booked there on Tuesday evening.

My colleague Meg has prepared a graphic (attached), as well as the following wording to provide context about the purpose of the meeting:

> What is a Boundary Review?
>
> Antigonish County is divided into electoral districts, with each district represented by a member of Council. Currently, there are ten districts, and the boundaries were last set in 2014. The purpose of a boundary review is to ensure that the number of districts is appropriate for the community and that the boundaries are drawn so each district has, as much as possible, the same number of electors.
>
> What Does This Mean To You?
>
> Because populations grow and shift, the current district boundaries no longer reflect an even distribution of residents across Antigonish County. Updating the boundaries ensures fair and effective representation for all residents, no matter where they live. This means your electoral district may change as boundaries are redrawn to balance the number of electors across all ten districts.
>
> How Can You Be Involved?
>
> Upcoming Information Sessions will give

residents an opportunity to learn more about the boundary review, ask questions, and share their feedback. Your input will help shape district boundaries that reflect the needs of our community and ensure fair representation on Council.

All Information Sessions are open to the public, and all residents are encouraged to attend. While the goal is to host an open house in every district, you're welcome to attend any session. Sessions will also be available online if possible.

Thanks,

Beth

<Mini Trail.png>

<2025 - Sept 9 - AT Revised Electoral Districts (002).pdf>

Boundary Review - October 21, 2025

The establishment of municipal boundaries ought to be more than the arbitrary lines drawn based on population location. Municipal boundaries ought to respect the “natural” communities that have developed based on commonalities such as church, geographics, interactions, socialization patterns and industries such as farming and fisheries.

When campaigning in District 2 last year, it was a common comment from folks, Why is the 245 clumped in with the 337? We have nothing in common. Why is Lakevale divided in half? Why are we not over with the rest of the Cape? That’s where we belong? We have nothing in common with the needs of Mount Cameron.

These are not comments aimed at degrading one community or another but comments from people looking for boundaries based on those that naturally exist - our “natural” communities.

Patterns of the past are often difficult to address and break but with the scale of the present boundary review, it appears now is the time to address some of the divisions created with earlier municipal boundaries.

Council representation of areas that have limited commonalities create additional challenges for elected officials. Regrouping Districts to respect the natural boundaries, while balancing population numbers within the 10% mandate of the Municipal Government Act, will offer some respite to those elected in the “mixed” communities of present boundaries.

As Antigonish County continues to grow, much of our growth is occurring in the “fringe” area. These areas, while located in the County, are much more urban that rural. The concerns and needs of the “urban” county areas are very different than the “rural” county areas. The character and services of “urban” areas are very different than those of “rural” areas. Again, respecting the “natural” communities could ease some of the challenges of council representation.

I thank staff for the tremendous amount of work that has gone into the proposed boundaries. I would like to ask that the divisions be reexamined with an eye on recognizing the natural communities of the 337 and the 245.

Never one to identify a concern without offering a possible solution, I am asking the planners and Council to consider the following reallocation of boundaries:

1. Move Antigonish Landing (population 704) from District 2 to District 10
2. Move remainder of District 2 to District 1
3. Move Maryvale (238), Pleasant Valley (179), Cloverville North (27), North Grant (323), Highfield & Maple Ridge (0) from District 1 to newly created District 2
4. Move Sylvan Valley (354) and Cloverville South (199) from District 4 to newly created District 2
5. Move West River (population 665) from District 10 to District 3
6. Move James River (143), Brierly Brook West (147), Addington Forks (161), Beaver Meadow (42) and Beaver Mtn (0) - TOTAL (493) from District 3 to District 4

District	Proposed Area	Population
1	The natural fishing communities of Hwy 245 and Hwy 337	1322
2	Communities of Hwy 245 from town line to intersection of Hwy 245 & 337	1320
3	Hwy 7 & area	1443
4	Fringe #1	1346
10	Fringe #2	1436
5, 6, 7, 8, 9	No proposed changes	

From: Beth Schumacher
To: [redacted]; Nicholas MacInnis
Subject: RE: EXTERNAL: Boundary Lines
Date: October 29, 2025 1:54:00 PM

Good afternoon,

I wanted to respond to thank you for sending along your comments below. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Thank-you,

Beth

From: dorothyteasdale00@gmail.com [redacted]
Sent: October 29, 2025 9:38 AM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>; Nicholas MacInnis <nicholas.macinnis@antigonishcounty.ca>
Subject: EXTERNAL: Boundary Lines

Unfortunately, we were unable to attend the meeting in St. Andrew's; however, we will be attending the meeting in Heatherton this evening. I have attached an outline of our concerns regarding the boundary line being divided at Meadow Green Road, which separates us from our community, as we reside at [redacted] Pomquet River Road. The boundary line should in our opinion stop at the end of the Pomquet River Road.

Hi Nick:

I am writing to express my deep concern regarding the potential boundary changes to St. Andrew's.

I am a lifelong member of this community. My parents immigrated from Holland and settled here in the late 1940s, and our family's roots and ties to St. Andrew's run deep.

The Dutch settlers played a significant role in building this community.

They invested not only their financial resources but also countless hours of volunteer work to establish essential community infrastructure such as the fire hall, community centre, curling rink, and seniors' housing. Their efforts were driven by a desire to ensure that future generations, their children and grandchildren, could enjoy a strong sense of belonging and community spirit.

My husband Paul and I have raised our children here, and we are proud that one of our daughters chose to return and raise her own family in St. Andrew's. She did so because she values the strong sense of community that has always defined this area.

I respectfully ask that you take into consideration our heritage and history. While we do not come from an Acadian background, our Dutch heritage is deeply woven into the fabric of St. Andrew's. Our parents and grandparents worked tirelessly to help build the community's identity, and we do not want to see that legacy diminished or lost through boundary changes.

Thank you for taking the time to consider my concerns and for recognizing the importance of preserving the heritage and unity of St. Andrew's.

Dorothy & Paul Teasdale

Sent from my iPhone

From: Beth Schumacher
To: "Harry Daemen"
Subject: RE: EXTERNAL: Boundary Review session
Date: October 29, 2025 1:36:00 PM

Good afternoon,

I wanted to respond to thank you for attending the session last week, and for sending along your additional comments below. I will include these with the summary of feedback that I am collecting from the community through this consultation process.

Thank-you,

Beth

-----Original Message-----
From: Harry Daemen [redacted]
Sent: October 26, 2025 4:38 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Boundary Review session

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Sorry I had to leave early from last Thursday's Boundary Review session in St Andrews to my 8:15PM curling. I do hope that the hot topic of transferring that area from LSR ballfield to Trunk #4 does remain with District #6. In fact that entire strip south of the old #4 LSR up to the Taylor's Rd are more connected with St Andrews through School, Church, and the St Andrews Partnership organization. I think the balance had better come form the District 8 western side to include Bayfield and that area who are more connected to Heatherton area. This forced preoccupation with balancing District#7, 8, &9 and yet totally willing to excuse district#5 that is dramatically smaller. I doubt the French heritage aspect would be much of an argument when one considers South Side Harbour & Glenaire Estates inclusion as currently exists in District #5. Williams Point & north of the Highway 104 to LSR make sense to me to be in District #5 and then your District#10 might not have to be so jagged a shape; it also suits the St Andrews Consolidated school service area better as that is a strong thread of community connectivity.

Bottom line for me is not so much voters per councillor but the connectivity of the area in terns of other services; we just have to recall the Federal dividing line in the recent past to show this type of error in thinking. But having provided these comments I do acknowledge that you have a tough task at hand as driven by Provincial mandates.

Harry Daemen

From: Beth Schumacher
To: [redacted] Nicholas MacInnis
Subject: RE: EXTERNAL: Boundary Review - Comments on Proposed District 2
Date: October 29, 2025 1:26:00 PM

Good afternoon,

I wanted to make sure that I followed up to your email after our discussion at the community centre in Lakevale last week, to let you know that I had received your comments and would be including them with the summary of feedback received through the public consultation process for the Boundary Review.

Thank-you again for attending the meeting last week.

Beth

From: [redacted]
Sent: October 21, 2025 2:27 PM
To: Nicholas MacInnis <nicholas.macinnis@antigonishcounty.ca>
Cc: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Boundary Review - Comments on Proposed District 2

Hi Nick,

Just wanted to weigh in on the boundary review proposals.

The proposed District 2 currently extends from Antigonish Landing out to Lakevale, including Fairmont and Big Marsh. While this area may appear contiguous on a map, it combines two very different types of communities.

Antigonish Landing is home to the rapidly growing Mount Cameron development — a suburban, fringe area that is closely tied to the Town of Antigonish in both character and service patterns. In contrast, the communities from Lanark through to Lakevale are distinctly rural, with common economic interests, strong social and cultural connections, and deep community ties.

The rural corridor from Lanark to Lakevale shares far more in common with the communities along Highways 337 and 245 — such as Cape George, Ballantynes Cove, Cape George Point, Livingstone Cove, Doctors Brook, Arisaig, McArras Brook, Malignant Cove, and Knoydart — than it does with the urban fringe of Mount Cameron.

I would therefore ask the Review Committee to consider how population balance might be achieved if Antigonish Landing were excluded from District 2, and instead, the rural

communities along the 337 and 245 corridors (Cape George to Knoydart) were included. This adjustment would create a district that more accurately reflects shared rural interests, community identity, and geographic continuity, while still maintaining fair representation in line with population targets.

Thank you for your consideration,
Lloyd Jewkes
Jimtown

From: Anne-Marie Long
To: Beth Schumacher
Subject: EXTERNAL: Electoral Districts Antigonish Countu
Date: November 3, 2025 6:58:02 PM

FYI

https://antigonishcounty.ca/wp-content/uploads/2024/10/Election-Results.jpg

District	Number of Names on Final List of Electors Plus Electors Added to the List	Candidate Names	Total Number of Votes for Candidate	Percentage Voter Turnout for District
1	1157	Jennifer MacEachern	296	51.6%
		Mary MacLellan	301	
2	1875	Adam Baden-Clay	384	51.7%
		Chris Demers	115	
		Donald Grady	61	
		Terry Penny	353	
		Andrea Pumphrey	56	
3	1286	Daniel "Bud" MacInnis	106	47.5%
		Richelle MacLaughlin	281	
		Jason Mason	224	
4	1544	Shawn Brophy	372	40.7%
		Michael MacEachern	75	
		Kulbir Singh	182	
5	1309	Renee Curry	208	41.5%
		Wayne Melanson	335	
6	1402	Shane Chisholm	233	44.3%
		Nicholas MacInnis	388	
7	1180	John Dunbar	Acclaimed	n/a
8	1042	Gary Mattie	Acclaimed	n/a
9	1048	Harris McNamara	Acclaimed	n/a
10	1388	Janet Becigneul	224	36.7%
		Sterling Garvie	286	
CSAP	n/a	Francine Clement-Fraser	743	n/a
		Remi Deveau	613	

From: Beth Schumacher
To: "Jenna Teasdale"
Subject: RE: EXTERNAL: Fw: Preserving the St. Andrews Community Boundaries
Date: November 5, 2025 10:55:00 AM

Good morning,

I wanted to respond to thank you for sending along your comments below. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Regards,

Beth

From: Jenna Teasdale [redacted]
Sent: October 29, 2025 8:34 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: Fw: Preserving the St. Andrews Community Boundaries

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Please see this email I sent to Nicholas regarding my concerns with the boundaries

Jenna MacIsaac

From: Jenna Teasdale [redacted]
Sent: October 28, 2025 8:09 PM
To: nicholas.macinnis@antigonishcounty.ca <nicholas.macinnis@antigonishcounty.ca>
Subject: Preserving the St. Andrews Community Boundaries

Dear Mr. MacInnis

I hope this message finds you well. My name is Jenna MacIsaac, and I am writing to express my deep concern regarding any potential changes to the community boundaries of St. Andrews. I will be attending the meeting to express these concerns tomorrow!!

I was born and raised in St. Andrews, and generations of my family before me have proudly called this community home. My parents still live here, as did my grandparents before them, and our roots in this area run deep. When it came time to start a family of

my own, I made a very intentional decision to remain in St. Andrews — not just because of family ties, but because of everything this community represents.

Growing up, I was very active in the St. Andrews community. I participated in the local curling club, was an active member of 4-H, volunteered regularly at community events, served as an altar girl, and even taught religion classes. These experiences shaped who I am today and instilled in me a lifelong appreciation for community involvement and service. Now, as an adult, I continue to give back — I am a 4-H leader and volunteer helper, and my daughter is proudly following in my footsteps as an active member of the club.

St. Andrews has always been more than just a place to live — it's a true community built on connection, tradition, and care for one another. The school, fire hall, church, community center, and 4-H club are the pillars that bring people together and create the sense of belonging that makes this area so special.

Changing the community boundaries would disrupt that continuity and risk weakening the strong sense of identity that has been nurtured here for generations. Our family's life, values, and daily routines are intertwined with St. Andrews, and I believe maintaining the existing boundaries is essential to preserving the heritage, integrity, and heart of this community.

Thank you for your time, consideration, and dedication to representing the voices of local residents. This issue is deeply personal not only to me but to many families who have built their lives, traditions, and futures here. We are not just numbers, we are families!!!!!

Warm regards,
Jenna MacIsaac
[redacted] Pomquet River Road
ST.ANDREW'S
[redacted]

From: Beth Schumacher
To: "Melissa Gottschall"; Nicholas MacInnis
Cc: Neil Hanlon
Subject: RE: EXTERNAL: Community Boundary Review- Pomquet Forks
Date: November 5, 2025 10:46:00 AM

Good morning,

I wanted to respond to thank you for sending along your comments below. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Regards,

Beth

From: Melissa Gottschall [redacted]
Sent: November 4, 2025 9:55 AM
To: Nicholas MacInnis <nicholas.macinnis@antigonishcounty.ca>; Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Cc: Neil Hanlon [redacted]
Subject: EXTERNAL: Community Boundary Review- Pomquet Forks

Hi Nick and Beth,

My name is Melissa Gottschall, and my partner, Neil Hanlon, and I purchased our home in St. Andrews about a year and a half ago. It is our understanding that the proposed boundary review for Antigonish would reclassify our property [redacted] Pomquet River Road) as part of Heatherton. We're aware that several of our neighbours have been in discussion with you about their concerns with this change, and we want to express our concerns as well and join them in advocating for Pomquet Forks to remain part of the St. Andrews community.

As new residents, we've been gradually immersing ourselves in the community and chose to buy in St. Andrews very intentionally because of its strong sense of connection and belonging. Being close to the St. Andrews Community Centre has been an important part of that — it's where local events and gatherings take place, and it gives us the opportunity to engage with our neighbours and community in meaningful ways. By contrast, Heatherton is farther from us, which would make it more difficult to participate regularly in community activities and stay involved.

As we look to grow our family in the coming years, we're excited about continuing to build these connections through the community centre, church, and school events. We see the deep roots many of our neighbours have in St. Andrews and hope to build that same sense of

continuity and belonging for our family.

We hope you will consider revising the proposed plans to allow Pomquet Forks to remain part of the St. Andrews community.

Thank you,
Melissa Gottschall & Neil Hanlon

From: Beth Schumacher
To: "Valerie Haskett-Chugg"
Cc: Nicholas MacInnis; Mary MacLellan
Subject: RE: EXTERNAL: Boundary Review
Date: November 5, 2025 10:52:00 AM

Good morning,

I wanted to respond to thank you for sending along your comments below. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Regards,

Beth

From: Valerie Haskett-Chugg [redacted]
Sent: October 31, 2025 12:21 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Cc: Nicholas MacInnis <nicholas.macinnis@antigonishcounty.ca>; Mary MacLellan <mmaclellan@antigonishcounty.ns.ca>
Subject: EXTERNAL: Boundary Review

Hello everyone: I had the opportunity to attend the boundary review session held at Mini Trail Community Centre and I understand it is quite a process to arrange the 10 districts and to satisfy the electorate in all of these districts.

I live at Cape George - living there and being involved in that community on many levels includes the areas of Morristown all the way to Arisaig - we have a vast volunteer group from that catchment area for the many events we hold including fundraisers, community boards, sporting events etc. and it is my hope that District 1 will be reconsidered on the draft map to include these areas as one district and become District 1. Those that live in that area have very much in common from fishing communities, tourism, fire departments - and the most beautiful route to travel for locals and tourists. I believe the number of voters in the area I mentioned would easily coincide with the size of the other districts you are reviewing.

Please reconsider my request when you have finalized your meetings and will be meeting with council as a whole.

Best regards,

Valerie Chugg

From:	Beth Schumacher
To:	"Wendy Chisholm"; Nicholas MacInnis; Wayne Melanson; Shawn Brophy; John Dunbar; Gary Mattie; Harris McNamara; Sterling Garvie; Mary MacLellan; Adam Baden-Clay; Richelle MacLaughlin
Subject:	RE: EXTERNAL: boundary review
Date:	November 5, 2025 10:54:00 AM

Good morning,

I wanted to respond to thank you for sending along the comments from Mr. Juurlink. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Regards,

Beth

From: Wendy Chisholm [redacted]
Sent: October 31, 2025 9:02 AM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>; Nicholas MacInnis <nicholas.macinnis@antigonishcounty.ca>; Wayne Melanson <wayne.melanson@antigonishcounty.ca>; Shawn Brophy <Shawn.Brophy@Antigonishcounty.ca>; John Dunbar <John.Dunbar@Antigonishcounty.ca>; Gary Mattie <Gary.Mattie@Antigonishcounty.ca>; Harris McNamara <Harris.McNamara@Antigonishcounty.ca>; Sterling Garvie <sterling.garvie@antigonishcounty.ca>; Mary MacLellan <Mary.MacLellan@Antigonishcounty.ca>; Adam Baden-Clay <adam.baden-clay@antigonishcounty.ca>; Richelle MacLaughlin <richelle.maclaughlin@antigonishcounty.ca>
Subject: EXTERNAL: boundary review

Good morning,

Please find attached a letter for your consideration regarding the boundary review from St. Andrews resident Alphonse Juurlink

Thank you

Wendy Juurlink

October 29, 2025

Municipality of the County of Antigonish
285 Beech Hill Road, Beech Hill, NS B2G 0B4

Dear Warden and Councillors,

I am writing as a resident of Pomquet River Road, St Andrews, Antigonish County, to express my strong support for keeping the existing electoral boundaries in our area.

As a lifelong resident of St. Andrew's, I strongly believe that the current boundaries reflect the community's shared interests, local institutions, and community networks. The existing district has allowed for effective representation of our needs and interests, and altering the boundary could disrupt the community's cohesion and the voice that our district currently holds.

St. Andrew's has a long history, and its residents share a strong sense of identity and community. Our community have come together to build a community centre, curling club and senior's housing. We have a strong volunteer department, which would be dispatched in case of emergency to homes on Pomquet River Road as it is located on the same road. Many residents rely on local services and community groups specific to the St. Andrew's area, which would be better served by maintaining the current boundary.

Therefore, I respectfully request that the municipality consider keeping the St. Andrew's electoral boundary the same. I believe this will best serve the interests of our community.

Thank you for your time and consideration of this request. I look forward to your response.

Yours sincerely,

Alphonse Jourdain

[redacted] Pomquet River Rd.
St. Andrews, NS
B0H1X0

From: Beth Schumacher on behalf of beth.schumacher@antigonishcounty.ns.ca
To: "yvette macdonald"; Mary MacLellan; Adam Baden-Clay
Subject: RE: EXTERNAL: Boundary Review
Date: November 5, 2025 10:56:00 AM

Good morning,

I wanted to respond to thank you for sending along your comments below. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Regards,

Beth

From: yvette macdonald [redacted]
Sent: October 29, 2025 3:22 PM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ns.ca>; Mary MacLellan <Mary.MacLellan@antigonishcounty.ca>; Adam Baden-Clay <adam.baden-clay@antigonishcounty.ca>
Subject: EXTERNAL: Boundary Review

Good afternoon ladies,

My apologies for the delay in sending this email. Thank you for the presentation last week at the MiniTrail Community Center. I just wanted to state in an email that I concur with the proposal that Terry Penny presented to the group. I reside in District 1 and strongly feel that as a coastal community resident that we would have more commonalities with the Lakevale area as well as the Arisaig area. I really do not see how we would have any with North Grant, etc.

Not sure if you need more information from me or not but if so I can be reached at the following.

Yvette MacDonald
[redacted]

From: Beth Schumacher
To: [redacted]
Subject: FW: EXTERNAL: General Question/ Inquiry
Date: November 21, 2025 11:08:00 AM

Good morning,

Thank-you for reaching out with your questions regarding the 2025 municipal electoral district boundary review.

The proposed changes to the polling district boundaries will only change the district for what municipal councillor you vote for in municipal elections. Any changes to the municipal polling districts do not change any part of your mailing address. We are also not proposing to make any changes to the areas that are serviced by the local volunteer fire departments, as those departments determine their service areas, not the municipality.

Thank-you for reaching out with your questions, and I hope that this response addresses your concerns.

Beth

From: Jackie Brown <wordpress@antigonishcounty.ca>
Sent: November 11, 2025 6:17 PM
To: AC-Reception <reception@antigonishcounty.ns.ca>
Subject: EXTERNAL: General Question/ Inquiry

Name: Jackie Brown

Email Address: [redacted]

Preferred method of contact:I prefer to be contacted by email

What can we help you with?
I need more information on the boundary review 2025. I live in Grosvenor and my mailing address is Old Mulgrave Road, my city is Monastery but if this happens will my city be Harve Boucher? Will I be changing all of my mailing addresses? Will I be paying fire tax to Harve Boucher and be waiting 30 mins for fire service instead of 10-15 mins because Tracadie fire department is closer? This is very concerning to me. I belong to district 8. My children attended the schools there, I have supported district 8 for years. I do not want this to change.

From: Beth Schumacher
To: Lori Boudreau
Subject: RE: EXTERNAL: District boundary changes
Date: November 21, 2025 11:11:00 AM

Lori,

I wanted to respond to thank you for sending along your comments below. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process.

Cheers,

Beth

-----Original Message-----
From: Lori Boudreau [redacted]
Sent: November 18, 2025 11:55 AM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ca>
Subject: EXTERNAL: District boundary changes

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good morning,

My name is Lori Boudreau. I live in East Tracadie. I have land on both sides of the East Tracadie Road. I am writing to let you know I think the bounties should be left alone. If I have an issue I shouldn't have to go to two different district councillors for an issue. Our councillor Gary Mattie in district 8 should remain our councillor.

Thanks,
Lori Boudreau
Sent from my iPhone

From: Beth Schumacher on behalf of beth.schumacher@antigonishcounty.ns.ca
To: "Anne Marie MacKenzie"
Subject: RE: EXTERNAL: RE: Municipal Boundaries - Recommendations & Follow UP
Date: November 21, 2025 11:14:00 AM

Anne Marie,

I wanted to respond to thank you for sending along your comments below and the suggestions that you provided with your email. I will include these comments with the summary of feedback that I am collecting from the community through this consultation process. I also appreciate your feedback on the sessions and appreciate you attending and providing your input at Mini Trail and Arisaig.

Thank-you,

Beth

From: Anne Marie MacKenzie [redacted]
Sent: November 18, 2025 11:36 AM
To: Beth Schumacher <beth.schumacher@antigonishcounty.ns.ca>
Subject: EXTERNAL: RE: Municipal Boundaries - Recommendations & Follow UP

Hi Beth,

I had hoped to send this email much sooner, and I'm also hoping it's not too late. Attached are some recommendations I've put together for you; they're based on the relationships within and between our communities—whether social connections, transportation pathways, or environmental challenges and opportunities.

I grew up in Morristown and later returned to Antigonish to work with the Regional Development Authority. My project work included the Havre Boucher Community Centre, the St. Joseph's Lakeside Community Centre, and a range of NGOs within both the Municipality and Town.

I'd be happy to chat or meet with you to discuss any of this further. I was really impressed with your delivery at both sessions I attended—your language was clear, and your tone was welcoming and engaging for the audience.

Thanks very much, and I look forward to connecting.

Warm regards,
Anne Marie

Anne Marie MacKenzie
[redacted] *HWY 337*
Morristown, NS
B2G 2L2
[redacted]

1)

Cape George Point 27
Cape George 79
~~Cape George~~ Big Marsh 35
Lakeland 157
Fanmont 67
Cloverville North 27
Cloverville South 199
Morristown 90
Ant. Harbour 44
Jimtown 20
Mahoney's Beach 21
Harbour Centre 99

1707

Knoydart 15
McArras Brook 29
Maple Ridge Ø
Hayfield Ø
Arisaig 155
Doctors Brook 62
Marydale 238
Malignant Cove 137
Georgeville 56
Rear Georgeville 5
Cape George 78
L.C 40
B C 22

10

704 Ant. Landing
157 Lanark
328 Greenwood
201 Williams Point
154 South River Rd
49 Beech Hill

1593

2)

Pleasant Valley 179
North Grant 323
Brown's Mountain Ø
Clydesdale 205
Brierly Brook East 81
Brierly Brook West 147
Sylvan Valley 354

1289 + Post Rd 427 = 1716

Jame River 143
Straight in #3
West River Select 14
moves to #3

Cape George Point 27
Cape George 79
1) ~~Addl~~ Big Marsh 35
Lakeville 157
Knoydart 15
Fairmont 67
McArras Brook 29
Cloverville North 27
Maple Ridge Ø
Cloverville South 199
Hayfield Ø
Arisaig 155
Morristown 90
Doctors Brook 62
Ant. Harbour 44
Maryville 238
Jimtown 20
Malignant Cove 137
Mahoney's Bch 21
Georgeville 56
Harbour Centre 99
New Georgville 5
Cape George 78
1707
L.C 40
B C 22

10
704 Ant. Landing
157 Lanark
328 Greenwood
201 Williams Pt
154 South River Rd
49 Beech Hill
1593

2) Pleasant Valley 179
North Grant 323
Brown's Mount Ø
Clydesdale 205
Briery Brook East 81
Briery Brook West 147
Sylvan Valley 354
1289 + Post Rd 427 = 1716

Jame River 143
Stays in #3
West River Select 14
moves to #3

Class comments:

I think that District 5 should stay their own little district because they're the only French community. I also think that the other districts should be split up more equally and based on needs and similarities, so people got what they needed a little quicker.

The boundary review is a very complicated job that I didn't know much about before this presentation. I realize how difficult it would be to have your job. Thank you for considering all the communities while trying to do what's best for all of Antigonish County. My only concern would be that district 5 lower south river north is in the district with communities like pumpkin when lower cells river has a stronger relationship with Saint Andrews in district 6.

I think it would be important to keep whole communities together such as all of Heatherton or Saint Andrews. This would allow people to better understand who is representing each district.

I think that the size of the district should be more accurately sized by population. I also don't believe district 5 should be as small as it is, primarily due to the language they speak.

In my opinion, I think that Pomquet should stay as its own district since it's the only Acadian community in our region. Also, I would like to say that maybe it's maybe going to be better/easier to make more districts than 10 for example, they can be smaller to have more in common.

Some suggestions could be putting communities together that have similar concerns for example fishing farming, and tall areas.

I don't think that Sylvan valley should be considered a district because it's right beside the town

I think that they should've done traffic at different times so everyone is not so late to the stuff so that is why they should do it at different times.

I think Pomquet should stay in its own district because it is the only French community in the region. I think the groups are good as they are so they should stay the same.

Organize districts to include a piece of our forestry and nature in each area. Being connected to our environment will help us to protect it.

Look at the boundaries and population and where it has grown in one district .
Where it is overpopulated, that needs to change for this boundary review .

District 1

Community Name	From Map		From List	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
Knoydart	15	15	15	15
McArras Brook	29	44	32	47
Maple Ridge	0	44	0	47
Arisaig	155	199	157	204
Doctor's Brook	62	261	67	271
Highfield	0	261	0	271
Maryvale	238	499	237	508
Georgeville	56	555	56	564
Rear Georgeville	5	560	5	569
Livingstone Cove	40	600	40	609
Cape George Point	27	627	30	639
Ballantynes Cove	28	655	25	664
Malignant Cove	137	792	132	796
Cape George	78	870	79	875
Big Marsh	35	905	35	910
Lakevale	157	1062	132	1042
Morristown	90	1152	90	1132
Antigonish Harbour	44	1196	44	1176
Jimtown	20	1216	20	1196
Mahoneys Beach	21	1237	21	1217
Harbour Centre	99	1336	99	1316
Fairmont	67	**1403**	67	**1383**

District 2

Community Name	From Map		From List	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
Antigonish Landing	704	704	704	704
Lanark	157	861	157	861
Cloverville	226	1087	226	1087
North Grant	323	**1410**	323	**1410**

District 3

Community Name	Map Figures		List Figures	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
Lochaber	68	68	68	68
West Lochaber	63	131	67	135
College Grant	5	136	5	140
Hillcrest	18	154	18	158
North Lochaber	96	250	96	254
Cross Roads Ohio	67	317	67	321
Keppoch Mountain	19	336	19	340
Ohio	77	413	77	417
Ashdale	115	528	115	532
St. Joseph	84	612	84	616
Gaspereaux Lake	67	679	67	683
Purlbrook	87	766	87	770
Beaver Meadow	42	808	48	818
Beaver Mountain	0	808	0	818
James River	143	951	143	961
Middleton	3	954	3	964
Glen Road	75	1029	75	1039
Addington Forks	161	1190	161	1200
Brierly Brook West	147	1337	147	1347
Pinevale	47	**1384**	47	**1394**

Brierly Brook West

Road Name	2024 Number of Electors	Area Tally
Brierly Brook Road between civics 1150 and 27	47	47
Highway 4	90	137
School Road	7	144
Grant Lane	0	144
D-18 Road	3	147

District 4

Community Name	Map Figures		List Figures	
	2024 Number of Electors	**District Tally**	**2024 Number of Electors**	**District Tally**
West River: Nova Landing, Keating Court, and Tamara Drive	142	142	142	142
Post Road	427	569	429	571
Brierly Brook east of Civic 1150 (excl)	81	650	81	652
Browns Mountain	0	650	0	652
Clydesdale	205	855	205	857
Sylvan Valley	354	1209	354	1211
Pleasant Valley	179	**1388**	180	**1391**

West River: Nova Landing, Keating Court, and Tamara Drive

Road Name	2024 Number of Electors	Area Tally
Highway 7 civics between 5671 and 5689	3	3
Keating Court	70	73
Nova Landing	2	75
Tamara Drive	67	142

District 5

Community Name	Map Figures		List Figures	
	2024 Number of Electors	**District Tally**	**2024 Number of Electors**	**District Tally**
Upper Pomquet	108	108	107	107
Dagger Woods North	34	142	34	141
Taylors Road	85	227	85	226
Pomquet	414	641	421	647
Monks Head	114	755	114	761
Southside Harbour	133	888	133	894
Lower South River North of Highway 104, east of the South River	28	**916**	28	**922**

Lower South River North of Highway 104, East of the South River

Road Name	2024 Number of Electors	Area Tally
South Side Harbour Road	22	22
Kennedy Road	6	28

District 6

Community Name	Mapping Figures		List Figures	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
Caledonia Mills	19	19	18	18
Upper Springfield	8	27	8	26
Croft	16	43	16	42
Springfield	13	56	13	55
Lower Springfield	9	65	9	64
Beauly	30	95	30	94
Marydale	116	211	113	207
Meadow Green	38	249	36	243
St. Andrews	276	525	391	634
Dunmore	173	698	171	805
Frasers Mills	80	778	80	885
Upper South River	68	846	68	953
Loch Katrine	46	892	46	999
Copper Lake	3	895	3	1002
Pomquet Forks West (civics 663 to 987, Pomquet River Road)	21	916	21	1023
Pitchers Farm	92	1008	92	1115
Lower South River Route 316	78	1086	78	1193
Lower South River Dunmore Road	103	1189	103	1296
Salt Springs	120	1309	120	1416
Lower South River South River Loop	21	**1330**	21	**1437**

Lower South River Dunmore Road

Road Name	2024 Number of Electors	Area Tally
Dunmore Road in LSR	92	92
Riverbend Road	11	103

District 7

Community Name	Map Figures		List Figures	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
New France	12	12	12	12
Glassburn	4	16	4	16
Frasers Grant	66	82	66	82
Black Avon	50	132	50	132
Heatherton	266	398	266	398
Bayfield	191	589	191	589
Summerside	70	659	79	668
Pomquet Forks East (civics 1076 to 1476 incl, Pomquet River Rd)	14	673	14	682
Dagger Woods South	0	673	0	682
Lower South River	689	**1362**	701	**1383**

District 8

Community Name	Map Figures		List Figures	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
Upper Big Tracadie	14	14	16	16
Monastery	250	264	250	266
Merland	71	335	71	337
East Tracadie	118	453	123	460
Tracadie	224	677	228	688
West Arm Tracadie	53	730	54	742
Upper Afton	7	737	7	749
Paqtnkek	112	849	249	998
Afton	193	1042	193	1191
Grosvenor	15	1057	15	1206
Mattie Settlement	13	1070	44	1250
Welnek	1	**1071**	0	**1250**

District 9

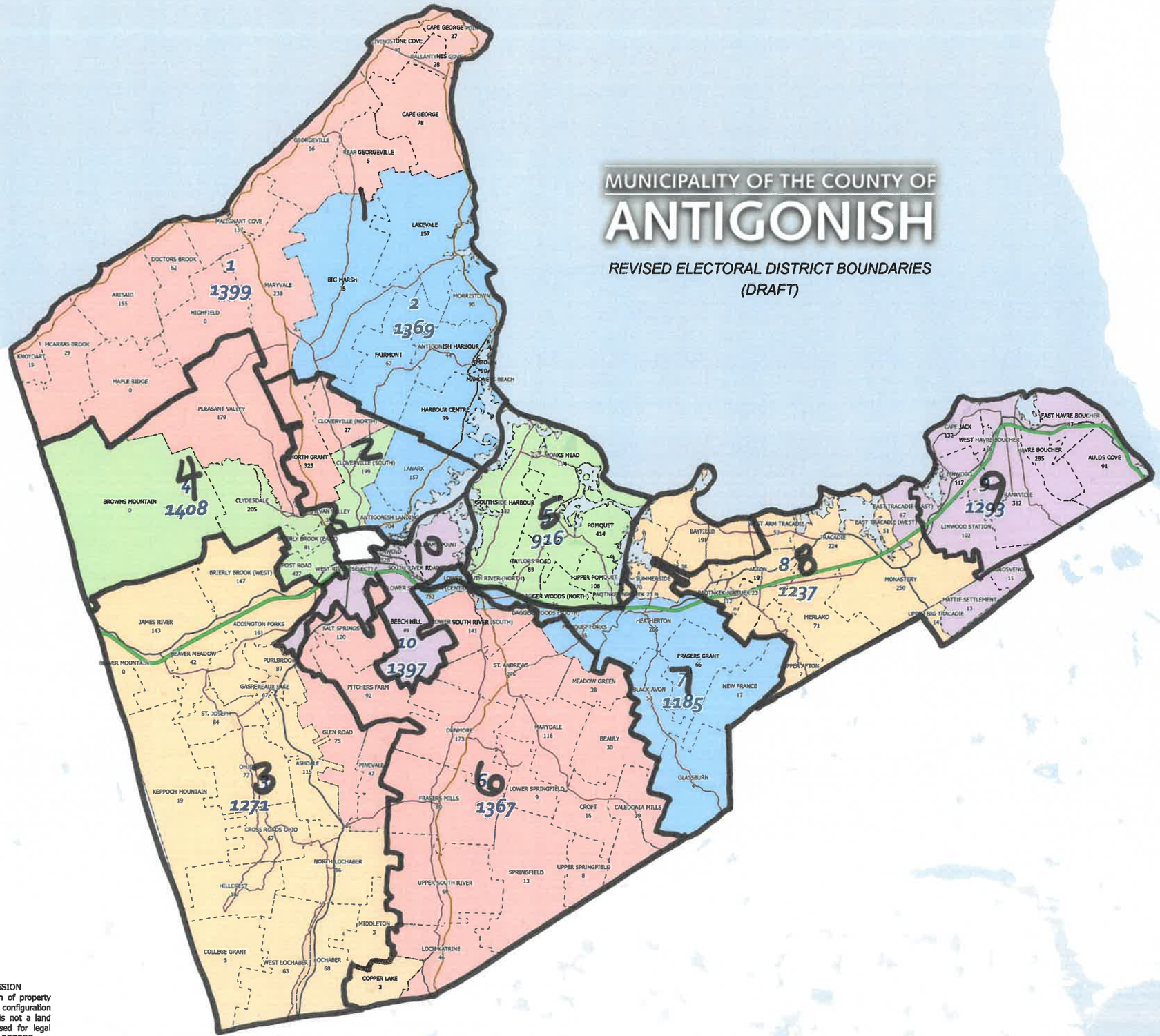
Community Name	Map Figures		List Figures	
	2024 Number of Electors	District Tally	2024 Number of Electors	District Tally
Aulds Cove	91	91	91	91
East Havre Boucher	83	174	83	174
Havre Boucher	285	459	285	459
West Havre Boucher	76	535	76	535
Cape Jack	132	667	132	667
Frankville	312	979	312	979
Linwood	117	1096	118	1097
Linwood Station	102	**1198**	101	**1198**

District 10

Community Name	Map Figures		List Figures	
	2024 Number of Electors	**District Tally**	**2024 Number of Electors**	**District Tally**
Williams Point	201	201	201	201
South River Road	154	355	154	355
Greenwold	328	683	328	683
West River except for Nova Landing, Keating Court, and Tamara Drive, and specific addresses on Highway 7	665	1348	665	1348
Beech Hill	49	**1398**	49	**1398**

MUNICIPALITY OF THE COUNTY OF ANTIGONISH

REVISED ELECTORAL DISTRICT BOUNDARIES (DRAFT)



EASTERN DISTRICT PLANNING COMMISSION
This map is a graphical representation of property boundaries which approximate the size, configuration and location of properties. This map is not a land survey and is not intended to be used for legal descriptions. THIS IS NOT AN OFFICIAL RECORD.

NOV 20 2025 FINAL

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

STAFF REPORT

TO: Committee of the Whole

FROM: Beth Schumacher, Municipal Clerk

SUBJECT: **Introduction of a Policy Review Policy**

DATE: 25/11/2025

BACKGROUND

In early 2025, during Municipal Council's Strategic Priorities setting exercise, creating a policy to guide the review of municipal policies was identified as a "next" level priority of Council.

DISCUSSION

The Senior Leadership team collaborated on the development of a policy that would provide guidance to staff and Council with respect to the responsibilities of each group and the review criteria to be considered in the review of municipal policies. This draft policy review policy is now being presented to the committee for input, in advance of a recommendation for action on the draft policy to be provided by staff in December.

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

TOPIC: **Policy Review Policy**

POLICY NUMBER: **XX**

DATE APPROVED: Date, 2025 (Min#2025-XXX)

DATE REVISED:

I certify this to be a true copy of the Policy Review Policy as adopted by the Municipal Council of Antigonish County at a Public Meeting held on Date.

_____

Shirlyn Donovan

CAO

Title

1 The title of this policy is the Policy Review Policy for the Municipality of the County of Antigonish.

Policy Statement

2 The Municipality of the County of Antigonish will operate a standardized system of reviewing policies. Policies should be current, functional and readily accessible.

Purpose

3 The purpose of this policy is to clarify the roles and responsibilities of Municipal Council and staff with respect to policy implementation, evaluation, and review of policy effectiveness. This policy also establishes a structured, inclusive, and equitable process for reviewing and updating organizational policies. This process ensures that all policies remain relevant, legally compliant, effective, and reflective of the organization's commitment to equity, diversity, anti-hate, and anti-racism principles.

Scope

4 This policy applies to all policies of the Municipality of the County of Antigonish.

Definitions

5 In this Policy, the following definitions apply:

a. “Standard Operating Procedures” means specific written processes that operationalize a policy, and are developed by the Municipality’s Senior

Leadership Team. Procedures that are created, amended or deemed to be obsolete require the approval of the Chief Administrative Officer.

b. “Municipality” means the Municipality of the County of Antigonish.

c. “Policy” means the commitment and direction of Municipal Council regarding matters of governance, public service, programs and standards of performance for the Municipality, based on Municipal Council’s values, priorities and strategic direction. A council resolution is required to approve Municipal Council policies that are created, amended or rescinded.

Responsibilities - Council

6 Council will:

a. Review and approve new policies, policy amendments, and the rescinding of policies.

Responsibilities - Chief Administrative Officer (CAO)

7 The CAO or designate will:

a. Ensure policies address issues within the realm of governance, such as, but not limited to legal liability, financial accountability, and functions of the Municipality and its Municipal Council.

b. Approve standard operating procedures that accompany policies.

c. Review standard operating procedures and receive feedback from those affected to ensure continued relevance and effective implementation.

d. Implement or delegate the implementation of policies and administrative procedures to those best suited to undertake the implementation.

e. Consider key issues for policies and prepare options and recommendations for Council to review.

Responsibilities - Department Directors

8 Department Directors will:

a. Implement policies and procedures:

i. Ensure that their staff are aware of policies and procedures

ii. Identify and work with the CAO to arrange staff training to facilitate the implementation of policies and procedures.

b. Review all policies and procedures, in respective areas of responsibility, to ensure they are current and prepare amendments when required.

c. Conduct research on the policy issue.

d. Advise the Municipal Clerk of amended policies.

e. Submit amendments to policies to the CAO for submission to Council for review and approval.

Responsibilities - Municipal Clerk

9 The Municipal Clerk will:

a. Ensure that policies conform to a common format.

b. Establish, maintain and control the organization of policies.

c. Ensure policies receive Council approval.

Responsibilities - Employees

10 Employees will:

a. Implement and follow policies, and provide feedback to their Director on policies that impact them directly.

b. Ensure that they review policies and procedures on a regular basis to refresh their understanding of those documents, and ask any questions of their Director as necessary.

Policy Review Process

11 The frequency of policy reviews will be as follows:

a. In January immediately following a regular election, Council will undertake a policy review prioritization session.

b. Policies will be reviewed at least every four (4) years or sooner if regulatory or operational changes require updates.

c. New policies will undergo an initial review within twelve (**12) months of approval**.

Review Criteria

12 Each policy will be evaluated based on the following:

a. Legal & Regulatory Compliance.

b. Alignment with Organizational Values.

c. Clarity & Accessibility.

d. Impact Assessment.

e. Implementation Feasibility.

13 A policy review checklist has been developed and is included as Appendix A to this policy.

Compliance with Provincial Legislation

14 All policies must comply with the Municipal Government Act (MGA) of Nova Scotia, which governs municipal operations and responsibilities.

Appendix A - Policy Review Checklist

Legal & Compliance

- Is the policy aligned with current anti-hate, anti-racism and accessibility laws?
- Has it been reviewed by legal experts for compliance? Does it need to be or are we competent to do so?
- Are reporting and accountability mechanisms clearly defined, if applicable?
- Does the policy comply with the Nova Scotia MGA?
- Does the policy comply with any other relevant provincial and federal legislation?

Equity & Anti-Racism

- Does the policy consider systemic barriers that marginalized groups face?
- Does it promote fair and unbiased decision-making?
- Are there tools for addressing discrimination, inequity and bias?

Accessibility & Clarity

- Is it available in multiple formats (e.g., plain language, large print, digital)?
- Does it comply with accessibility legislation and best practices?
- Is it free from jargon and complex legal language?

Language & Inclusivity

- Does the policy use gender-inclusive language (e.g., "they/them" instead of "he/she")?
- Does it avoid ableist, racist, sexist, or colonial terminology?
- Does it reflect cultural competency and sensitivity?

Implementation & Enforcement

- Are roles and responsibilities clearly defined?
- Are employees given adequate training on policy changes, if necessary?
- Are there clear procedures for addressing non-compliance?

Antigonish County Housing Accelerator Fund Proposed Amendments

2025.11.25

Table of Contents

A By-law to amend the Municipality of the County of Antigonish Municipal Planning Strategy.

The Municipal Planning Strategy for Municipality of the County of Antigonish shall be amended as follows:

1. In Subsection 4.1.5, insert the following Policy 4-10A immediately following Policy 4-10, as shown in bold:

Policy 4-10A **Council may undertake an inclusionary zoning study to establish Land Use By-law provisions for a minimum proportion of affordable dwelling units in residential developments and an administrative framework to monitor and enforce long-term affordability of those units.**

A By-law to amend the West River Antigonish Harbour Municipal Planning Strategy

The Municipal Planning Strategy for West River Antigonish Harbour shall be amended as follows:

1. In Section 3, deleting Subsection 3.2.2 and Policy L-2.6 as shown in strike-out and replacing them with a new Subsection 3.2.2 and Policy L-2.6 as shown in bold:

~~3.2.2 Secondary Dwelling Units (One Main Dwelling Unit Per Lot)~~

~~Policy L-2.6 It shall be the policy of Council to permit secondary dwelling units, such as garden suites, in the Residential (R-1) Zone, subject to requirements established in the Land Use By-law.~~

3.2.2 Accessory Dwelling Units

Policy L-2.6 It shall be the policy of Council to permit accessory dwelling units where accessory to a single detached dwelling; duplex dwelling; semi-detached dwelling; or row house, townhouse dwelling, or multiple unit dwelling with up to three units in all zones that permit these main dwelling uses, to provide only one additional dwelling unit subject to limits on size and location on the lot, intended to maintain the accessory nature of the dwelling unit.

A By-law to amend the West River Antigonish Harbour Land Use By-law

The Land Use By-law for West River Antigonish Harbour shall be amended as follows:

1. In Section 6.A.1 removing the following text shown in strike-out and adding the following text shown in bold:

Accessory Buildings

6.A.1. Accessory uses, buildings and structures shall be permitted in any zone within the Planning Area but shall not:

a. be used for human habitation, except **for accessory dwellings that have received a development permit in compliance with this By-law** ~~in the Rural General (RG-1) and Residential (R-1) Zones, where they will be referred to as "garden suites"~~, and shall meet the Building Code regulations;

[...]

2. In Part 6, adding a new Section, 6.A.2A between Section 6.A.2 and 6.A.3 as shown in bold:

Accessory Dwellings

6.A.2A A single accessory dwelling per lot shall be permitted accessory to a single detached dwelling; duplex dwelling; semi-detached dwelling; or row house, townhouse, or multiple unit dwelling with up to three units where the main dwelling use is permitted in the applicable land use zone and subject to the following requirements:

	Secondary Suite	**Garden Suite**
Yard Setbacks	**As per zone requirements for the main dwelling.**	**As per zone requirements for single-detached dwellings. Additionally garden suites shall not be built closer to the front lot line than the main dwelling.**
Maximum accessory dwelling unit floor area including a habitable basement	**50% of the gross floor area of the main dwelling.**	**80% of the gross floor area of the main dwelling.** **The floor area of any garage attached to or below the accessory dwelling unit does not count towards accessory dwelling unit floor area**
Maximum Building Height	**As per zone requirements for the main dwelling.**	

3. In Section 8.1, removing the following text shown in strike-out:

8.1 No development permit shall be issued in a Rural General (RG-1) zone except for one or more of the following uses:

[...]
~~n. Garden suites~~
[...]

4. In Part 8, removing the following text shown in strike-out:

~~***Accessory Apartments***~~

~~8.3 Nothing in this by-law shall prevent the establishment of an accessory apartment unit in a single detached dwelling in the Rural General (RG-1) Zone provided that:~~

~~a. the floor area does not exceed fifty percent (50%) of the gross floor area of the residence to a maximum of the gross floor area of the main floor;~~

~~b. there is a limit of one (1) accessory apartment per lot;~~

~~c. one (1) additional parking space is provided;~~

~~d. all applicable provisions of the National Building Code are complied with; and~~

~~e. a development permit for the accessory unit has been issued~~.

~~***Garden Suites***~~

~~8.4 Garden suites shall be permitted in the Rural General (RG-1) Zone provided that they meet all lot requirements for main dwellings as specified in Section 8.2.~~

5. In Section 9.1, removing the following text shown in strike-out and adding the following text shown in bold:

9.1 No development permit shall be issued in a Rural Residential (RR-1) Zone except for one or more of the following uses:

[...]
f. Single ~~family~~ **detached** dwellings
[...]

6. In Section 10.1, removing the following text shown in strike-out:

10.1 No development permit shall be issued in a Rural Comprehensive Development District (RCDD-1) Zone except for one or more of the following uses:

[...]
~~b. Garden suites~~
[...]

7. In Part 13, removing the following text shown in strike-out:

~~***Accessory Apartments***~~

~~13.3. Nothing in this by-law shall prevent the establishment of an accessory apartment unit in a single detached dwelling in the Residential (R-1) Zone provided that: a. the floor~~

~~area of the accessory apartment does not exceed fifty percent (50%) of the gross floor area of the residence, and does not exceed the gross floor area of the main floor;~~

~~b. there is a limit of one (1) accessory apartment per lot;~~

~~c. one (1) additional parking space is provided for the accessory apartment;~~

~~d. all applicable provisions of the National Building Code are complied with; and,~~

~~e. a development permit for the accessory unit has been issued.~~

~~***Garden Suites***~~

~~13.4Garden suites shall be permitted in the Residential (R-1) Zone provided that they meet all lot requirements for main dwellings as specified in Section 13.2.~~

8. In Section 14.1, removing the following text shown in strike-out:

14.1 No development permit shall be issued in a Multiple Unit Residential (R-2) Zone except for one or more of the following uses:

[...]

~~i. Garden suites to a maximum of four~~

[...]

9. In Part 25, removing the following text shown in strike-out and adding the following text shown in bold between the definitions for Accessory Building and Accessory Use:

~~ACCESSORY DWELLING UNIT means a self-contained living unit created within or detached from a single-family dwelling.~~

Accessory Dwelling means one dwelling unit accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units as an independent and separate unit which contains its own sleeping, living, cooking and sanitary facilities, and its own independent entrance.

i. Garden Suite Accessory Dwelling means one free-standing accessory dwelling unit subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units on the same lot.

ii. Secondary Suite Accessory Dwelling means one self-contained accessory dwelling unit fully contained within and subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units.

A By-law to amend the Central Antigonish Municipal Planning Strategy

The Municipal Planning Strategy for Central Antigonish shall be amended as follows:

1. In the third paragraph of Section 3.1, removing the following text shown in strike-out and adding the text shown in bold:

   [...]

   Generally, it is Council's intention that only one main residential dwelling be permitted per lot in the Rural Development Zone. However, **Council also intends to permit accessory dwelling units to provide expanded housing options and contribute to housing affordability. This could take the form of suites or flats within the main dwelling (often known as "secondary suites" or "granny flats") or as a standalone detached building ("garden suite" or "carriage house"). These units are intended to be secondary and subsidiary to the main dwelling on the lot and will have controls to limit their size and location.** ~~there are occasions where secondary dwelling units on the same lot might be beneficial. These include garden suites (also known as in-law suites or granny flats), which are intended to be for the use of a family member (often a parent or parent-in-law) of the residents of the other dwelling located on the lot. These secondary dwellings enable the family member to live independently, yet within close proximity to family. While garden suites are intended to be temporary uses on the lot that are to be removed once it is no longer needed, the unit may ultimately be desired in the future to create a permanent dwelling, which may pose difficulties if it were to ever be sold. As such, it is Council's intention that secondary dwelling units be permitted within the Rural Development Zone only where it can be shown that the setbacks and servicing requirements are such that the secondary dwelling unit can be subdivided at some point in the future.~~

2. In Chapter 3, deleting Policy L-1.3 as shown in strikeout and replacing it with a new Policy L-1.3 as shown in bold:

   ~~Policy L-1.3 It shall be the policy of Council to permit secondary dwelling units, such as garden suites, on a lot within the Rural Development Zone when this lot is capable of meeting the subdivision requirements of the Antigonish County Subdivision By-law.~~

Policy L-1.3 It shall be the policy of Council to permit accessory dwelling units where accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units in the Rural Development Designation to provide only one additional dwelling unit subject to limits on size and location on the lot, intended to maintain the accessory nature of the dwelling unit.

3. In Chapter 3, adding Policy L-8.3 between Policy L-8.2 and Subsection 3.2.1 as shown in bold:

Policy L-8.3 It shall be the policy of Council to permit accessory dwelling units where accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units in the Hamlet Development Designation to provide only one additional dwelling unit subject to limits on size and location on the lot, intended to maintain the accessory nature of the dwelling unit.

4. In Chapter 3, deleting Policy L-9.5 as shown in strikeout:

~~Secondary Dwelling Units (One Main Dwelling Unit Per Lot)~~

~~Policy L-9.5 It shall be the policy of Council to permit secondary dwelling units, such as garden suites, in the Hamlet Residential (HR-1) Zone, subject to requirements established in the Land Use By-law.~~

A By-law to amend the Central Antigonish Land Use By-law

The Land Use By-law for Central Antigonish shall be amended as follows:

1. In Section 6.A.1 removing the following text shown in strike-out and adding the following text shown in bold:

Accessory Buildings

6.A.1. Accessory uses, buildings and structures shall be permitted in any zone within the Planning Area but shall not:

a. be used for human habitation, except **for accessory dwellings that have received a development permit in compliance with this By-law** ~~in the Rural Development (RD-1) and Hamlet Residential (HR-1) Zones, where they will be referred to as "garden suites"~~, and shall meet the Building Code regulations;

[...]

2. In Part 6, adding a new Section, 6.A.2A between Section 6.A.2 and 6.A.3 as shown in bold:

Accessory Dwellings

6.A.2A A single accessory dwelling per lot shall be permitted accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units where the main dwelling use is permitted in the applicable land use zone and subject to the following requitements:

	Secondary Suite	**Garden Suite**
Yard Setbacks	**As per zone requirements for the main dwelling.**	**As per zone requirements for single-detached dwellings. Additionally garden suites shall not be built closer to the front lot line than the main dwelling.**
Maximum accessory dwelling unit floor area including a habitable basement	**50% of the gross floor area of the main dwelling.**	**80% of the gross floor area of the main dwelling.** **The floor area of any garage attached to or below the accessory dwelling unit does not count towards accessory dwelling unit floor area**
Maximum Building Height	**As per zone requirements for the main dwelling.**	

3. In Section 8.1, removing the following text shown in strike-out:

8.1 No development permit shall be issued in a Rural Development (RD-1) zone except for one or more of the following uses:

[...]
~~l. Garden suites~~
[...]

4. In Part 8, removing the following text shown in strike-out:

~~***Accessory Apartments***~~

~~8.3 Nothing in this by-law shall prevent the establishment of an accessory apartment unit in a single detached dwelling in the Rural Development (RD-1) Zone provided that:~~

~~a. the floor area does not exceed fifty percent (50%) of the gross floor area of the residence to a maximum of the gross floor area of the main floor;~~

~~b. there is a limit of one (1) accessory apartment per lot;~~

~~c. one (1) additional parking space is provided;~~

~~d. all applicable provisions of the National Building Code are complied with; and~~

~~e. a development permit for the accessory unit has been issued~~.

~~***Garden Suites***~~

~~8.4 Garden suites shall be permitted in the Rural Development (RD-1) Zone provided that they meet all lot requirements for main dwellings as specified in Section 8.2.~~

5. In Section 12.1, removing the following text shown in strike-out:

10.1 No development permit shall be issued in a Rural Comprehensive Development District (RCDD-1) Zone except for one or more of the following uses:

[...]
~~b. Garden suites~~
[...]

6. In Section 13.1, removing the following text shown in strike-out:

13.1 No development permit shall be issued in a Hamlet Residential (HR-1) Zone except for one or more of the following uses:

[...]
~~k. Garden suites~~
[...]

7. In Part 13, removing the following text shown in strike-out:

~~***Accessory Apartments***~~

~~13.3. Nothing in this by-law shall prevent the establishment of an accessory apartment unit in a single detached dwelling in the Hamlet Residential (HR-1) Zone provided that: a. the floor area of the accessory apartment does not exceed fifty percent (50%) of the gross floor area of the residence, and does not exceed the gross floor area of the main floor;~~

~~b. there is a limit of one (1) accessory apartment per lot;~~

~~c. one (1) additional parking space is provided for the accessory apartment;~~

~~d. all applicable provisions of the National Building Code are complied with; and,~~

~~e. a development permit for the accessory unit has been issued.~~

~~***Garden Suites***~~

~~13.4Garden suites shall be permitted in the Hamlet Residential (HR-1) Zone provided that they meet all lot requirements for main dwellings as specified in Section 13.2.~~

8. In Section 14.1, removing the following text shown in strike-out:

14.1 No development permit shall be issued in a Hamlet Multiple Unit Residential (HR-2) Zone except for one or more of the following uses:

[...]

~~i. Garden suites~~

[...]

9. In Part 19, removing the following text shown in strike-out and adding the following text shown in bold between the definitions for Accessory Building and Accessory Use:

~~ACCESSORY DWELLING UNIT means a self-contained living unit created within or detached from a single-family dwelling.~~

Accessory Dwelling means one dwelling unit accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units as an independent and separate unit which contains its own sleeping, living, cooking and sanitary facilities, and its own independent entrance.

i. Garden Suite Accessory Dwelling means one free-standing accessory dwelling unit subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units on the same lot.

ii. Secondary Suite Accessory Dwelling means one self-contained accessory dwelling unit fully contained within and subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units.

A By-law to amend the Eastern Antigonish County Planning Area Municipal Planning Strategy

The Municipal Planning Strategy for the Eastern Antigonish Planning Area shall be amended as follows:

1. In Part 5, add the following text shown in bold between Policy 27(b) and Part 6:

M. <u>Accessory Dwellings</u>

Generally, it is Council's intention that only one main residential dwelling be permitted per lot. However, Council also intends to permit accessory dwelling units to provide expanded housing options and contribute to housing affordability. This could take the form of suites or flats within the main dwelling (often known as "secondary suites" or "granny flats") or as a standalone detached building ("garden suite" or "carriage house"). These units are intended to be secondary and subsidiary to the main dwelling on the lot and will have controls to limit their size and location.

<u>Policy 27 (c)</u>

It shall be the policy of Council to permit accessory dwelling units where accessory to a single detached dwelling, two-unit dwelling, or multi-unit dwelling with three units in all zones that permit these main dwelling uses, to provide only one additional dwelling unit subject to limits on size and location on the lot, intended to maintain the accessory nature of the dwelling unit.

A By-law to amend the Eastern Antigonish County Planning Area Land Use By-law

The Land Use By-law for the Eastern Antigonish Planning Area shall be amended as follows:

1. In Part 5, add the following text shown in bold between Section 3 and Section 4:

<u>Accessory Dwellings</u>

3A. A single accessory dwelling per lot shall be permitted accessory to a single detached dwelling, two-unit dwelling, or multi-unit building (up to three units) where the main dwelling use is permitted in the applicable land use zone and subject to the following requitements:

	Secondary Suite	Garden Suite
Yard Setbacks	**As per zone requirements for the main dwelling.**	**As per zone requirements for single-detached dwellings. Additionally garden suites shall not be built closer to the front lot line than the main dwelling.**
Maximum accessory dwelling unit floor area including a habitable basement	**50% of the gross floor area of the main dwelling.**	**80% of the gross floor area of the main dwelling.** **The floor area of any garage attached to or below the accessory dwelling unit does not count towards accessory dwelling unit floor area**
Maximum Building Height	**As per zone requirements for the main dwelling.**	

2. In Part 16, adding the following text shown in bold between the definitions for Accessory Building and Accessory Use:

Accessory Dwelling means one dwelling unit accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units as an independent and separate unit which contains its own sleeping, living, cooking and sanitary facilities, and its own independent entrance.

i. Garden Suite Accessory Dwelling means one free-standing accessory dwelling unit subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units on the same lot.

ii. **Secondary Suite Accessory Dwelling means one self-contained accessory dwelling unit fully contained within and subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units.**

A By-law to amend the Keppoch Beaver Mountain Plan Area Municipal Planning Strategy

The Municipal Planning Strategy for the Keppoch Beaver Mountain Planning Area shall be amended as follows:

1. In Policy 3.3, remove the text shown in strikeout and add the text shown in bold:

Policy 3.3: It shall be the policy of Council to permit in the Rural Development (RD-1) Zone low-density residential uses including single-unit detached dwellings, mobile or mini-homes on individual lots, two-unit dwellings including converted dwellings, one accessory ~~apartment~~ **dwelling unit** for single **and two-unit** dwellings, home occupations, open space and parks uses, recreational uses, institutional uses, agricultural uses including the selling of agricultural produce, kennels, public utilities, bed and breakfasts/tourist and guest homes or chalets containing no more than six (6) sleeping rooms for overnight accommodation, personal services, senior citizens' housing, institutional uses and cemeteries.

A By-law to amend the Keppoch Beaver Mountain Plan Area Land Use By-law

The Land Use By-law for the Keppoch Beaver Mountain Planning Area shall be amended as follows:

1. In Part 5, add the following text shown in bold between Section 3 and Section 4:

Accessory Dwellings

3A. A single accessory dwelling per lot shall be permitted accessory to a single detached dwelling, duplex dwelling, or semi-detached dwelling where the main dwelling use is permitted in the applicable land use zone and subject to the following requitements:

	Secondary Suite	Garden Suite
Yard Setbacks	**As per zone requirements for the main dwelling.**	**As per zone requirements for single-detached dwellings. Additionally garden suites shall not be built closer to the front lot line than the main dwelling.**
Maximum accessory dwelling unit floor area including a habitable basement	**50% of the gross floor area of the main dwelling.**	**80% of the gross floor area of the main dwelling.** **The floor area of any garage attached to or below the accessory dwelling unit does not count towards accessory dwelling unit floor area**
Maximum Building Height	**As per zone requirements for the main dwelling.**	

2. In Part 9, deleting the definition of Accessory Apartment, as shown in strikeout:

~~ACCESSORY APARTMENT means a dwelling unit that has been added onto, or created within, a single-family house, and that has a separate kitchen, bathing and sleeping areas.~~

3. In Part 9, adding the following text shown in bold between the definitions for Accessory Building and Accessory Use:

Accessory Dwelling means one dwelling unit accessory to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units as an independent and separate unit which contains its own sleeping, living, cooking and sanitary facilities, and its own independent entrance.

i. **Garden Suite Accessory Dwelling means one free-standing accessory dwelling unit subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units on the same lot.**

ii. **Secondary Suite Accessory Dwelling means one self-contained accessory dwelling unit fully contained within and subordinate to a single detached dwelling; semi-detached dwelling; duplex; or townhouse, row house, or multiple unit dwelling with up to three units.**

4. In Part 9, deleting the definition of Garden Suite, as shown in strikeout:

~~GARDEN SUITE means a development consisting of a portable or transportable dwelling containing one self contained building with one common cooking/eating facility, living, sleeping and sanitary facilities which:~~

~~a. is separate from any other dwelling;~~

~~b. is supported on a temporary foundation and connected to utilities and services associated with the host residence (being the existing approved mobile home or single detached dwelling located on the subject property, occupied by the host supporting family).~~

A By-law to amend the Municipality of the County of Antigonish By-law Respecting Charges for Local Improvements

The By-law Respecting Charges for Local Improvements for the Municipality of the County of Antigonish shall be amended as follows:

1. In Section 3, add the following text shown in bold to clause (d):

   [...]

   (d) "Local Improvement" means and includes:

   i. wastewater facilities or stormwater systems, the use of wastewater facilities or stormwater systems and connecting to wastewater facilities or stormwater systems
   ii. expenditures incurred for the wastewater management system in a wastewater district
   iii. the municipal portion of the capital cost of installing a water system.
   iv. charges for deposit in a special purpose tax account to provide for future expenditures for wastewater facilities, stormwater systems, water systems, transportation facilities or other anticipated capital requirement.
   v. the laying out, opening, constructing, repairing, improving, and maintaining streets, curbs, sidewalks, gutters, bridges, culverts, and retaining walls, whether the cost is incurred by the Municipality directly or by, pursuant to an agreement with Her Majesty in right of the Province, the Minister of Transportation and Infrastructure Renewal or any person appointed to act in his/her stead.
   vi. the municipal portion of the cost of a major tree removal program or the cost of removing trees from a private property.
   vii. the municipal portion of the capital cost of placing the wiring and other parts of an electrical distribution system underground.

2. Adding Section 10A between Section 10 and Section 11, as shown in:

   10A. Municipal Contribution to Local Improvement

   For local improvements on streets owned by the Municipality, Council may at its sole discretion choose to make a financial contribution up to twenty-five (25) percent towards the cost of the local improvement.

A By-law to amend the Municipality of the County of Antigonish Subdivision By-law

The Subdivision By-law for the Municipality of the County of Antigonish shall be amended as follows:

1. In Section 30, delete the following text shown in strikeout and add the following text shown in bold:

   30. NOT PERMITTED IN SERVICED AREAS

   (1) No private roads or private lanes shall be permitted in areas of the Municipality that are depicted as serviced in Schedule "G" of this By-law, or that have access to the Municipal sewer system.

   (2) Notwithstanding Subsection (1), private roads may be approved where the plan of subdivision is situated in the area of the "~~Fringe Plan Area~~ **West River Antigonish Harbour** Secondary Municipal Planning Strategy" and the creation of such private road, including construction standards is regulated by Council through a development agreement.

2. In Section 38, add the following text shown in bold:

   38. MUST PROVIDE ACCESS TO MORE THAN SIX LOTS

   All proposed public streets must provide access to more than six (6) lots. **This requirement may be waived by DES where a public street is proposed to provide access to more than six (6) dwelling units, as defined in the applicable Land Use By-law.**

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

MEMO FOR CONSIDERATION

TO:	COMMITTEE OF THE WHOLE
FROM:	MEGAN MACINNIS, STRATEGIC INITIATIVES COORDINATOR
SUBJECT:	***COMMUNICATION STRATEGY APPROVAL***
DATE:	DECEMBER 9, 2025

In February 2025, Forward Creative was engaged to develop a comprehensive Communications Strategy for the Municipality. Their mandate included assessing existing communication practices and creating a clear, forward-looking roadmap to strengthen how the Municipality communicates with staff, Council, and the community. The strategy focuses on enhancing efficiency, transparency, accountability, and community engagement.

To inform this work, Forward Creative facilitated engagement sessions with both Council and staff, conducted a full communications audit of the Municipality's website and social media channels, administered a community survey, participated in public information-gathering sessions, and held one-on-one interviews with residents. This multi-layered approach provided a thorough understanding of the Municipality's communication strengths and the areas requiring improvement.

In July, Council received updates and expressed concern regarding the surveys reach, particularly whether feedback adequately represented all areas of the County, including more rural and eastern regions. To address concerns, the decision to extend the information gathering period to include one-on-one interviews to ensure that information was properly gathered and that the boarder community was adequately represented.

At the Committee of the Whole meeting on September 23, 2025, Council received the draft Communications Strategy and a presentation from Forward Creative consultant Wade Tibbo, who outlined the strategy's seven communications goals (see table). Following the meeting, Council and staff were invited to provide feedback. Overall, the response was positive, with broad agreement that the findings provide a strong foundation for addressing current communication challenges and opportunities.

Goal 1	Build trust through clear and consistent messaging
Goal 2	Implement Accessible and Inclusive Communication
Goal 3	Foster two-way engagement
Goal 4	Strengthen staff information flow
Goal 5	Align Council and staff messaging
Goal 6	Support culture and morals through communication
Goal 7	Crisis communication protocol

Table 1: Communication Strategy Goals

Since the last update, staff received a draft Implementation Plan (included in the agenda package) for the Communications Strategy, which outlined actions to strengthen communications, enhance accessibility, and improve information flow between the Municipality, Council, staff, and residents.

Revisions were made to reflect staff capacity, timing, and available funding to ensure the plan included realistic timelines and expectations. In November, staff received the final Communications Strategy along with a revised Implementation Plan, providing clear and actionable steps to support improved accessibility, consistency, alignment, and community connection across the Municipality.

If Council supports the approval of the Communications Strategy:
The Committee recommends that Municipal Council approve of the Communications Strategy as presented.

Next Steps:

- Upon approval of the Communications Strategy, staff will proceed with the continued implementation of its recommended actions.
- Establish a staff communications working group to initiate planning and discussions for a new municipal website.

COMMUNICATIONS STRATEGY

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

PURPOSE

To guide staff, Council, and the community in the delivery of communications that are timely, consistent, and accessible. This strategy fosters trust, inclusion, and accountability while supporting the Municipality's Vision, Mission, and Values regarding communication.

VISION

A connected and informed Antigonish County where all residents, staff, and leaders have equitable access to clear and trusted information.

MISSION

To strengthen trust and engagement by ensuring that municipal communication is accessible, inclusive, and aligned across staff, Council, and community.

VALUES

Transparency	open, honest, timely communication.
Accessibility	everyone can access and understand information.
Consistency	reliable, coordinated messaging across all channels.
Respectful	responsiveness and two-way communication done with civility and care.
Trusted	grounded in building and maintaining strong relationships.

CURRENT SNAPSHOT

AUDIT & ENGAGEMENT FINDINGS

INTERNAL CHALLENGES

1. Staff learning of updates after the public.
2. No centralized internal platform; reliance on email, word of mouth.
3. Opportunity for greater alignment on council and staff messaging.
4. Communication and information gaps reduce morale and trust.

EXTERNAL CHALLENGES

1. Multiple municipal websites create a fragmented and confusing experience.
2. The main municipal website is difficult to navigate, making it hard for residents to find the information they need.
3. Some residents rely on unofficial channels (Facebook groups, third party podcasts, word of mouth).
4. Accessibility gaps in digital tools (Web Content Accessibility Guidelines compliance, plain language).
5. Trust improving, but fragile due to past communication gaps.
6. Residents in more rural areas of the municipality may have less access to communications, resulting in lower engagement and a sense of exclusion.

WHAT WORKS WELL

1. Timely updates on practical issues (e.g., taxes, roads, grants) generate strong engagement and appreciation.
2. Council Calendar and concise summaries help residents track meetings and decisions without needing to dig through full minutes.
3. Pop-up engagement efforts (e.g., farmers' market presence) build trust and make the municipality feel approachable.
4. Tone of communication has improved, with residents noting a shift toward more respectful, clear, and responsive messaging.
5. Email responses and direct communication from staff or council are valued for their clarity and documented trail.
6. Garbage/Recycling App & Reminders – Widely used and highly valued by residents for reliability and convenience.
7. Social media posts are effective for quick updates and reminders, especially when they direct people to fuller information.
8. Council contact information being available reinforces accessibility and openness.

FOREWORD

Effective communication is the foundation of trust between a municipality, its staff, Council, and residents. Over the past several months, we heard directly from staff, Council, and the community about what is working well and where there is room to grow. These conversations, paired with a communications audit, have given us a clear picture of both our strengths and our challenges.

Internally, staff told us they sometimes learn of updates after the public, and without a centralized platform, information often moves through email or word of mouth. These gaps can affect morale and make it harder for Council and staff to speak with one voice.

Externally, residents shared that multiple websites, hard-to-navigate tools, and reliance on unofficial sources can make it difficult to find clear, reliable information. While trust in the Municipality is improving, it remains fragile, especially in more rural areas where access to communication can feel limited. At the same time, there is strong appreciation for timely updates on practical issues, pop-up engagement in community spaces, improved tone, and reliable tools like the garbage and recycling app.

This strategy builds on those strengths while addressing the gaps. It sets out clear goals to ensure that communications are accessible, inclusive, and consistent; that staff and Council are aligned; and that residents feel heard and informed. By strengthening both our internal systems and our external presence, the Municipality of the County of Antigonish can continue to build trust, foster belonging, and position itself as the primary, reliable source of information for our community.

GOAL 1 BUILD TRUST THROUGH CLEAR AND CONSISTENT MESSAGING

BACKGROUND & WHY THIS MATTERS:

Residents want clear, timely, and consistent information directly from their municipality. When updates are fragmented across multiple websites or shared informally through third parties, it creates confusion and undermines confidence. By presenting a single, coordinated voice and making information easy to find and understand, the Municipality can position itself as the trusted source of truth and strengthen residents' confidence in local government.

TACTICS:

1. Build a new, updated and accessible website to eliminate difficulty finding and navigating information.
2. Create plain-language Council recaps and infographics after meetings.
3. Standardize public updates so staff and Council are briefed before release.
4. Use multiple channels (website, Facebook, email, radio, print) for critical information.
5. Promote the use of the NS Alert app for mobile devices for residents to receive emergency notifications and warnings.
6. Introduce coordinated monthly resident e-updates — staff-prepared for consistency, with space for district notes, personalized under each councillor's name, and distributed digitally (opt-in email for residents).
7. Post communications values in public areas of municipal buildings
8. Draft communications aimed at educating the public on the role of municipal government, including the distinction between provincial and municipal responsibilities, and how decisions are made at the local level.
9. Launch use of opt-in SMS/text reminders for deadlines and municipal notices (eg, recreation deadlines, tax deadlines, non-emergency municipal service disruption, water conservation updates). *Note, this is not an emergency alert notification system
10. Establish a Resident Dashboard / "My Antigonish" Portal, a secure log-in where residents can see personalized information (tax balance, permits, garbage day) and could also be used for municipal service requests and contact information for council and staff.
11. Outcome: Residents consistently turn to the Municipality as their trusted, go-to source for clear, accurate, and timely information.

OUTCOME: **Residents consistently turn to the Municipality as their trusted, go-to source for clear, accurate, and timely information.**

GOAL 2 IMPLEMENT ACCESSIBLE AND INCLUSIVE COMMUNICATION

BACKGROUND & WHY THIS MATTERS:

The Municipality of the County of Antigonish is home to residents of all ages, abilities, and backgrounds, many living in rural and outlying communities. Not everyone relies on or prefers digital channels, so information must be shared in multiple formats and through familiar community touchpoints. Making communications accessible and inclusive is essential not only to keep people informed, but also to strengthen trust, build belonging, and ensure all residents feel connected to their municipality.

TACTICS:

1. Provide a quarterly printed newsletter and provide to councillors for distribution at community hubs including but not limited to community centres, fire halls, convenience stores, curling club, etc.
2. Continue County Connect distribution via direct mail-out but reduce frequency to annually, and follow best accessibility practices within the document.
3. Where possible, allow for translation of digital content.
4. Provide and share communications updates and materials (newsletters, notices, digital communications) with community partners and organizations serving diverse communities (newcomer settlement organizations, youth groups, senior groups, etc.)to reach diverse communities where they are.
5. Ensure WCAG 2.0 AA (Web Content Accessibility Guidelines Framework) compliance within the municipal website.
6. Establish a weekly 3-5 minute “County of Antigonish Update” via local radio and/or podcast, providing Council highlights, upcoming projects, and community shout-outs to residents in an audio format, which builds approachability and transparency.
7. Start an “opt in” mailing list for residents wanting newsletters and other regular communications.

OUTCOME: **Residents of all ages, abilities, and backgrounds can easily access municipal information in the format that works best for them. The County builds trust and belonging by reaching people where they are—whether at a community hub, online, through partner organizations, or via local radio. Consistent use of accessibility standards and inclusive distribution channels ensures no resident is left out of important updates, and more people feel informed, connected, and engaged with their municipality.**

GOAL 3 FOSTER TWO-WAY ENGAGEMENT

BACKGROUND & WHY THIS MATTERS:

Residents want timely updates, but they also value the chance to speak directly with their municipal leaders in approachable and informal ways. Creating regular opportunities for two-way dialogue — both in person and online — makes Council more accessible and demonstrates that resident voices matter. When feedback is acknowledged and acted upon, it builds stronger connections and trust between the Municipality and the community.

TACTICS:

1. Share "What We Heard / What We Did" summaries after consultations.
2. Host annual in-person Warden's Tour/community meetings in each district.
3. Host committee of council meetings across the municipality in different districts
4. Continue pop-up engagement at farmers' market and other community spaces where members of council and/or staff are available to engage with residents..
5. Use quick (2 minute maximum) online pulse surveys and polls for service feedback.
6. Highlight community champions from each district regularly; community successes (new community centre upgrade, new event, social activities, new business, etc.)
7. Adopt and apply the new Social Media Guidelines/Policy (delivered with this strategy), apply the tone guide (plain language, respectful, inclusive, non-partisan).
8. Partner with volunteers in each district to be "community liaisons" recieving verified updates from the Municipality and posting them locally (church bulletin, community Facebook, seniors' groups). These trusted partners would relay back questions or concerns from their neighbours.
9. Host regular "Ask the Municipality" and "Ask A Councillor" chats on platforms such as Facebook, YouTube, or local radio. During these sessions, the CAO or Councillor will answer questions sent in by residents fostering approachability and transparency.
10. Create an engagement portal on the new website for residents to share events, photos or stories with the municipality.
11. Foster consistent communication between Councillors and staff. This will ensure all district highlights are effectively captured and shared in communications.

OUTCOME: **Residents feel heard, and feedback visibly influences decisions through clear feedback loops, strengthening trust and connection.**

GOAL 4 STRENGTHEN STAFF INFORMATION FLOW

BACKGROUND & WHY THIS MATTERS:

Clear, consistent internal communication is the foundation of an effective organization. When staff learn information from the public or external sources before hearing it internally, it creates frustration, lowers morale, and undermines trust. Providing timely updates through a single, reliable system ensures all staff — whether in the office, in the field, or in community-facing roles — are informed, aligned, and equipped to represent the Municipality with confidence.

TACTICS:

1. Launch a centralized staff portal/dashboard (Teams, SharePoint, or intranet) as the single source for internal announcements, HR updates, and forms.
2. Prioritize digital tools for staff communication.
3. Provide support to staff who do not have access to email/digital communication channels are less comfortable with technology, and maintain print/in-person options as an inclusion measure so every staff member, regardless of role or location, receives consistent information. For example, invite Public Works staff to the post-Council morning huddle so updates reach that department directly.
4. Utilize SMS alerts for updates to non-desk staff (snow closures, benefit changes, wage reviews).
5. Establish a “no surprises” protocol: all staff receive internal notices about HR or operational changes before external communications go out.
6. Appoint departmental “Communication Champions” (one per building/crew) responsible for relaying updates, checking for gaps, and feeding questions back to administration.
7. The plain language Council summaries created after each meeting should also be shared in staff common areas.
8. Explore having video recordings of huddles for wider staff distribution.

OUTCOME: **Staff receive timely, consistent updates through reliable channels, building trust, alignment, and confidence in representing the Municipality.**

GOAL 5 ALIGN COUNCIL AND STAFF MESSAGING

BACKGROUND & WHY THIS MATTERS:

When residents hear inconsistent messages or tone from staff, Council, or unofficial sources, it creates confusion and weakens confidence in the Municipality. Aligning both what is said and how it is said ensures clarity, professionalism, and respect. A unified tone and message not only positions the Municipality as the trusted source of information, but also strengthens collaboration between Council and staff.

TACTICS:

1. Pre-brief Council before public announcements (social media posts,etc).
2. Implement and follow the Municipality's Social Media Guidelines for both Council and staff to ensure consistency, appropriate tone, and clear roles in sharing information.
3. Establish communications working group to continuously review effectiveness of communications strategy and tactics and determine if values are being upheld. The working group should be composed of designated staff and council members.
4. Provide training (communications processes, systems, crisis communications, etc) to Council and staff; including when onboarding new staff.

OUTCOME: **Council and staff speak with one clear, coordinated voice, strengthening public trust and reducing confusion.**

GOAL 6 SUPPORT CULTURE AND MORALE THROUGH COMMUNICATION

BACKGROUND & WHY THIS MATTERS:

When staff don't have equal access to information, it creates gaps that affect morale and connection across the organization. Not all employees have work email, so extra effort is needed to ensure everyone feels included, informed, and valued. Strong internal communication supports a positive workplace culture and reinforces the Municipality's commitment to clarity, inclusion, and respect.

TACTICS:

1. Produce a monthly internal bulletin (digital and bulletin-board copies).
2. Share "media mentions" or public highlights with staff bi-weekly or monthly.
3. Recognize staff contributions in communications channels.
4. Define anonymous internal communications feedback loops.
5. Embed core values (clarity, inclusion, respect) in daily messaging.

OUTCOME: **Staff feel consistently informed and recognized, contributing to stronger morale and a more connected workplace culture.**

GOAL 7 CRISIS COMMUNICATION PROTOCOL

BACKGROUND & WHY THIS MATTERS:

In times of crisis or emergency, communication must be immediate, accurate, and empathetic. These moments are when residents most rely on their Municipality, and trust can be strengthened or lost depending on the response. Having a clear protocol in place ensures roles are defined, channels are ready, and messaging is consistent, allowing the Municipality to serve as the trusted and reliable source of information when it matters most.

TACTICS:

1. Establish clear roles for those authorized to speak for the municipality (CAO, Mayor, Communications Advisor).
2. Define and train designated spokespersons (CAO, Warden, Communications Lead) for various types of crises.
3. Preparing for events by maintaining processes to speed up approvals and response time.
4. Integrate communication procedures with the Municipality's Regional Emergency Management Coordinator (REMO) and existing emergency management plans.
5. Establish clear protocols for operational and reputational issues (e.g., water main breaks, service closures, council or HR matters, misinformation).
6. Confirm priority communication channels (website, social media, text/email alerts, local radio) with backup options if systems fail.
7. Commit to timely, accurate, and empathetic messaging, with pre-approved templates to speed response.
8. Coordinate with Council, staff, and emergency partners to align on updates.
9. Monitor media and social platforms for misinformation or emerging risks and respond proactively.

OUTCOME: **The Municipality responds quickly and consistently to emergencies and crises of all kinds, giving residents confidence that they can rely on their local government for accurate and trusted information.**

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Municipality of the County of Antigonish

Social Media Guidelines

Background

The Municipality of the County of Antigonish is committed to communicating clearly, consistently, and transparently with residents and community partners. This includes promoting programs and services, sharing Council decisions and providing timely updates on matters that impact daily life in the County.

To reach a broad and diverse audience, the Municipality uses a mix of traditional and digital communication tools. Among these, Facebook serves as a key platform for real-time updates on public safety, emergency alerts, road work, and infrastructure projects, as well as community announcements and engagement opportunities.

Given Facebook's accessibility and widespread local use, it is an essential channel for both information sharing and two-way communication with the public.

The Chief Administrative Officer (CAO) is responsible for the oversight of all official social media activity. Corporate Facebook accounts are managed by designated staff under the direction of the CAO, with support from approved moderators within relevant departments.

These guidelines outline how the Municipality and its elected officials use social media channels to communicate with the public, set clear expectations for tone, accuracy, and the responsible release of information, while protecting the Municipality's reputation, promoting accurate communication, and fostering public trust.

Scope

These guidelines apply to all employees, volunteers and elected officials of the Municipality of the County of Antigonish, including but not limited to:

- Council members
- Chief Administrative Officer (CAO)
- Directors and Department Heads
- Staff (permanent, contract, part-time)
- Any individual authorized to represent the Municipality via social media platforms

Definitions

- **Social Media**: Includes platforms such as Facebook, X (formerly known as Twitter), Instagram, YouTube, LinkedIn, blogs, online forums, and any other electronic communication channel used for public engagement.
- **Contributor**: A person authorized by the CAO or designated to post or manage content on official channels.
- **Moderator**: Appointed by the CAO to oversee the content and activity on official social media accounts.
- **Municipal Social Media Account**: Any online account created to represent the Municipality in an official capacity.
- **Councillor/Official Account**: A social media account personally managed by an elected official that identifies their role with the Municipality (e.g., "John Smith, District 1 Councillor").
- **Personal Account**: An individual's private account that is not affiliated with the Municipality.
- **Election Period Account Use:** During municipal election periods, councillors' official or personal social media accounts must comply with election legislation and cannot use municipal branding, resources, or staff support. Campaign-related content must be clearly distinguished from municipal updates.

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Governance and Oversight

- All official municipal social media accounts must be approved and consistently monitored by the CAO or a designated Moderator.
- Passwords must be centrally stored and updated when staff roles change.
- Content must be appropriate, accurate, and consistent with municipal messaging.
- Official posts must use plain language, provide alt-text for images where possible, and captions for videos where possible, in line with WCAG 2.0 AA (Web Content Accessibility Guidelines)
- Meeting records, including minutes or transcripts, must not be posted or shared via any official or personal social media channel until they have been formally approved by Council.

Council Member Guidelines

As elected officials, Council members play a critical role in representing the Municipality and engaging with the public in a respectful, transparent, and informed manner. In accordance with the recently mandated Code of Conduct for Municipal Elected Officials in Nova Scotia, all councillors must adhere to high standards of communication, both in person and online.

Council and staff share a common goal: to communicate with residents in a clear, consistent, and coordinated manner. These guidelines help ensure that individual communications support, rather than unintentionally undermine, the Municipality's collective voice and decision-making process.

- **Alignment and Accuracy**
  Council members are encouraged to share information with constituents to promote openness and accountability. However, information should only be shared once it is formally approved and publicly available. Summarizing or paraphrasing Council discussions before the minutes are adopted—particularly on social media—can lead to confusion or misinterpretation.

To maintain consistency and ease the workload on individual councillors, a Communications Officer or designated moderator (appointed by the CAO) will provide a suggested meeting recap after each public Council meeting. Councillors are encouraged to use this recap for updates on their personal or councillor pages. This strategy ensures alignment, minimizes miscommunication, and strengthens the Municipality's unified message.

- **Respecting Roles and Confidentiality**
  Council members may discuss approved Council decisions and public information but must not disclose or comment on:
  - Items discussed in closed (in camera) sessions,
  - Draft or unapproved minutes, or
  - Personnel matters under the responsibility of staff.
  - Personal information of staff or residents

Doing so can breach confidentiality, blur the lines between governance and administration, and erode trust in the municipal process.

- **Communicating on Unofficial Platforms**
  Council members often use personal or councillor-branded pages to engage with their communities. Even on these unofficial channels, it is important to clearly distinguish personal views from official municipal positions. Council members should avoid making statements that may be interpreted as speaking on behalf of the Municipality unless specifically authorized.
- **Professionalism in Online Discourse**
  The standards of respectful dialogue apply equally to online spaces. Council members should avoid language or conduct that could be perceived as inflammatory, disrespectful, or damaging to the reputation of the Municipality, fellow Council members, staff or individual residents.
- **Use of Councillor/Official Accounts**
  Councillor/Official Accounts are personally managed pages that identify an elected role. While not corporate accounts, they carry the weight of public office. Councillor/Official Accounts must:
  - Not release information before it is shared through official municipal channels.
  - Clearly indicate they are not managed by the Municipality (e.g., in the account description).
  - Follow tone and content standards outlined in these guidelines.
  - Avoid campaign or partisan content outside of election periods.

A short disclaimer is recommended (e.g., “This page is managed by [Councillor Name]. Views expressed are my own and do not represent official positions of the Municipality unless otherwise noted.”).

These guidelines aim to support transparency, not restrict it. They provide councillors with tools for effective communication while maintaining the integrity of municipal processes and adhering to the standards outlined in Nova Scotia’s Code of Conduct for municipal elected officials.

Personal Social Media Use

- Staff and elected officials on their personal accounts should avoid expressing opinions on municipal decisions, programs, or operations that could harm the Municipality's credibility or create confusion about official positions.
- Any activity that violates the Code of Conduct or other municipal policies—even outside of work hours—may be subject to review or disciplinary action.

Incident Handling

- If problematic or inaccurate content is posted on an official account, the Moderator must immediately take corrective action, notify the CAO, and document the incident.
- If an issue arises from personal accounts, the CAO or Department Head will assess and determine an appropriate response.
- If problematic or inaccurate content is posted on an official account, the Moderator must immediately take corrective action, notify the CAO, and document the incident. For serious breaches (defamation, privacy concerns, harassment, or legal risk), the CAO will escalate to the Warden, legal counsel, or HR as appropriate.
- When issues arise from councillor or staff personal/councillor accounts, the CAO or Department Head will review and determine an appropriate response. Where breaches involve elected officials, the matter may be referred under the Code of Conduct for Elected Officials.
- All incidents must be documented and archived for accountability.

Prohibited Content

The following prohibitions apply to all account types, unless otherwise noted:

Applies to Municipal Accounts, Councillor/Official Accounts, and Personal Accounts when referencing municipal business:

- Harassment, discrimination, or defamatory language as defined in the Nova Scotia Human Rights Act.
- Hate speech, misinformation, or content that may reasonably be seen to incite violence or hostility.
- Speculative or unverified information that could mislead residents.
- Content that discloses confidential or in-camera Council information, or personal information of staff or residents.
- Commentary on legal matters, closed sessionitems, or municipal real estate transactions.

Additional Prohibitions for Municipal Accounts and Councillor/Official Accounts:

- Partisan political commentary or promotion of political candidates.
- Promotion of commercial products or services, unless part of an approved municipal initiative.
- Posts that contradict or undermine official Council decisions or municipal policies.

Additional Note for Personal Accounts:

- While personal accounts are not municipal platforms, staff and councillors are expected to avoid posting content that could reasonably harm the Municipality's credibility, reputation, breach confidentiality, or conflict with the Code of Conduct.

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Staff Social Media Guidelines

These guidelines apply to all employees of the Municipality when using social media, whether in an official capacity or on personal accounts that reference municipal matters.

1. Professional Conduct Online

- Staff are expected to represent the Municipality with professionalism, both on and off duty, in all public forums.
- Do not post confidential or sensitive information about the Municipality, its staff, residents, or Council.
- Avoid comments or content that could be seen as disrespectful, misleading, or politically biased, even when using personal accounts.

2. Official Municipal Posts

- Only staff **authorized by the CAO** or designated moderator may post or respond from official municipal accounts (e.g., Facebook).
- All content must be:
    - Accurate and timely
    - Free from personal opinion
    - Consistent with Council decisions and municipal policies

3. Personal Accounts

- Staff may use personal social media, but must refrain from discussing internal matters, policies, or Council business.
- If speaking about municipal topics, avoid implying an official position or insider knowledge.
- Do not use your role or title to lend authority to personal views.

4. Emergencies and Operational Updates

- Do not post unofficial updates about road closures, emergencies, or public safety. These will be managed through official channels only.
- Refer questions from the public to the Communications Lead, CAO, or designated department contact.

5. Respect for Colleagues and the Public

- Never post content that could be considered harassing, discriminatory, or inflammatory toward coworkers, Council, or residents.
- Avoid engaging in arguments, debates, or negative commentary involving community members online.

6. Consequences for Inappropriate Use

- Breaches of these guidelines may result in disciplinary action, in accordance with any official municipal policies which may include but not be limited to the Human Resources Policy Manual.
- All staff are encouraged to raise concerns or questions about appropriate online conduct with their supervisor or the CAO.

7. Training and Support

- The Municipality will provide social media and communications training for all new councillors and for staff whose roles include online engagement. This will include training on how to set up an account for Councillors without social media.
- Refresher sessions will be offered annually to ensure awareness of evolving best practices, policy updates, and new digital platforms.
- Staff and councillors are encouraged to seek guidance from the Communications Lead or CAO if unsure about the appropriateness of content.

Final Notes

All staff and Council members are expected to exercise good judgment when engaging online and treat social media as an extension of their public roles. These guidelines may and should be updated as digital platforms evolve or as needed to reflect emerging best practices.

COMMUNICATIONS IMPLEMENTATION PLAN

MUNICIPALITY OF THE COUNTY OF
ANTIGONISH

PURPOSE

To guide staff, Council, and the community in the delivery of communications that are timely, consistent, and accessible. This strategy fosters trust, inclusion, and accountability while supporting the Municipality's Vision, Mission, and Values regarding communication.

VISION

A connected and informed Antigonish County where all residents, staff, and leaders have equitable access to clear and trusted information.

MISSION

To strengthen trust and engagement by ensuring that municipal communication is accessible, inclusive, and aligned across staff, Council, and community.

VALUES

Transparency	open, honest, timely communication.
Accessibility	everyone can access and understand information.
Consistency	reliable, coordinated messaging across all channels.
Respectful	responsiveness and two-way communication done with civility and care.
Trusted	grounded in building and maintaining strong relationships.

GOAL 1	BUILD TRUST THROUGH CLEAR AND CONSISTENT MESSAGING
GOAL 2	IMPLEMENT ACCESSIBLE AND INCLUSIVE COMMUNICATION
GOAL 3	FOSTER TWO-WAY ENGAGEMENT
GOAL 4	STRENGTHEN STAFF INFORMATION FLOW
GOAL 5	ALIGN COUNCIL AND STAFF MESSAGING
GOAL 6	SUPPORT CULTURE AND MORALE THROUGH COMMUNICATION
GOAL 7	CRISIS COMMUNICATION PROTOCOL

EXTERNAL COMMUNICATIONS IMPLEMENTATION PLAN

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	Post plain-language Council recaps within 18 hrs	Recap template (Word/Canva), website CMS, social, AI Notetaker (fireflies,ai)	1. **Build a 1-page recap template** with sections for key motions, upcoming decisions, and community impacts. 2. **Assign a meeting owner** (Communications or Admin staff) responsible for publishing the recap after each meeting. 3. **Use an AI Notetaker** during the meeting to capture minutes and auto-generate bullet-point summaries. 4. **Immediately review and edit** the notes for plain language, accuracy, and tone (no jargon or technical language). 5. **Insert recap text into the template** and export a PDF and infographic image. 6. **Publish the recap** on the municipal website within 12 hours of the meeting. 7. **Share the infographic and link** across all social media channels with key points prominently in the post itself and a clear call to read the full recap. 8. **Track engagement** monthly and adjust format or timing if needed.	Residents quickly understand decisions	% meetings with recap ≤12 hrs; page views; social engagement

GOAL 1

BUILD TRUST THROUGH CLEAR AND CONSISTENT MESSAGING

TIMELINES

Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	Bimonthly resident e-newsletter update (county wide + district notes)	Email marketing platform (e.g., Mailchimp), Website signup form, QR code generator, Print newsletter & social media channels - Optional radio ad slot	1. Add **signup link** prominently on website homepage and contact page. 2. Include a **QR code** on all printed newsletters, posters, and mail-outs linking directly to the signup form. 3. Allow residents to **sign up by email or phone call** (admin staff can manually add them to list). 4. Promote signup via **bi-weekly social media posts** and, for the first 8 weeks after launch; optional **radio spot** encouraging sign-ups. 5. Create an **email template**: majority of content is County-wide (e.g., service updates, grant deadlines, council news), with a **district notes section** for each Councillor's updates on local events, road work, or announcements. 6. Schedule the newsletter to send **bimonthly**, ideally the first and third week of each month. 7. **Review analytics** monthly to adjust timing, layout, or content.	Direct, consistent updates	Open/click rates; subscriber growth; District content included in 100% of newsletters

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	Printed newsletter at community hubs	Print distribution list, create a distribution plan	1. **Export the finalized digital e-newsletter** to a print-ready PDF each month (no new content creation). 2. **Print copies in-house** or through a local vendor — one page front and back if possible to minimize cost. 3. **Prepare a simple distribution plan** listing the number of copies per hub (fire halls, community centres, curling club, etc.). 4. **Councillors pick up and deliver** printed copies during regular community visits or meetings — no extra staff delivery required. 5. **Place newsletters** on bulletin boards, counters, or info tables in visible locations. 6. **Rotate posters or QR codes** beside copies encouraging residents to sign up for the digital version. 7. **Monitor coverage and restock** as needed.	Residents quickly understand decisions	% meetings with recap ≤12 hrs; page views; social engagement

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	Multi-channel push for critical notices	SOP template (Word or PDF), Website CMS access, Social media channels (Facebook, Instagram, X), Email platform, Radio contact list, Channel checklist	1. **Define what counts as a critical notice** (e.g., service interruptions, boil water advisory, storm prep, urgent public info). 2. **Assign clear roles:** designate a primary drafter (Communications/Clerk), approver (CAO or Director), and poster (Comms or Admin staff). 3. **Draft a short SOP document outlining:** • What qualifies as a "critical" notice • Approval flow (who checks before posting) • Channel order: Website > Social Media > Email > Radio • Required details (what/where/when/why/what to do) • Plain-language and accessibility standards • Timing expectations (within 30 minutes of confirmation). 4. **Develop a 1-page "Quick Post Template"** for staff to copy/paste into each channel — same text, adapted for length. 5. **Create a "Critical Notice" page or banner** on the website homepage that's always visible; pin current notices there. 6. **Save contact details** for radio and media partners in a shared file for quick reference. 7. **Train all department heads** on when and how to activate the SOP. 8. **Do one test run** (mock water advisory) to confirm the process works smoothly. 9. **Review quarterly** to adjust timing or clarity.	Residents receive urgent information quickly and from official sources, reducing confusion and misinformation. Fewer missed messages	90% of critical notices posted within 30 minutes of confirmation; 100% of required channels updated within 1 hour; Fewer duplicate inquiries or misinformation posts following incidents

TIMELINES
Immediate . . .0-3 months
Medium . . . . . .6-12 months
Long . . . . . .12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	"Who does what" civics posts (municipal vs province)	Content calendar	1. **Build a one-page post** template (title, 60–80 words, link, icon/photo). 2. **List 12 common topics** (roads, snow, permits, taxes, waste, policing, health, schools, cell coverage, bylaws, parks, housing). 3. **Draft all 12 posts** at once using plain language and local examples. 4. Create a **website page/anchor** ("Who Does What") to house them; add quick links. 5. **Schedule monthly** posts for a year with Meta Business Suite (auto-publish). 6. On publish day, **pin the post** on the website/news feed and share to Facebook/Instagram. 7. Add a mini **"Did You Know?"** block in each issue of the e-newsletter reusing the same copy. 8. **Send copy/pic to councillors** to reshare in district channels (no edits needed). 9. **Include a contact redirect line** ("here's who to call").	Reduced misdirected requests	Misdirected inquiry volume; post engagement

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	New website to enhance navigation and improve resident access to information	Customer Management Software, web accessibility tools (to help flag detectable accessibility issues), implementation plan	1. **Tender and contract a qualified web developer** to design and deliver a new municipal website. 2. Consolidate or seamlessly **connect all existing municipal and departmental sites** into one platform. 3. Provide content priorities, structure, and accessibility requirements to **guide development**. 4. **Approve sitemap, design concepts, and test functionality** with staff and residents. 5. **Coordinate content updates** and oversee the soft launch and feedback process. 6. Establish ongoing maintenance and accessibility review processes.	• One-stop, modern website improving navigation and resident access to information. • Consistent look and feel aligned with municipal branding and communications priorities. • Accessible, WCAG 2.0 AA–compliant platform that builds public trust and transparency.	• Increased public awareness and understanding of municipal services (survey results). • Residents report improved ease of finding information online. • Reduced call and email inquiries for basic information. • Increased website engagement (time on page, page completion). • Positive feedback on accessibility, clarity, and user experience.

GOAL 2

IMPLEMENT ACCESSIBLE AND INCLUSIVE COMMUNICATION

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	Weekly 3–5 minute "County of Antigonish" radio update	Scheduled radio slot, Shared Calendar	1. **Secure recurring slot** with 989 XFM Radio. 2. **Define the content template:** 3-5 minute segment duration, covering Council highlights, upcoming projects/initiatives, and community shout-outs. 3. **Identify speakers/hosts** for the segment. Hosts may be staff, Council members, or a rotating combination. 4. **Create a shared calendar and schedule engagements** for up to 8 weeks in advance. Pre-schedule topics, community events, and key updates where possible. 5. **Write scripts in plain language** for each episode, keeping them concise and engaging. 6. **Record episodes** in quiet space with quality audio equipment, if pre-recording segments. 7. **Edit Audio** for clarity, length, and smooth transition, if pre-recording segments. 8. **Identify additional distribution channels** such as the Municipal website bulletin board. 9. **Publish segments** weekly to all distribution channels selected, following the content calendar. 10. **Promote each episode** through appropriate distribution channels such as social media, email newsletters, and on the Municipal website. 11. **Track engagement metrics**, including downloads, radio listenership, social shares, and feedback. 12. **Collect listener feedback** and suggestions for improvement on a quarterly basis. 13. **Adjust content and format over time**, based on feedback provided and analytics collected.	Expand communications channels to keep residents informed by meeting residents where they are.	# of radio slots; listener feedback

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	Implement quick pulse surveys after completion of services	Forms/ Survey tool	1. **Select a survey tool** 2. **Determine Key Services** to collect feedback on (e.g., waste collection, permits, etc) 3. **Draft 3-5 question polls** for each service using plain language and clear response options. Questions may be tailored to a service where appropriate. Identify appropriate benchmarks based on survey question types.* 4. **Integrate surveys into service completion touchpoints** (e.g., email receipts, online confirmations, or SMS links). 5. **Set up automated triggers and workflows** to send the survey upon service completion. 6. **Promote the survey** in resident communications so that residents know what to expect, and feel their input matters. 7. **Collect responses** and store results securely. 8. **Analyze results** either on a weekly or monthly cadence to identify key trends and areas for improvement. 9. **Share insights with staff and Council** to inform service improvements when possible. 10. **Adjust survey questions** over time, based on the relevance and feedback response rates. 11. **Communicate actions taken** in response to feedback to residents, where possible. 12. **Maintain an ongoing survey schedule** to ensure continuous improvements.	Improve continuous feedback on Municipal service delivery	# responses; satisfaction score. Pulse surveys sent > 1 business day after service completion.

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	"What We Heard / What We Did" summaries	1-page template	1. **Create a 1-Page Template** for Summaries to provide consistency for summaries. 2. **Use an AI Notetaker** during the public engagement to capture minutes and auto-generate bullet-point summaries and input from residents. 3. **Identify key themes** and common suggestions from residents. 4. **Draft "What We Heard"** section, using plain language, summarizing main points. 5. **Draft "What We Did"** section to showcase how feedback informed decisions or actions, using plain language. 6. **Publish the summary** on the Municipal website and link it to the original engagement page. Link the respective recording if applicable. 7. **Share the summary** via email newsletter, social media, and other established distribution channels to reach residents who may not visit the Municipality website regularly. 8. **Provide a feedback channel** for residents, so that they can ask questions or provide feedback. 9. **Review engagement process** to improve future summaries. 10. Report back to Council and staff on resident engagement, and **evaluate the results of actions taken to resolve resident concerns.**	Visible feedback loop	% engagements with summary; trust score (survey)

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	SMS (non-emergency reminders)	SMS platform	1. **Select SMS platform** that meets Municipal privacy and accessibility standards. 2. **Define content types** for non-emergency reminders, beginning with municipal notices such as recreation and tax deadlines, service disruption, water conservation updates, etc. 3. **Build a resident opt-in list** on the Municipality website to comply with messaging regulations. 4. **Draft concise messages in plain language**, with clear call-to-action or links. 5. **Pilot SMS reminders** with a small group of residents for select updates. 6. **Test message delivery and readability** across devices. 7. **Collect feedback** from pilot participants on clarity and usefulness of updates. 8. **Analyse engagement metrics** (click rates, responses, opt-outs)* 9. **Refine message content** and timing based on pilot results. 10. **Expand the service** to all opt-in residents after a successful pilot. 11. **Integrate SMS reminders with other communication channels** for consistency 12. **Maintain regular reminder schedules** and monitor feedback from residents for continuous improvement.	Faster resident reach, and improved resident trust.	Subscribers; delivery rate; opt-out rate

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Long	"My Antigonish" resident portal	Website and Portal Development, secure login	**PHASE 1: INFORMATION DELIVERY** 1. **Define what information residents will access** first, such as tax balances, garbage collection schedules, permits, etc. 2. **Develop the portal** structure and secure login system. 3. **Integrate municipal data sources** so that information displays accurately in real-time. 4. **Test user access** and ensure data privacy and security. **PHASE 2: SUBMIT A REQUEST** 1. **Establish a Service Delivery Timeline** for resident requests. 2. **Add service request functionality**, such as the ability to report issues and book services. 3. **Create workflow** for Municipal staff to receive, process, triage, and respond to requests. 4. **Test request submission** and tracking, from resident login to staff resolution. **PHASE 3: ACCOUNTS SETUP** 1. **Enable personalized account features**, such as updating contact information, notification preferences, etc. 2. **Train staff and residents** on portal usage and limitations. 3. **Pilot the portal** with a small group of residents in order to collect feedback. 4. **Refine the portal design** and functionality based on feedback collected during the pilot. 5. **Launch to all residents, following a phased approach**: Invitations to residents sent out in smaller cohorts to reduce server overload and to address server challenges in a timely fashion.	Personalized self-serve options for residents in a centralized location	Active users; online requests share

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Long	Prepare for upcoming changes in Accessibility Standards, Aligning provincial standards		1. **Familiarize staff and leadership with provincially proposed *Accessibility Standards***, the *Accessibility Act*, and proposed legislation as laid out in Nova Scotia's *Access by Design 2030* strategy. 2. Identify areas of current compliance, and highlight gaps in the accessibility regarding Information & Communication, and Goods & Services. 3. Review proposed recommendations as a starting point in addressing accessibility issues. 4. Monitor ongoing legislative updates to ensure the Municipality's alignment with new standards.	Full compliance with Nova Scotia's Accessibility Mandate by 2030	Compliance with Accessibility Act and new provincial legislation (once available)

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Long	Annual Warden's Tour (all districts)	Venue, promo	**PLAN DATES; STANDARD SLIDES; CAPTURE Q&A** 1. **Set up 4 themed tables** at each public session to keep engagement structured and interactive: a. **Listening Table**: Residents can speak directly with the **Warden and CAO**, share feedback, and ask questions. Use notecards or a digital tablet to capture themes. b. **Budget Table**: Use Monopoly money or tokens so residents can "allocate" funding to categories like roads, recreation, policing, housing, and sidewalks. Include **non-negotiable items** (e.g., debt, provincial service costs) to show real flexibility. c. **Big Ideas Table**: Invite residents to write or draw innovative ideas on flipcharts ("If you had $100,000 to improve our County, what would you do?"). d. **Kids' Activity Table**: Simple colouring sheets, Lego, or "build your community" puzzles — helps parents participate without childcare barriers. 2. **Assign a staff or councillor lead** to each table for facilitation and note-taking. 3. **Collect all input** via short forms or photos of each table's output, summarize top ideas for reporting back ("What We Heard / What We Did").	Direct two-way dialogue	Attendance; event feedback

GOAL 3

FOSTER TWO-WAY ENGAGEMENT

TIMELINES

Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Long	Create a Community Liaison Network with one or two trusted volunteers in each district who share verified municipal updates locally (e.g., on community boards, Facebook groups, seniors' clubs, church bulletins) and relay questions or concerns back to staff.	Recruitment package (1-page overview + sign-up form), contact list or mailing list (Excel or Mailchimp segment), monthly email brief template, simple feedback form	1. **Identify potential liaisons** — ask councillors, fire departments, seniors' groups, and community associations to nominate one or two reliable volunteers per district. 2. **Develop a short recruitment package** explaining: a. Purpose (sharing accurate info from the Municipality) b. Time commitment (approx. 1–2 hrs/ month) c. What they'll receive (monthly email summary, occasional calls) d. What's expected (posting updates, forwarding questions) 3. **Collect contact info** and create a simple liaison mailing list. 4. **Send a monthly "Community Update Brief"** with verified municipal news, upcoming deadlines, and share-ready text or posters. 5. **Encourage liaisons to repost or print** updates for local groups or bulletin boards. 6. **Provide a simple feedback form or reply option** for liaisons to share community comments or common questions. 7. **Acknowledge and thank liaisons** annually with a small recognition event, certificate, or social media shout-out. 8. **Review participation annually** and replace or add volunteers as needed.	Accurate, consistent municipal information reaches deeper into rural and under-connected areas through trusted community members.	At least one active liaison per district; update cadence

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

INTERNAL COMMUNICATIONS IMPLEMENTATION PLAN

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	"No surprises" internal-first notices	Email/Teams SOP	1. **Define what qualifies** as an internal-first notice — e.g., major public announcements, service changes, policy updates, HR or operational changes. 2. **Develop a short SOP** outlining: a. Who drafts and approves notices (usually Communications or CAO) b. How messages will be sent (Teams post + all-staff email) c. Timing requirement: internal notice issued 15–30 minutes before public release 3. **Create an "Internal Update" template** with sections for: headline, key message, why it matters, and when/where public posting will occur. 4. **Distribute through Teams and email** to all staff, including those without regular computer access (print or relay through Communication Champions if needed). 5. **Post the public version** afterward to website/ social using consistent wording. 6. **Remind department heads** to flag upcoming public announcements early so internal notice prep can happen on time. 7. **Review quarterly** to confirm the process is being followed and update SOP if issues arise.	Staff learn important news directly from the Municipality first, improving trust, morale, and alignment with public messaging.	100% of major public announcements preceded by internal notice;Internal notices sent ≥15 minutes before public release;≥80% of staff report feeling "informed before the public" in annual survey

GOAL 4
STRENGTHEN STAFF INFORMATION FLOW

GOAL 6
SUPPORT CULTURE AND MORALE THROUGH COMMUNICATION

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	Establish a Communications Working Group of Council, staff and community liaisons to guide, review, and continuously improve all internal and external communication.	ToR, meeting cadence, annual summary template	1. **Form working group** and approve ToR. 2. **Meet quarterly to:** a. **Review** communications activities and progress on the strategy b. **Log actions** completed or delayed and identify issues to address c. **Review feedback** from liaisons and staff d. **Recommend updates** to messaging tools or processes 3. **Conduct one Annual "Communications Check-In"** and summarize in a 1–2 page report highlighting wins, challenges, and next steps 4. Present findings to Council and share a short public version 5. **Update communications** tactics each year based on the review.	Shared ownership & oversight. A coordinated feedback and oversight system that keeps communication practices responsive, community-informed, and continuously improving.	Working Group formed and active by Q2; 4 quarterly meetings held annually with action log maintained; At least 1 community liaison attending each meeting; Monthly updates distributed to all liaisons; Annual review completed and shared publicly; Year-over-year improvement in communication trust and clarity (based on liaison and resident feedback);actions closed

GOAL 5

ALIGN COUNCIL AND STAFF MESSAGING

TIMELINES

Immediate . . .0-3 months
Medium . . . . . .6-12 months
Long . . . . . .12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Immediate	Create a short Monthly Internal Bulletin so all staff (admin, public works, etc.) receive the same core updates.	Template, print for non-desk	1. **Use one standard template** with 3–4 sections (News & Updates, Staff Shout-Outs, Upcoming Dates, Quick Reminders). 2. **Collect updates** from directors by the 25th of each month. 3. **Distribute digitally** via all-staff email or Teams post, and print copies for lunchrooms, vehicles, and job sites. 4. **Keep it brief** — 1 page max, plain language, with visuals or photos when possible. 5. **Archive each edition** in a shared Teams folder for reference.	Everyone stays informed and connected, regardless of where they work.	≥75% of staff report feeling "informed about organizational updates" in internal survey
Immediate	Adopt & train on Social Media Guidelines	Policy, training	1. **Share the approved policy** with all staff and Council. 2. **Hold training/briefing** to review key rules, tone, and examples. 3. Have everyone sign a quick **acknowledgment form** confirming they understand the policy. 4. **Post the policy** on the staff portal or shared drive for easy access.	Unified tone & roles	100% of staff and Council trained;100% acknowledgment forms collected; Fewer tone or posting issues reported;policy compliance incidents

TIMELINES
Immediate . . .0-3 months
Medium . . . . . .6-12 months
Long . . . . . .12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	SMS for staff	SMS platform	1. **Gather mobile numbers** for all staff and confirm consent to receive texts. 2. **Set up an SMS group** in the chosen platform. 3. **Draft short templates** for common notices (e.g., "Office closed due to weather," "Benefits open enrollment ends Friday"). 4. **Send alerts** as needed for important, time-sensitive updates only — avoid overuse. 5. **Review delivery reports** and update contact list quarterly.	Ensures all staff — especially those without regular email access — receive critical updates quickly and reliably.	Coverage %; delivery success

Medium	Comms & crisis training	Workshop deck, templates	1. **Coordinate with the Regional EMO Coordinator** to review emergency notification processes, key contacts, and the County's role in the response chain. 2. **Develop two linked workshops**: a. **Emergency Communications (EMO-aligned)**: how and when to issue updates, coordinate with REMO partners, and activate the critical notice SOP. b. **Crisis & Media Response**: how to handle reputational issues (e.g., service errors, social media misinformation, or sensitive council matters) using calm, factual, unified messaging. 3. Include short **scenario practice** for each stream (e.g., water advisory vs. public complaint escalation). 4. Provide a one-page **response guide** for each: key contacts, tone tips, and approval flow. 5. **Refresh both modules** annually.	The Municipality can respond confidently to both operational emergencies and public-facing crises with speed, accuracy, and professionalism.	Trainee confidence; drill response time

GOAL 7

CRISIS COMMUNICATION PROTOCOL

TIMELINES

Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Medium	Share media mentions & public highlights	Monthly roundup shared in centralized staff portal/ dashboard or intranet	1. Create a consistent **internal template** for sharing updates. 2. **Create internal bulletin** (both digital and non-digital) to post updates. 3. Establish a bi-weekly or monthly **posting schedule**. 4. Define anonymous internal communication **feedback loops**, such as submission forms or internal pulse surveys. 5. **Set up media monitoring tools**, such as Google Alerts or local news feeds, to track mentions of the Municipality or community. 6. Create a process to recognize and gather **staff contributions** for updates. 7. Encourage departments to submit their own highlights for inclusion and visibility.	Strengthen Municipal pride and provide additional context for all internal staff and council.	Views; staff feedback

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

TIMELINE	ACTION	TOOLS NEEDED	OPERATIONAL STEPS	EXPECTED RESULT	KPIs
Long	Anonymous feedback loop	Box / Online form via internal bulletin	1. **Set up the feedback mechanism** on the staff portal/intranet, as well as a physical suggestion box. 2. **Ensure anonymity** to encourage honest input. 3. **Assign monthly review of submissions** to Strategic Initiatives Coordinator to identify recurring themes or issues. 4. **Summarize findings quarterly** for management and staff leadership to action. 5. **Respond to feedback with updates** and actions taken, helping to strengthen transparency and follow-through. 6. **Track trends** over time to measure improvements and recurring internal challenges. 7. Integrate lessons learned into process changes or staff training where appropriate. 8. Maintain and update the feedback tool as needed. 9. **Report overall insights** annually to staff and Council for transparency.	Process improvements	# suggestions; actions taken

TIMELINES
Immediate . . . 0-3 months
Medium . . . . . 6-12 months
Long . . . . . 12-18 months

CONCLUSION: ALIGNING ACTION WITH CAPACITY

This Implementation Plan outlines the actions required to strengthen communications, enhance accessibility, and improve information flow between the Municipality, Council, staff, and residents. Delivering these actions will require continued collaboration, realistic pacing, and alignment of human and financial resources.

To ensure success:

- **Phase and prioritize** actions based on available staff time, funding, and operational readiness.
- **Leverage existing resources** and partnerships wherever possible.
- **Adjust timelines** as needed to reflect capacity, sequencing, or budget considerations keeping quality and sustainability the priority.
- **Monitor and review progress**, identifying completed actions, emerging needs, and resource gaps.
- **Embed accountability** by assigning clear leads and tracking performance indicators outlined throughout this plan.

With coordinated effort, clear roles, and realistic timelines, the Municipality will build a communications system that is in step with community expectations and organizational capacity.