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**MEETING:** Committee of the Whole Meeting

**DATE:** April 1, 2025

**TIME:** 6:00 PM

**PLACE:** Town Council Chambers

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## Agenda

1. **Land Acknowledgement**
2. **Call to Order**
3. **Approval of Agenda**
4. **Approval of Minutes**
  - 4.1 Minutes of the Committee of the Whole Meeting of March 4, 2025
5. **Presentations**
  - 5.1 Keppoch – Dr. John Chaisson
  - 5.2 PARC (People for an Antigonish Rec Centre) – Stephanie Cooper & Paul Curry
  - 5.3 File Management Policy Update (STFX Consultant Project)
6. **New Business**
  - 6.1 Council Strategic Planning Update (CAO)
  - 6.2 Body Armour Policy – Memo to Council
  - 6.3 Tourism Strategy Update – Memo to Council
  - 6.4 Temporary Borrowing Resolution for the Grid Modernization project
7. **Correspondence**
  - 7.1 Letter – re: Flood Protection - Monitoring and Maintenance requirements
  - 7.2 Letter – Department of Emergency Management re: 911 Cost Recovery Fund
8. **Councillor Reports**
9. **Adjournment**

**DRAFT**

**Committee of the Whole  
March 4th, 2025  
Town Council Chambers**

**Present**

Mayor S. Cameron  
Deputy Mayor D. Roberts  
Councillor P. McKenna  
Councillor A. Murray  
Councillor J. Pelly  
Councillor J. Sullivan

**Also in Attendance**

R. Delorey, CAO  
L. Roy, Strategic Initiatives Coordinator  
M. Barkhouse, Director of Corporate Services  
Bethany Collier, Manager of Accounting  
Mary Oxner, Audit Committee Member

**Absent with Regrets**

Councillor L. MacLellan  
M. Fougere, Deputy Clerk

**1. Call to Order**

Mayor S. Cameron called the meeting to order at 6:10 PM and acknowledged that the meeting took place in the traditional and ancestral territory of the Mi'kmaq people, and that we are all treaty people.

**2. Approval of Agenda**

It was Moved and Seconded "to approve the agenda as amended."

**Motion carried.**

**3. Presentations**

**3.1 Antigonish Culture Alive**

Fenn Martin took to the podium to provide an overview to council on Antigonish Culture Alive (ACA) outlining the services provided and partnerships with other local organizations since 2010 to support ACA's Community Grant application. He introduced Cassie MacDonald as the new Executive Director who proceeded with the presentation. Partnerships under the ACA banner include The Performing Arts Series, The Arts House, Artist in Residency Program, Atlantic Art at Night Festival Alliance, and StFX Art Gallery. Annual programs include Antigonight, an Art After Dark Festival and the Mural Program. It was noted that the financial needs are growing to continue to support positive programming and that their application will be seeking more funds.

### 3.2 Rural Communities Foundation of Nova Scotia

Hugh McKay presented to council on the Rural Communities Foundation of Nova Scotia outlining their development and delivery of grant programs over the last 20 years. He provided highlights on fundraising and the community-based initiatives completed in rural Nova Scotia including the Ukrainian Nova Scotia Resettlement Fund, Joan Feynman Climate Change Fund, Housing for Health, Soaring Eagle Fine Arts Grants, and Community Impact Conferences. He emphasized the success of the Dave Gunning Zero Hunger Fund which provides “free Stores” to rural Nova Scotia schools which contributed a \$3,500 grant to the Dr. John Hugh Gillis Regional High School. The 2025 goal is to double contributions from \$100,000 to \$200,000 which will be reflected in their Community Grants application.

### 3.3 Financial Update with Year-End Projections

M. Barkhouse took to the podium to provide Council with a PowerPoint presentation of financial updates with Year-end projections. The presentation included a current overview of the budget and how it is structured with year-to-date performance up to January 2025 including a projected year-end surplus of approximately \$170,800.00. Total revenue to date is about \$10M with approximately \$9.3M in expenses. A key variant in revenue is the \$1M payment from the Province in Grants in Lieu which should be received within the next week or two.

The budget overview outlined the main revenue groupings to keep in compliance with the annual provincial Financial Information Report (FIR) so that financial comparisons can be made easily between different municipalities. The main revenue source is Property Taxes followed by Grants in Lieu and Sales of Services. Other Transfers include Capital and Operating account movements and dividends from AREA and the Electric Utility.

Expenses grouping includes Mayor & Council, Corporate Services and the Office of the CAO, Engineering and Public Works, Environmental Health Services, Community Development, Partnerships & Initiatives, Protective Services, Recreation and Cultural Services and Provincial Responsibilities. A large portion of protective Services includes both the Fire Department and the RCMP Contract. Part of the Provincial Responsibilities includes mandatory payment to the Pictou-Antigonish Regional Library. Capital Projects lie in the grouping of Corporate Services and Office of the CAO which varies from year to year.

M. Barkhouse provided details on the year-to date revenue and expense highlights including \$63K in additional revenue from the Marketing Levy recently implemented for “fixed roof” accommodations to support the tourism industry. Details on the year-end

**DRAFT**

transfers from Capital and Operating reserves are dependent of expenses incurred. For example, only \$156K of the \$400K budget for the College St. bridge was transferred from Capital Reserves.

Expense highlights included wages and several retirements. There were significant challenges with filling positions which led to more overtime wages for current staff. M. Oxner asked why there was such a variance in Corporate Services and Office of the CAO. M. Barkhouse replied that it will be reallocated at year-end but also stated challenges in accessing payroll information with the current software system. Other highlights included a change in the budgeted utility rates versus approved rates from the general rate application to the Utility and Review Board, increases in the RCMP contract and equipment purchase for the arena.

M. Barkhouse provided details on the year-end true ups related to capital projects completed and in progress through the fiscal year emphasizing the lack of proper accounting software in place to track items like inventory. CAO Delorey provided some details on the issues of the existing Chart of Accounts. Changes will allow for reporting to become more streamlined and easier to report to Council.

The Capital budget represents items that had expenses paid for prior to yearend. Some items include Town Hall heat pump, Hawthorne St. paving, Bay St. design, College St. bridge, the STP, Arbor Drive playground and the Active Transportation Trail. M. Barkhouse noted that money is only one part of the equation when it comes to capital projects. Internal capacity and available resources also pose challenges to complete required infrastructure upgrades.

Discussion ensued on the news that the current software program is being retired and a new system will need to be sourced and implemented. M. Oxner provided her assessment on the challenges of the current system and its inability to include data analytic in a timely manner.

Other year-end projections include Capital and Operating Reserves. Two projects are being transferred from Operating to Capital Reserves, the Collage St. bridge and Creighton St. parking lot. The Scotiabank Mini Pitch was originally approved out of capital projects but was moved to operating as the asset belongs to the county. The only revenue growth in Capital Reserves was interest as draws from the reserve fund exceed inputs.

M Barkhouse provided a slide with a Financial Condition Indicator on combined reserves showing a moderate risk based on the value of funds held in reserves compared to a single year's operation expenses including amortization expenses.

Two motions were put forward for recommendation at the next Regular council meeting scheduled for March 17<sup>th</sup>, 2025.

**DRAFT**

**Motion 1:**

Whereas the purchase of the Mini Pitch does not meet the eligibility criteria for a capital purchase;

Be it resolved that the amount of \$398,800 be transferred from the operating reserves to cover the cost of the Mini Pitch

**Motion 2:**

Whereas the following projects were previously earmarked under operating funds;

Be it resolved that the following amounts be transferred from operating funds and earmarked under capital reserves:

- College Street Bridge: \$135,000 (bringing the total in capital reserves to \$279,000)
- Main Street Parking Lot: \$256,00

At 8:24 PM the presentation concluded.

**4. Social Media**

Councillor McKenna requested that social media be added to the agenda. He referred to a post on Ask Antigonish in which Mayor Cameron responded in the comment section referring to himself and council. Councillor McKenna requested that if the mayor and/or council is replying to comments to refrain from speaking for council and only refer to themselves.

**5. Councillor Reports**

No reports were presented.

**6. Adjournment**

Meeting adjourned at 8:35 PM.

# Keppoch 101

Presentation to Town Council

How we are  
remembered



How we are seen  
today



Who you expect to  
see at Keppoch







Who you don't see  
(Until now)



1. 10% of our people live in long term care (@400)
2. Many don't leave their residences once admitted (Except for hospitalizations)
3. Most say they are lonely
4. Loneliness effect on health is equal to smoking 15 cigarettes a day on reducing life expectancy
5. Loneliness is thought to be a leading cause of heart attack (51%), Stroke (32%), and death (30%)

How is Keppoch  
changing that statistic?

- Weekly outings via ACT (Antigonish Community Transit)
- Forest tours
- Journey to summit
- Presentations in lodge
- Keppoch 101 philosophy
- Food and drink
- Live entertainment















SLOW  
DOWN  
CHILDREN  
PLAYING









How did we do?

- 150 residents were hosted between April and November
- Comments “There are over 120 people where I live and I’m lonely. Singing connects me to my happy place.”
- Comments “I didn’t know what to expect but this gave me a lift”
- Comments “When can we come again?”

# Our Goal

- To continue this initiative for the coming year
- Propose 35 outings in 2025
- Weekly budget is \$503 (17,500)
- Keppoch contribution \$2500 plus donated in-kind (8 hours per outing)
- Requested contribution from Town is \$15,000

# **A Recreation Needs Assessment in the 2025-26 Fiscal Year**

**Presented by Stephanie Cooper and Paul Curry**

April 2025

# Working Group

A working group was formed with members of PARC, Town and County, to discuss and navigate a path forward to addressing recreation concerns among community members.

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The goal of the group was to clearly define PARC's future ask to Councils.

## Scope

**Our community requires a needs assessment to guide future decisions around recreation development.**

\* At this point, this does NOT include building a recreation centre.

# What is a Needs Assessment?

**“A systematic process that identifies needs and determines how to address them.”**

# What Resources Would Be Required?

Allocation of staff to assist in:

- RFP development
- Grant finding/writing
- Working with the hired firm to provide any relevant documentation
- Ensuring project outcomes are met


# What Can We Offer?

We are invested in helping to move this process forward. We would like to offer Human Resources to assist staff.



# Our Options

We are requesting that Antigonish Town and County commit to forming a steering committee to undertake one of the following recreation study options as a project in the 2025-26 fiscal year.

|  |              |
|--|--------------|
| <b>Option 1 - Needs Assessment</b> <ul style="list-style-type: none"><li>- Facilities Assessment</li><li>- Community Input</li><li>- Gap Identification</li><li>- Prioritization of Needs</li></ul>  | \$75k total  |
| <b>Option 2 - Feasibility Study</b> <ul style="list-style-type: none"><li>- Needs assessment plus feasibility study</li></ul>  | \$200k total |

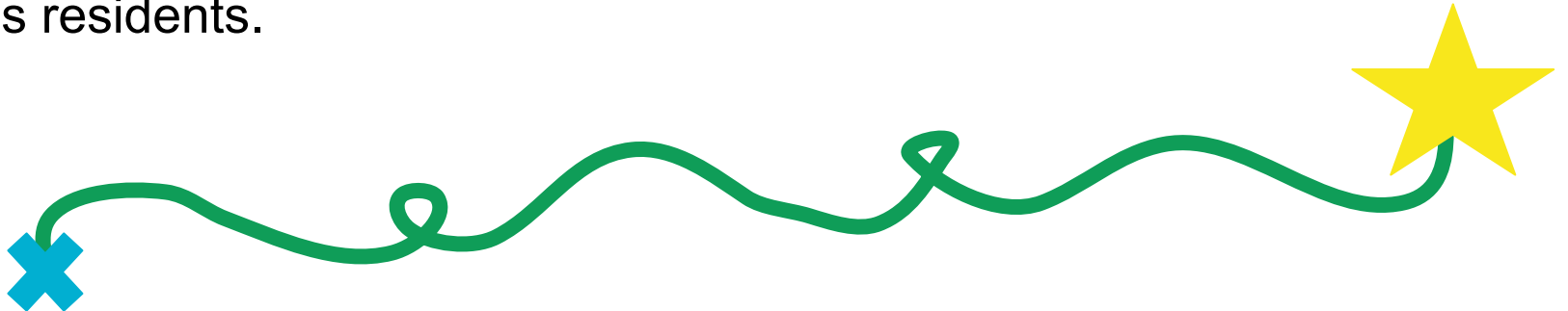
# Details of a Recreation Needs Assessment

- **Inventory of Existing Facilities & Current Use:** Cataloging and assessing all existing recreational facilities in the Town and County to understand their condition, capacity, utilization, and access.
- **Community Input:** Find out what people in the Town and County want/need in terms of recreation facilities and access to facilities.
- **Gap Identification:** Identify facility gaps based on a combination of community demand and comparison to other communities.
- **Prioritization of Needs:** Receive and review recommendations for which improvements to existing facilities or new facilities should be prioritized.

# Why Now?

This investment will inform future plans for recreation facilities in Antigonish, identify priorities, and ensure resources are being allocated effectively.

You will receive **valuable data** needed to make **strategic decisions** about recreational facilities for the wellbeing of our community and it's residents.



**We request that Council provide \$25,000 towards a recreation needs assessment to be supported by Town and County staff in collaboration with PARC in the 2025/26 fiscal budget**

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# Document Management System: Project Summary

**April 1st, 2025**

**BSAD 492 Consulting Project**

**Consulting Team:**

Nick Kennedy

Erin O'Neill

Fraser Macleod

Logan Pugsley

Samuel Robinson



# Agenda:

- Problem Overview
- What We Delivered
- Questions



- **Completed initial analysis of document management processes**
- **Town employees generate countless documents day-to-day**
  - **Ex. grants, RFPs, engineering**
- **Historically, paper documents – physical storage**
- **Transition to technology – digital storage**
- **Lack of formal document management system**
  - **Creates disorganization for paper & digital documents**
- **Many Town employees have inherited**
- **No process in place → today's problem**

# Problem Overview

# Project Summary

## Solutions Consulting Team to Deliver

1 **Organizational File Retention Policy**  
(Physical & Digital)

2 **Organizational Folder/File Naming Convention**

3 **New Organizational SharePoint Design**

4 **Updated File Templates**  
(Ex. RFPs, tenders, payroll, vacation time)

Training  
&  
User Guides

## Anticipated Benefits

↑ **Organizational Efficiency**

↑ **Document Control & Searchability**

↑ **Employee Onboarding & Experience**

↓ **Reduce Archival Storage Space**

↑ **Document Security**

↓ **Paper & Printing Costs**

↑ **Regulatory Compliance**

THE TOWN OF

**ANTIGONISH**



# Outputs of Project

**Document Retention Policy**

This Document Retention Policy serves as an internal guideline to assist staff members at the Town of Antigonish in managing, storing, and disposing of records in accordance with legal requirements and enterprise best practices. Proper document retention facilitates efficient operations, promotes transparency, and ensures compliance with regulatory obligations. This policy applies to all employees, departments, and records generated or received in the course of municipal operations.

The following table outlines the required retention periods for various document types to help staff determine when records should be retained, archived, or disposed of.

| Document Name   | Category   | Department<br><small>* Denotes all Town Departments</small> | Physical or Digital?  | Source   | Retention Period                                       |
|---|------------|---|-----------------------|----------|--|
| Accounting Journal Entries  | Accounting | Corporate Services  | Both <sup>1</sup>     | Internal | Unconfirmed  |
| Accounts Payable Documents & Invoices                               | Accounting | Corporate Services  | Physical <sup>2</sup> | Various  | 10+ years<br>Must keep for 7 years. No internal policy |
| Accounts Receivable Documents & Invoices                            | Accounting | Corporate Services  | Physical <sup>3</sup> | Various  | 10+ years<br>Must keep for 7 years. No internal policy |
| Alternative Resource Energy Authority (AREA) Documents <sup>4</sup> | Accounting | Corporate Services  | Digital <sup>5</sup>  | Various  | Unconfirmed  |
| Bank Statement & Reconciliation                                     | Accounting | Corporate Services  | Physical <sup>6</sup> | Various  | Unconfirmed  |
| Budgetary Documents   | Accounting | Corporate Services  | Digital <sup>7</sup>  | Internal | Forever  |

<sup>1</sup> May be printed out and stored with additional information

<sup>2</sup> All invoices and expense reports are kept in hardcopy, filed by vendor name

<sup>3</sup> Includes any miscellaneous Town bill, hard copies filed

<sup>4</sup> The Town manages bookkeeping for the shared intermunicipal Alternative Resource Energy Authority (AREA) partnership

<sup>5</sup> Remittances to the Canada Revenue Agency (CRA) and bank reconciliations are all managed digitally

<sup>6</sup> Bank statements and financial reports printed off, signed, and filed

<sup>7</sup> With exception for a few items received physically, including but not limited to Antigonish Museum budget and the Town's Royal Canadian Mounted Police (RCMP) contract

| Document Name  | Category        | Department<br><small>* Denotes all Town Departments</small> | Physical or Digital?   | Source                                | Retention Period          |
|--|-----------------|---|------------------------|---------------------------------------|---------------------------|
| CAO Report, Department CAO Reports, and Memorandums to Council | Town Council    | *   | Digital                | Internal                              |                           |
| Cash Receipt Reports   | Accounting      | Corporate Services  | Physical <sup>8</sup>  | Various                               | U                         |
| Employee Health & Safety <sup>9</sup>                          | Health & Safety | Corporate Services  | Physical <sup>10</sup> | Internal                              | U                         |
| Employee Training Documents                                    | Human Resources | Corporate Services  | Physical               | Internal                              | U                         |
| Financial Reports from Utility Levies & Security Forms         | Accounting      | Corporate Services  | Physical <sup>11</sup> | Various                               | U                         |
| Financial Statements   | Accounting      | Corporate Services  | Both <sup>12</sup>     | Internal                              | Forever                   |
| Insurance Documents  | Other           | Corporate Services  | Digital                | 3 <sup>rd</sup> parties <sup>13</sup> | Unconfirmed               |
| Joint Occupational Health and Safety Committee                 | Health & Safety | Corporate Services  | Digital <sup>14</sup>  | Internal                              | Unconfirmed <sup>15</sup> |
| Official Human Resources Documents <sup>16</sup>               | Human Resources | Corporate Services  | Physical               | Internal                              | Unconfirmed               |
| Onboarding Documents <sup>17</sup>                             | Human Resources | Corporate Services  | Physical               | Internal                              | Unconfirmed               |

<sup>8</sup> Large reports that are printed off and filed

<sup>9</sup> Including, but not limited to medical documents, return-to-work notes, wellness reimbursement requests

<sup>10</sup> Stored physically in employee files. If received digitally, a paper copy is printed.

<sup>11</sup> Printed off and stored physically

<sup>12</sup> Since 2018, financial statements have existed digitally, except for two physical copies that are signed off on. Previously, statements were physical, dating back 50-60 years.

<sup>13</sup> Received from 3<sup>rd</sup> parties via email

<sup>14</sup> Includes various forms and templates

<sup>15</sup> May be updated as new Safety Management System is completed

<sup>16</sup> Including, but not limited to promotions, corrective action letters, applications for leave

<sup>17</sup> Including, but not limited to safety orientation checklist, criminal records checks, driver's license and abstract (if required for job), copy of resume, interview evaluation

1

**Organizational File Retention Policy**  
(Physical & Digital)

2

**Organizational Folder/File Naming Convention**

3

**New Organizational SharePoint Design**

4

**Updated File Templates**  
(Ex. RFPs, tenders, payroll, vacation time)

**Training & User Guides**

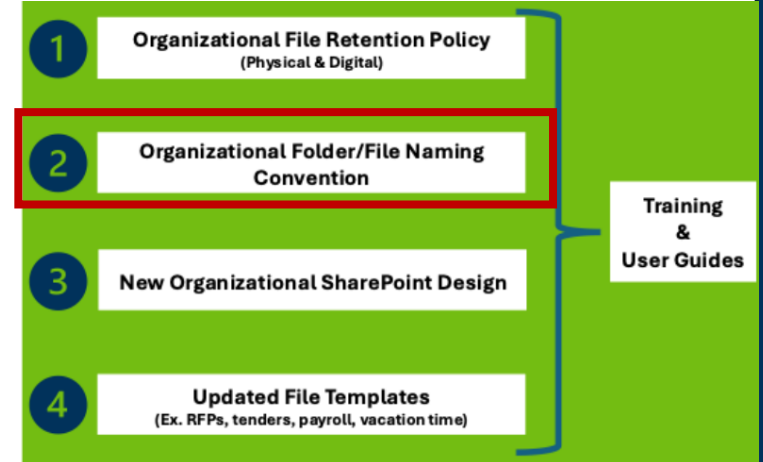
# File Naming Convention Break Down

YYYY.MM.DD.DescriptiveTitle.ProjectCode.Version.DocumentType

EXAMPLE

2025.03.10.WasteCollectionSoftwareUpgrade.401089.V2.pdf

2025.02.12.AsphaltVendorAgreement.401090.V3.pdf



| Department Code | Department            |
|-----------------|-----------------------|
| 10              | Administration        |
| 20              | Community Development |
| 30              | Corporate Services    |
| 40              | Infrastructure        |

SharePoint

THE TOWN OF ANTIGONISH

Home General CAO Administration Community Development Corporate Services Infrastructure Recycle bin Edit

+ New Page details Analytics

Published 3/20/2025 Share Edit

# THE TOWN OF ANTIGONISH

Welcome to the Town of Antigonish SharePoint Site!

### Employee Resources

- Document Management
- SharePoint Help

### Quick Links

- Org Chart
- Town Calendar
- Submit Vacation Time
- Town of Antigonish Website

### Upcoming Town Events

+ Add event

|       |   |
|-------|---|
| APR 1 | Joint Town Council Session<br>Tue, Apr 1, 6:00 PM |
|-------|---|

See all

- 1 Organizational File Retention Policy (Physical & Digital)
  - 2 Organizational Folder/File Naming Convention
  - 3 **New Organizational SharePoint Design**
  - 4 Updated File Templates (Ex. RFPs, tenders, payroll, vacation time)
- Training & User Guides

TOWN OF ANTIGONISH  
REQUEST FOR PROPOSALS  
EXTERNAL AUDIT SERVICES

February 7, 2025

274 Main Street  
Antigonish, NS B2G 2C4

Phone: 902-870-6205  
Fax: 902-863-0460

Website: [www.townofantigonish.ca](http://www.townofantigonish.ca)

|  |    |
|--|----|
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| CONFIDENTIALITY NOTICE                           | 4  |
| SECTION 1 – TERMS AND CONDITIONS                 | 5  |
| SECTION 2 – GENERAL INFORMATION                  | 8  |
| SECTION 3 – EXTERNAL AUDIT PROPOSAL REQUIREMENTS | 10 |
| SECTION 4 – EVALUATION CRITERIA                  | 14 |

REQUEST FOR PROPOSALS

CONSULTING ENGINEERING SERVICES RFP

Antigonish Sewage Treatment Plant Screening System  
and Headworks

Issued by: Town of Antigonish (TOA)

Contact Name: Lise Roy

Email: [lise.roy@townofantigonish.ca](mailto:lise.roy@townofantigonish.ca)

RFP Issued: January 22<sup>nd</sup>, 2025

Responses Due: February 19<sup>th</sup>, 2025, before 2:00pm Atlantic

1. OVERVIEW

1.1. Document Purpose

This Request for Proposal (RFP) is seeking a qualified consultant to provide consultant engineering services to TOA, to design, tender and oversee construction of the Antigonish Sewage Treatment Plant Screening System and Headworks.

Preliminary funding and budgetary approvals have been obtained for the installation of a new screening system and headworks at the Antigonish Sewage Treatment Plant (STP).

Interested entities ("Respondents") are requested to provide detailed information on their qualifications, and how they propose to proceed with the project pre-design, design, tendering and construction. This should include, but is not limited to: site survey work, geotechnical investigations, municipal infrastructure design, tender preparation, and project management / inspection.

1.2. Project Background

The proposed project will enhance the capabilities of the existing sewage treatment plant located at 2 East Main Street. The proposed project also has the potential to reduce maintenance costs for the plant.

The existing wastewater treatment plant is an aerated lagoon system with an inlet pumping station, influent grinder, six celled aerated lagoon, seasonal sand filtration and UV disinfection. Regular operations of the plant are often interrupted by excess organic material and rags getting caught on the submerged aeration drop legs and diffusers. Currently, raw wastewater enters the plant to the influent wet well, passes through a Muffin Monster grinder to breakdown large debris, then is pumped to the lagoons via three 30 kW submersible pumps. All the waste pumped into the plant passes through the UV/filtration building prior to being discharged.

With excess organic material getting caught, operation of the aeration system is hampered, leading to increased maintenance times and costs because of more frequent cleaning required. In addition, excess material buildup risks blockages which can cause equipment damage. These issues all can impact the overall effectiveness of the aeration process and reduce the efficiency of the whole plant.

In response to these issues, CBCL has conducted a preliminary design study commissioned by TOA for installing screens ahead of the aerated lagoon. The study identifies the perforated panel screen as the optimal screening solution. This upgrade will require the construction of a new building to house the screening equipment along with additional aeration equipment. The proposed screening system will include two screens with travelling perforated panels and two washer-compactors.

In addition, in the summer of 2024, the plant underwent a significant odor issue from lack of oxygen in the front end of the aerated lagoon. CBCL did an initial assessment of the aeration system, which is included as part of the supplemental documentation for this RFP. The recommendations of that report

REQUEST FOR PROPOSAL

Feasibility Roadmap for Navigating Next Generation AMI  
Procurement

Issued by: The Town of Antigonish

Contact Name: Lise Roy

Email: [lise.roy@townofantigonish.ca](mailto:lise.roy@townofantigonish.ca)

RFP Issued: July 31<sup>st</sup>, 2024

Responses Due: September 11<sup>th</sup>, 2024, before 2:00pm AST

1

Organizational File Retention Policy  
(Physical & Digital)

2

Organizational Folder/File Naming  
Convention

3

New Organizational SharePoint Design

4

Updated File Templates  
(Ex. RFPs, tenders, payroll, vacation time)

Training  
&  
User Guides

**TOA Grid Modernization Project**  
Purchase Order – TOA-05232024

May 23, 2024

To: **Siemens Energy Canada Ltd.**  
1577 North Service Road East  
Oakville, ON L6H 0H6

**Purchase Order terms:** as per SECL offer SF242189276 Town of Antigonish Substation Project Rev 05, date May 23, 2024, and SECL standard Terms & Conditions SP2020C Version 2 agreed by SECL and TOA on May 23, 2024.

| Item               | Qty | Description  | Unit Price (CAD) | Extended Price (CAD) |
|--------------------|-----|--|------------------|----------------------|
| 01                 | 02  | Transformer* - J295AAA 30/40MVA, ONAN/ONAF, 138-16.16"0.625HxV/24.9xV, Dyn1, 60HZ, Impedance: 9.0% for principal tap @30MVA, 85 °C with CSA tolerance. No load losses:16.6kW, Load losses: 79kW@30MVA, 85 °C.<br>Including:<br>OLTC: Hitachi ABB China<br>HV connection: Oil-air OIP Porcelain bushings, Hitachi China<br>LV&LVN connection: Oil-air Solid Porcelain bushings, Zha China<br>M38kg maintenance free breather, SEL 2414 transformer condition monitor<br>Excluding:<br>AWR, NGR, RTCC, CSA label, Fire protection devices, Spare parts, Onsite supervision.<br>Delivery terms: FOB Shanghai port – lead time 12 months AIO |                  |                      |
| 02                 | 02  | Extended Warranty<br>Extend warranty from 18 months to 60 months   |                  |                      |
| 03                 | 01  | Heat Run Test<br>Temperature Rise (Heat Run) tests shall be carried out at the maximum loss position tap for 24 hours at base ONAN.  |                  |                      |
| 04                 | 01  | HV Bushing - Oil-air OIP Porcelain bushings, Hitachi China   |                  |                      |
| 05                 | 01  | LV Bushing - Oil-air Solid Porcelain bushings, Zha China   |                  |                      |
| Total Price in CAD |     |  |                  |                      |

Page 1 of 3 | CAO Report

**Town of Antigonish – Request for Quotations**

|                   |  |
|-------------------|--|
| Organization Name | Town of Antigonish   |
| Project Name      | Audio Visual (AV) Services (Dept. of Community Development)  |
| Project Objective | The successful contractor will provide audio/visual equipment for two community events – Canada Day and Christmas on Main. |

**Background**

Known as the "Highland Heart of Nova Scotia", the picturesque Town of Antigonish boasts a strong, vibrant, and stable downtown business community, serving as a regional service center for the surrounding Guysborough and Antigonish Counties. Incorporated in 1889, the Town takes pride in its rich history, heritage and culture and is home to many festivals and celebrations, including the world famous Highland Games, Nova Scotia Summer Fest, and Antigonish Jazz Festival.

The municipality delivers a wide range of services to over 5,000 permanent residents and an additional 4,500 students attending St. Francis University, one of Canada's premier undergraduate universities. As a responsible order of government accountable to the people, the Town takes a leadership role in improving the quality of life for our residents, enhancing health and safety and providing a welcoming environment for our many visitors.

**Project Description**

The Town is responsible for organizing free community events throughout the year, specifically for Canada Day and the Christmas holidays. These events are designed to bring the community together in a festive and engaging atmosphere, featuring activities and musical performances that caters to all ages.

The Town is seeking quotations for AV services for these events. See Schedule A for Event Details.

The Town would be seeking to enter into and maintain a contract for AV services through to 2027.

**Project Deliverables**

- AV Setup and Equipment Rental: Provide a comprehensive audiovisual setup including sound systems, microphones, speakers, lighting equipment, and other necessary AV equipment for both indoor and outdoor settings.
- Installation and Technical Support: Setup and install all AV equipment at the event locations. Provide technical support during setup, rehearsals, and the actual events.
- On-site Staffing: Provide qualified technicians and staff to manage the AV equipment and troubleshoot any issues during events.
- Backup Equipment: Ensure availability of backup equipment in case of technical failures or emergencies.

**Community Development**

**Strategic & Capital Projects of Council:**

**Projects**

**Active Transportation Corridor**  
Status Update: Planning for AT Trail Town Hall  
Next Step: The Mayor has signed the amendment to extend the project from March 31, 2026 to March 31, 2027. Staff have begun work coordinating for a Town Hall event regarding the AT Project as requested by Council during the Special Council meeting held on January 9. Staff are looking to host this event in early March to allow for time to have invitation printed and mailed to all residents. More details will be shared once details are confirmed.

**Sandlot Baseball Field Accessible Pathway**  
Status Update: Pathway Paved  
Next Step: The pathway has been paved. Due to the lateness in the year, the landscaping is going to take place in the spring. Dieter will return to do the topsoil and hydroseed. In the meantime, hay has been placed down to cover the area around the pathway.

**Tourism**  
Status Update: Marketing Levy  
Next Step: The Antigonish Tourism Advisory Committee met with Mary Tulle on February 6 to discuss an action plan for the next three months. This includes hiring a dedicated staff person; a Tourism Officer for Antigonish. The Advisory Committee is looking to create a MOU between the Town, County, and the Antigonish Tourism Association to oversee the work plan of this individual. Some of priorities in the first year would include developing and begin executing a marketing and communications plan and develop an inventory of event related assets. As of February 6, Town's Marketing Levy account has a balance of \$62,978.45. This is revenue that has been collected since April 2024, upon the implementation of the levy.

**After Drive Program**  
Status Update: Completed  
Next Step: Additional playground upgrades to other Town facilities will be recommended for Council consideration at budget time.

**Parking Meter Renewal**  
Status Update: Completed  
Next Step: Additional parking meter replacements will be recommended for Council consideration at budget time.

**Accessibility**  
Status Update: Public Engagement  
Next Step: Staff had a kick off meeting with Left Turn Right Turn Ltd. on February 5. Staff will be working on hosting a virtual drop-in session and at least two pop-up sessions to get feedback from the community on the Town's Accessibility Plan. As part of the engagement process, there will also be opportunities for staff, council, and the Accessibility Committee to provide feedback. The feedback gathered will be presented to council in April as an addendum to the plan and upon council's endorsement, will be sent to the province.

**Mini-Pitch**  
Status Update: Construction complete

**Origin**

**Background & Challenges**

**Research/Engagement**

**Recommendation**

**Budget Implications**  
The costs outlined below are estimates based on quotes received from industry groups and the recommendations listed above.

| Item | Cost | Annual/One-Time |
|------|------|-----------------|
|      |      |                 |
|      |      |                 |
|      |      |                 |


**Tender Document**

**TOWN OF ANTIGONISH  
2024 ASPHALT PATCHING PROJECT**

Set No: \_\_\_\_\_

May 2024

February 2025



**Tender Document**

**TOWN OF ANTIGONISH  
2025 SERVICE TRUCK TENDER**

Set No: \_\_\_\_\_

February 2025

**OCCUPATIONAL HEALTH AND SAFETY MEETING MINUTES**

Date: \_\_\_\_\_  
Distribution List

- Office Bulletin board
- Management Representatives
- JOHS Committee
- Union

**Agenda**

- Call Meeting to Order
  - Attendance
  - Approve Agenda
  - Review and Accept Previous Minutes
  - Business arising from the minutes
  - Old and New Business Items**
    - Review status of Old Business
    - Review of Completed Action Items from previous meetings
    - Review accident/ incidents reports in previous month
    - Review Good Catch/Near Miss Report
    - Review Inspection Reports Completed and forwarded to Director.
    - New Business
    - Health and Wellness
  - Training**
    - Review any completed training since last meeting
    - Review upcoming/expired training
    - Update training matrix (Responsible person to complete)
- Next Scheduled Meeting and agenda items
- Agenda items for next meeting
- General Safety Notices
- Adjournment

1.0 Meeting Called to Order  
The Meeting was called to order at \_\_\_\_\_ hrs. with the following representatives in attendance;

\_\_\_\_\_  
*Safety is no Accident*

- Organizational File Retention Policy (Physical & Digital)
- Organizational Folder/File Naming Convention
- New Organizational SharePoint Design
- Updated File Templates (Ex. RFPs, tenders, payroll, vacation time)

**Training & User Guides**

## Training videos for document management & implementation

### Video content covers:

- **SharePoint basics**
- **OneDrive basics**

Training

# Project Summary

## Solutions Consulting Team to Deliver

1 Organizational File Retention Policy  
(Physical & Digital)

2 Organizational Folder/File Naming  
Convention

3 New Organizational SharePoint Design

4 Updated File Templates  
(Ex. RFPs, tenders, payroll, vacation time)

Training  
&  
User Guides

## Anticipated Benefits

↑ Organizational Efficiency

↑ Document Control & Searchability

↑ Employee Onboarding &  
Experience

↓ Reduce Archival Storage Space

↑ Document Security

↓ Paper & Printing Costs

↑ Regulatory Compliance

THE TOWN OF

ANTIGONISH

Questions?

To: Town Council  
Chief Administrative Officer

Submitted by: Shannon Long, Acting Director of Community Development

Date: Wednesday, March 26, 2025

Subject: Town of Antigonish Body Armour Policy

---

## Origin

This memo is to provide an overview to Council on the recommendation by the Province of Nova Scotia for the Town of Antigonish to have a Body Armour Policy.

## Background and Summary

The Town's By-Law Officers receive their Special Constable status from the Province of Nova Scotia. In accordance with the Nova Scotia Police Act, that status has been renewed every three years. Upon the latest renewal for one of our officers, the Nova Scotia Department of Justice asked if the Town has a Body Armour Policy.

The Nova Scotia Body Armour Control Act regulates the possession and use of body armour, ensuring it is used appropriately by those in positions requiring added protection. As the authority to possess body armour is only permitted while our employees are acting in the course of their employment/duties, tracking the issuance of body armor for the Town is crucial for ensuring accountability and effective inventory management. A policy to reflect these responsibilities has been created and is attached for council's consideration and approval.

By-law officers routinely engage with the public, sometimes in situations where enforcement actions may lead to confrontation. Providing body armour ensures additional protection for By-Law Officers who may face unpredictable or potentially volatile interactions. Body armour can safeguard the heart, lungs, and other critical organs.

Implementing this policy provides a framework for the issuance, use, and maintenance of body armour for Town By-Law Officers, mitigating potential risks associated with their enforcement role.

### **Recommendation**

The recommendation from staff is that council endorse the Town of Antigonish Body Armour Policy at the next regular council meeting on Tuesday, April 22, 2025.

Draft Motion:

That the Council for the Town of Antigonish hereby approves and endorses the Town of Antigonish Body Armour Policy, as presented on April 22, 2025.

## **Body Armour Policy**

---

### **Purpose**

The Town of Antigonish is committed to ensuring the safety of its By-law Enforcement Officers through clear guidelines on the use, maintenance, replacement, and return of body armour. This policy establishes standards consistent with the Nova Scotia Body Armour Control Act to ensure compliance with provincial regulations while enhancing officer protection.

### **Scope**

This policy applies to the Town's By-law Enforcement Officers authorized to wear body armour by the Province of Nova Scotia in the course of their duties.

### **Legislative Authority**

The Nova Scotia Body Armour Control Act governs the possession, use, and distribution of body armour within the province. Under this legislation, authorized personnel, including By-law Enforcement Officers, may legally possess and wear body armour. This policy ensures compliance with the Act while setting municipal-specific guidelines for its use.

### **Issuance and Use of Body Armour**

The Town of Antigonish requires that body armour be worn, maintained, replaced, and returned in accordance with the following guidelines:

- a) Body armour shall be issued to by-law enforcement officers as required for their duties.
- b) Officers must wear body armour while engaged in field activities including but not limited to:
  - Visiting a property for an inspection
  - When attempting to serve papers to an individual
  - When directing traffic
  - Enforcement activities involving potential threats, including dog control or animal matters

- Any other circumstances where the officer's supervisor deems it necessary
- c) Officers are encouraged to wear body armour during routine patrols for added protection.
- d) Body armour shall only be worn by the officer to whom it is assigned and shall not be transferred or loaned to unauthorized personnel.
- e) Any officer who is medically unable to wear body armour must provide documentation and receive an exemption from their supervisor.

### **Care and Maintenance**

- a) Officers are responsible for maintaining their assigned body armour in good condition.
- b) Body armour must be inspected after each use by the officer for any signs of damage, wear, or defects.
- c) An annual inspection of the body armour must be conducted by the supervisor using the Town's Annual Body Armour Inspection Form.
- d) Officers must follow manufacturer guidelines for cleaning and storage to ensure maximum effectiveness.
- e) Any damaged or compromised body armour must be reported to the officer's supervisor immediately and replaced as necessary.
- f) The Town will provide resources for the proper care and maintenance of issued body armour.

### **Replacement of Body Armour**

Body armour shall be replaced in accordance with manufacturer guidelines, or sooner if:

- a) The body armour is damaged or no longer effective.
- b) The officer's body composition changes significantly, affecting fit and protection.
- c) The Town will ensure funding and procurement processes support timely replacement of body armour.

### **Return of Body Armour**

- a) Officers must return all issued body armour upon resignation, termination, retirement, or reassignment to a position where body armour is not required.
- b) Failure to return issued body armour may result in disciplinary action or financial liability in accordance with the Nova Scotia Body Control Act.
- c) Body armour that is no longer in serviceable condition must be properly disposed of according to provincial and manufacturer guidelines.

### **Compliance and Accountability**

- a) Officers are responsible for adhering to this policy. Failure to do so may result in disciplinary action.
- b) Supervisors are responsible for ensuring compliance with this policy.
- c) The Town of Antigonish reserves the right to amend this policy in response to legislative changes or operational needs.
- d) Compliance with the Nova Scotia Body Armour Control Act will be reviewed annually to ensure alignment with provincial standards.
- e) In the event of a conflict or inconsistency between this policy and provincial legislation or regulations, the provincial legislation and regulations shall prevail.

#### CAO's Annotation for Official Policy Book

Date of Notice to Council Members Intent to Consider  
(Minimum 7 Days):

Date of Passage of Current Policy:

I certify that this Policy was adopted by Council as indicated  
above.

\_\_\_\_\_  
Chief Administrative Officer

\_\_\_\_\_  
Date

**To:** Town Council  
Chief Administrative Officer

**Submitted by:** Shannon Long, Acting Director of Community Development

**Date:** Wednesday, March 26, 2025

**Subject:** Partnership Agreement with the Antigonish Tourism Association

---

### Origin

This memo is to advise Council of a draft partnership agreement with the Antigonish Tourism Association relating to the Town's Marketing Levy.

### Background

The Town of Antigonish has developed a draft partnership agreement with the Antigonish Tourism Association (ATA) to strengthen collaboration in supporting and enhancing tourism development in Antigonish. This agreement outlines a framework for financial support, reporting, and representation aimed at ensuring coordinated efforts to grow and promote Antigonish as a tourism destination.

### Summary

The following are key elements of the Agreement:

- **Transfer of Marketing Levy Funds:**

The Town will transfer 100% of the collected Marketing Levy funds to the ATA. The initial transfer will include funds collected from April 1, 2024, to March 31, 2025, with future transfers occurring quarterly.

- **Use of Funds:**

Funds must be used for tourism-related activities such as marketing, promotions, and development initiatives. The agreement also permits up to 50% of a tourism staff person's salary and other associated costs for that person to be funded through the levy.

- **Annual Reporting Requirements:**

By March 31 each year, ATA must provide Town Council with:

- A budget and overview of planned initiatives for the upcoming year (starting in 2026), and
- Financial reporting on the prior year's expenditures.
- Council may also request an independent financial review.

- **Governance:**

The Town will have a voting member on ATA's Board of Directors, to be filled by the CAO or a designated representative by April 1, 2026.

- **Review and Termination:**

The partnership will be reviewed after the first year to assess effectiveness. Either party may terminate the agreement with written notice by January 1, with termination taking effect March 31 of that fiscal year.

- **Amendments:**

Any changes to the agreement must be made through written consent by both parties.

### **Recommendation**

For Council to consider the following motion for the regular council meeting on Tuesday, April 22, 2025:

That Council approve the partnership agreement as presented and authorize the CAO to sign on behalf of the Town of Antigonish.

**PARTNERSHIP AGREEMENT**  
**Between**  
**The Town of Antigonish**  
**And**  
**The Antigonish Tourism Association**

**Effective Date:** *(Date of Signing)*

**1. Purpose**

This Partnership Agreement ("Agreement") establishes the terms and conditions under which the Town of Antigonish ("Town") and the Antigonish Tourism Association ("Association") will collaborate to support and enhance tourism development in Antigonish through financial support and strategic partnership.

**2. Transfer of Marketing Levy Funds**

The Town agrees to transfer 100% of its collected Marketing Levy funds to the Association. The initial transfer will be all levy funds collected from April 1, 2024 to March 31, 2025. Transfers will then be on a quarterly basis (June 30, September 30, December 31, and March 31).

**3. Use of Funds**

The Association shall allocate the transferred funds exclusively for tourism-related activities, including but not limited to marketing, promotions, and development initiatives, that benefit Antigonish. Additionally, the levy money may be used to fund up to 50% of the salary and associated costs of a staff person responsible for tourism-related activities supporting Antigonish.

**4. Reporting**

Each year by March 31, the Association shall submit the following report to Town Council containing the following:

- Starting in 2026 and in future years, a budget outlining planned expenditures and an overview of initiatives for the upcoming year.
- Finances detailing the expenditure and allocation of the transferred funds for the year just ending.
- Town council may require the Association to submit an independent financial review.

**5. Governance and Representation**

- The Town shall have a voting member on the Association’s Board of Directors.
- The Town’s Chief Administrative Officer or a designated representative will assume this role by April 1, 2026.

**6. Review and Renewal**

- The partnership will be evaluated after the first year to assess its effectiveness and impact.
- If either party wishes to terminate the Agreement, written notice must be provided to the other party no later than January 1 of the applicable year. Termination will be effective March 31 of the fiscal year

**7. General Provisions**

- This Agreement may be amended only through mutual written consent of both parties.
- Both parties agree to work collaboratively and in good faith to ensure the success of the partnership.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the Effective Date.

**Signed for and on behalf of the Town of Antigonish:**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Signed for and on behalf of the Antigonish Tourism Association:**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Witness:**

**Name:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

DRAFT

# Antigonish

NOVA SCOTIA'S FREE SPIRIT



## ANTIGONISH TOURISM STRATEGY

Prepared by:

**GROUP**  
**A|T|N**  
CONSULTING INC



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# ANTIGONISH TOURISM STRATEGY

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## Acknowledgements

We acknowledge that the Antigonish Region is located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. We are grateful to reside in this Region and appreciate the opportunity to welcome visitors. In the spirit of Reconciliation, we acknowledge our shared responsibility to both the Mi'kmaw Nation and Paqtnkek Mi'kmaw Nation.

It is important to recognize the valuable contribution of all those who participated in engagement and offered their insight, expertise, and passion for Antigonish.

Finally, it is appropriate to acknowledge the hardships of COVID on Antigonish residents and tourism partners. We are entering a new era of collaboration, and are emerging from these challenges stronger, and as one community.

## The Antigonish Tourism Strategy

### A Tourism Vision for Antigonish

Nova Scotia's leading non-urban, year-round overnight destination embraced by residents and visitors alike.

### Value Proposition

Nova Scotia's leading non-urban tourism destination: renowned for its welcoming, forward-thinking, and dynamic communities that embrace and celebrate diversity – [Nova Scotia's Free Spirit](#).

### Strategic Framework

The Antigonish Tourism Strategy framework is organized under five strategic directions – or pillars. Tourism partners were clear in messaging the imperative for strategic ambition and accordingly the strategic objectives will be activated over a three year timeframe.

#### *Strategic Direction #1: Lead and Grow with Purpose*

Aligned with the creation of a new DMO and the launch of its inaugural tourism strategy, develop internal systems including governance and administration to support the strategy resourcing and activation.

- Develop a financial sustainability plan – including revenue sources and income generators.
- Establish a 3% marketing levy through Town and County municipal by-laws designating Destination Antigonish as the official marketing agency for the Region.<sup>i</sup>
- Refine and formally adopt the Destination Antigonish governance<sup>ii</sup> structure reflecting leadership from the municipalities, tourism operators, partners, and investors, including mandate focused sub-committees (e.g., Marketing, Communications, Events, Resident Engagement, among others).
- Develop a 3–5-year business plan for Destination Antigonish leveraging the marketing levy as a foundational revenue generator to be supplemented through partner investments for project-based initiatives. The plan will also reflect how Destination Antigonish can grow staffing as the demands of local partners increase.
- Ensure all Destination Antigonish decisions are grounded in research. As a first step develop a tourism measurement and monitoring system to support accountability and responsibility top residents, partners, and investors.

## *Strategic Direction #2: Foster a Spirit of Collaboration and Partnership*

Embrace a collective impact approach to support maximum impact through coordination and collaboration among all partners – including tourism operators, tourism partners, investors, social enterprises, municipalities).

- Foster positive relationships and communication among all Destination Antigonish partners.
- Leverage municipal, provincial and federal initiatives appropriately aligned with Destination Antigonish priorities reflecting tourism as well as focused creative industries and environmental initiatives.
- Promote package development and promotion among Destination Antigonish partners including the Tourism Antigonish Partnership and where beneficial - external partners.

## *Strategic Direction #3: Positively Impact all Communities*

Leverage and strengthen the region's sustainability leadership on social, environmental, and related matters to grow tourism while enriching the lives of residents.

- Improve the lives of Antigonish town and country residents through tourism while balancing economic objectives (e.g., through tourism business revenues and municipal tax receipts) with social and environmental priorities (including alignment with a net zero ambition).
- Ensure an equity, diversity and inclusion approach is reflected in all Destination Antigonish initiatives.
- Commit to supporting and collaborating with Paqtnkek Mi'kmaw Nation.
- Assess the need for increased municipal leadership around short term rental regulation considering local housing affordability and availability; preserving community character; safety among other factors.<sup>iii</sup>
- Develop, adopt and implement a locals know campaign to ensure residents 1) Understand the value of tourism to the community and its residents; and 2) Are equipped to help visitors fully appreciate and experience what Destination Antigonish has to offer.

## *Strategic Direction #4: Marketing and Communications to Position Antigonish as Nova Scotia's Free Spirit*

Promote the Region's compelling visitor value proposition to priority markets.

- Develop a marketing and communications plan.
- Manage and grow the Antigonish brand.
- Grow and manage digital assets.

- Convert more drive-by traffic to visitation.
- Support niche market growth - including in culinary, outdoor and culture, among others.
- Develop and enhance compelling shoulder and winter tourism initiatives for the Region.
- Develop a Destination Antigonish website to support visitor attraction, boosting length of stay and trip planning.
- Develop a corporate Destination Antigonish website to support partner communication and engagement along with network growth.
- Develop a social media plan to boost engagement between and among industry partners and visitors.

### *Strategic Direction #5: Purposefully Grow the Festival and Event Sector*

Grow the region into a year round destination by further strengthening the Region's compelling value proposition around event hosting to achieve its full potential.

- Coordinate and consolidate event bidding, planning, and hosting resources to boost competitiveness.
- Develop a mechanism to dynamically coordinate and profile festivals, events, and related activities.
- Identify a sustainable funding source to support sector investment including for bidding and hosting.
- Foster relationship and partnership building with Events Nova Scotia.
- Develop an inventory of event related assets.
- Identify local leaders and influencers potentially positioned to lead bids with both confidence and a competitive advantage.
- Develop an event tool kit that supports local bid groups and enables them to bid with confidence and customize as needed.

## 1 Background and Context

The Destination Antigonish Work Group is comprised of partners including Destination Eastern and Northumberland Shores (DEANS), Paqtnkek Mi'kmaw Nation, St. Francis Xavier University (StFX), the Antigonish Chamber of Commerce, the Town of Antigonish and the Municipality of the County of Antigonish. **The Destination Antigonish Working Group oversaw the development of the Destination Antigonish Tourism Strategy.** The Group ATN team was commissioned to develop a tourism strategy for the region to increase tourism activity and visitor yields while supporting tourism operators in growing their capacity.

### 1.1 Project Objectives

The Destination Antigonish Tourism Strategy assignment encompassed the development of an integrated tourism strategy reflecting strategic directions, sustainable sources of revenue, and governance. Related deliverables (under separate cover) focused on the development of a brand, logo, and related digital assets.

### 1.2 Methodology

**Multiple lines of research were employed to underpin the strategic analysis inherent in the development of the Antigonish Tourism Strategic Plan.** A critical element of the strategic planning process was robust outreach and engagement. This engagement was bolstered by research into tourism trends, best practices, relevant initiatives currently underway or under consideration, and related secondary research.

The multiple lines of research and engagement undertaken in this work provide a strong foundation for the strategy. Robust engagement with respect to the development of the strategic plan and subsequently to its activation is a critical success factor. This approach reflects the fundamental importance of engagement not only being done well but also being seen to be done well. Engagement is a critical component of a strategy that will leverage collective impact to optimize success involving diverse partners.

The outreach and engagement process for the tourism strategy was carried out in three distinct stages. Stage one consisted of 13 virtual interviews with key officials and tourism stakeholders in the Antigonish Region. These in-depth interviews lasted an hour on average. (The supporting Outreach and Engagement Plan was delivered under separate cover.)

Building on the bilateral interviews, the second phase of the engagement process involved facilitating five community listening / working sessions, with three of these structured as in-person events, with the remaining two held virtually. At these sessions, participants were given a brief

presentation providing details on the project as well as selected research findings. The community sessions focused on the following key questions:

- What is your vision for Destination Antigonish in 2033?
  - What does success look like?
  - What might the community look like?
  - What is the Antigonish tourism draw?
- What are the strategic priorities for Destination Antigonish?
  - Short-term focus?
  - Key partners?
- What are the key tourism assets for Destination Antigonish?
- What are your thoughts on the current Antigonish brand? How should the brand evolve?

The final stage of the engagement process consisted of an online survey available to all Antigonish Region tourism stakeholders and residents. This survey was promoted during the community engagement sessions, as well as through Town and County social media channels. Engagement input was bolstered through this widely shared survey that generated 215 responses. (Detailed survey findings are available under separate cover.)

Engagement findings provided critical insights into the creation of the Antigonish Tourism Strategy.

## 2 Summary of Findings

This section presents a summary of findings from the research, strategic analysis, and engagement.

### 2.1 Research Context

The following situation analysis for the Destination Antigonish Tourism Strategy outlines the planning context through online research, document reviews, inventories, and tourism activity statistics. The analysis reflects the national, provincial, and local context for tourism strategic planning in support of the Destination Antigonish Tourism Strategy. (Detailed research findings are available under separate cover.)

## 2.2 National Context

In 2019, prior to the onset of the pandemic, the Canadian tourism industry experienced record-breaking tourism revenues. This was then immediately followed by the onset of the pandemic, resulting in tremendous losses and challenges for the industry as borders closed and travel restrictions were adopted globally.

However, despite these significant losses and the persistence of COVID, the Canadian tourism industry is showing promising signs of recovery with the lifting of travel restrictions and the release of pent-up demand into the sector.

According to releases from Destination Canada, interest in visiting the country has seen spikes even higher than in 2019 across multiple key global markets. Web searches related to Canadian tourism from the US, Europe, and the Asia-Pacific regions surpassed 2019, particularly following the removal of pre-arrival testing requirements.

Reports suggest the tourism sector nationally is rebounding from its pandemic-induced downturn, with moderate revenue growth expected to continue into 2023 as operators adjust pricing and return to 2019 visitation.

Despite encouraging signs of resilience, there is lingering uncertainty in the sector. Business travel has been impacted by pandemic uncertainty. Global recovery in business travel has been slower than the leisure sector, with current predictions suggesting global business travel spending will not reach 2019 figures until 2025 or 2026. The slower recovery for business travel has been attributed to the increased use of virtual meeting tools by businesses around the globe and the elevated risk of business trip cancellations.

Other industry challenges influencing the recovery of Canadian tourism include:

- A lack of access to transportation, both air and ground (e.g., car rental availability).
- Higher overall costs for travel.
- Quality assurance concerns; and
- Reduced access to capital and limited liquidity.

Despite these factors, Canada's tourism industry continues on the road to recovery, albeit at uncertain rates. Destination Canada has predicted that even under a fully realized worst-case scenario, international tourism to Canada will still likely fully recover by 2026. The 2022 revenue growth is expected to continue into 2023.

As the industry continues to recover, new market trends are expected to influence the industry, including the following:<sup>iv</sup>

- A greater desire for frictionless travel, with increased use of digital technology and smoother travel experiences.

- Increasing domestic travel, as Canadians avoid uncertainty overseas and seek to make up for lost time with friends and family, additionally causing an increase in demand to traditionally less-travelled areas of the country.
- A greater focus on the socio-environmental elements surrounding the impacts of tourism, with increased emphasis on minimizing its environmental impact.
- This shift away from an overriding economic imperative to more socially responsible tourism also includes a greater emphasis on resident well-being, safety and overall community quality of life.
- A need to further support Indigenous-led and operated tourism to fully take advantage of a growing demand among domestic and international travellers.
- A surge of travellers looking to experience Canada's natural offerings by visiting nature-based destinations and taking part in nature-based activities.
- A growing segment interested in travelling for physical and mental wellness.
- Pent-up demand among high-yield travellers.
- Increased leisure time among some travellers; and
- Extended destination stays enabled by remote work.

## **Nova Scotia Context**

Much like Canada as a whole, Nova Scotia's tourism sector has experienced both significant disruption and promising recovery. The province's tourism industry showed a strong recovery in 2022, welcoming an additional one million visitors compared to the previous year. Accommodation sales in all regions of the province surpassed pre-pandemic levels.

Nova Scotia welcomed 1.9 non-resident visitors in 2022. While a significant improvement over 2021, visitation did not return to pre-pandemic levels, ending the year with a decline of 18% compared with 2019. Atlantic Canada continued to account for the highest share of visitors. However, regional visitation didn't recover to the same extent as other markets, like Ontario, which was up 1% over 2019.<sup>v</sup>

The disproportionate growth in room nights relative to out-of-province visitation suggested that resident travel within Nova Scotia is strong.

Overall, Nova Scotia is highly regarded by Canadian travellers, with a solid majority of domestic travellers endorsing the province's many offerings. Some of the most cited attributes include the province's outdoor appeal, charming towns/communities, and its relaxing/leisurely appeal. Concurrently, while Nova Scotians became apprehensive of tourists entering the province during the pandemic, this hesitation has significantly decreased since 2022.<sup>vi</sup> Tourism Nova Scotia

identifies three priority market segments for the province using Explorer Quotient market segmentation as summarized below.<sup>vii viii ix x</sup>

*Table 1: Tourism Nova Scotia's Priority Market Segments*

|                           | <b>Authentic Experiences</b>  | <b>Cultural Explorers</b>  | <b>Free Spirits</b>  |
|---------------------------|---|--|--|
| <b>Traits:</b>            | <ul style="list-style-type: none"> <li>• Spontaneous</li> <li>• Discrete</li> <li>• Ethical</li> <li>• Eco-Conscious</li> <li>• Independent</li> <li>• Open-Minded</li> <li>• Curious</li> </ul>  | <ul style="list-style-type: none"> <li>• Positive</li> <li>• Open-Minded</li> <li>• Curious</li> <li>• Risk-Taker</li> <li>• Flexible</li> <li>• Easy-Going</li> <li>• Energetic</li> <li>• Creative</li> </ul>  | <ul style="list-style-type: none"> <li>• Open-Minded</li> <li>• Ambitious</li> <li>• Enthusiastic</li> <li>• Fun-Loving</li> <li>• Adventurous</li> <li>• Curious</li> <li>• Social</li> </ul>   |
| <b>Ideal Attractions:</b> | <ul style="list-style-type: none"> <li>• Nature Reserves</li> <li>• World Heritage Sites</li> <li>• Hiking Trails</li> <li>• Museums</li> <li>• Homestays</li> <li>• Campsites</li> </ul>   | <ul style="list-style-type: none"> <li>• Heritage Sites</li> <li>• Cultural Events</li> <li>• Museums</li> <li>• Festivals</li> <li>• B&amp;Bs</li> <li>• Hostels</li> </ul>   | <ul style="list-style-type: none"> <li>• Luxury Hotels</li> <li>• Tourism Hot Spots</li> <li>• Top Restaurants</li> <li>• Night Clubs</li> <li>• Group Tours</li> </ul>  |
| <b>Travel Values:</b>     | <ul style="list-style-type: none"> <li>• Learning about places, times, and cultures</li> <li>• Enjoying vast Natural Settings and Wonders</li> <li>• Prefer integrating into the local culture</li> <li>• Personal Development</li> </ul> | <ul style="list-style-type: none"> <li>• Prefers travelling with like-minded people</li> <li>• Enjoying ancient history and modern culture</li> <li>• Learning about places, times, and cultures</li> <li>• Always planning for their next trip</li> </ul> | <ul style="list-style-type: none"> <li>• Enjoys experiencing a bit of everything</li> <li>• Always planning for their next trip</li> <li>• Prefers travelling with like-minded people</li> <li>• Seeks the best they can afford</li> </ul> |

### *Tourism Trends*

Room sales across Nova Scotia followed a similar path of recovery, with sales dropping significantly with the onset of the pandemic while seeing significant growth and renewal by 2022.

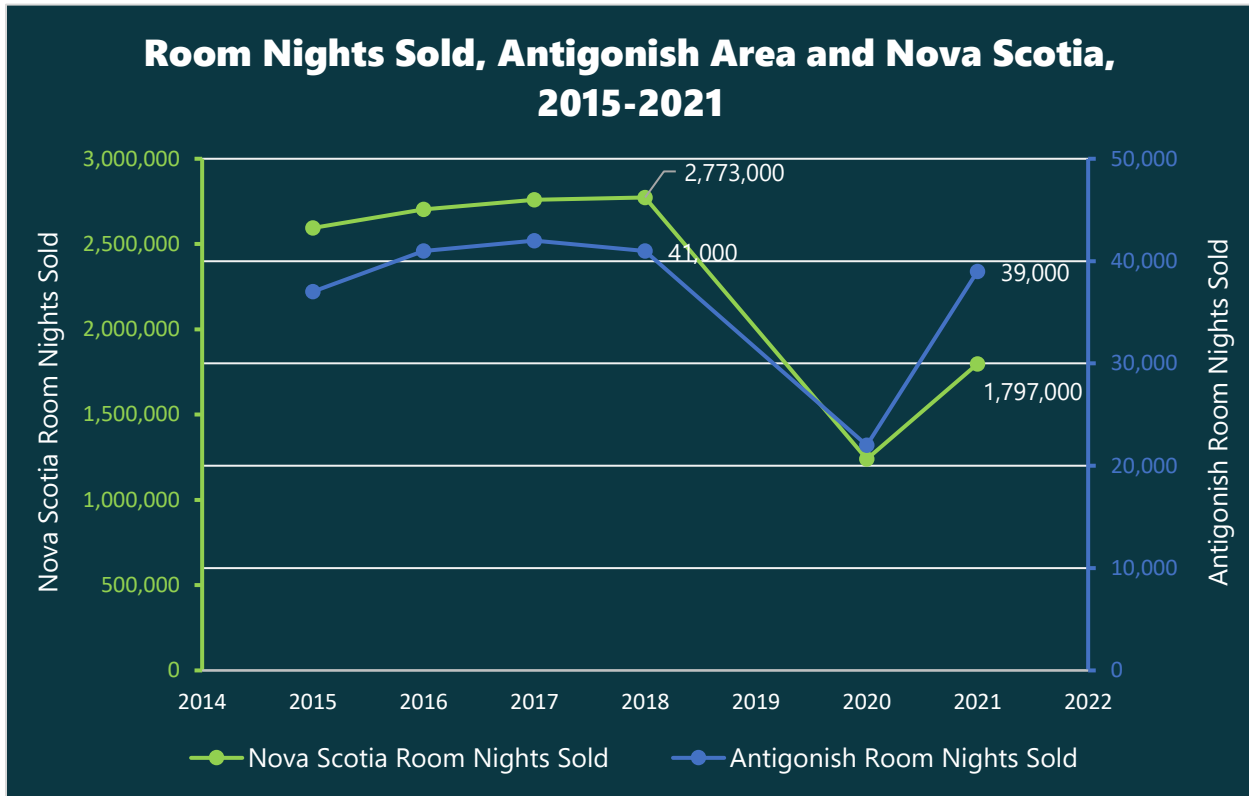
Despite the sector's promising recovery, several challenges remain for Nova Scotia attracting Canadian travellers. As of 2022, Canadian tourists perceived the cost of travel to Nova Scotia as high (34%), the distance being too great (25%) and one in five (20%) noted a lack of familiarity with Atlantic Canada.<sup>xi</sup>

### **Antigonish Context**

Room night sales in Antigonish provide insights into the scale of tourism and related trends compared to the rest of the province. As shown in the following chart, Antigonish room sales generally followed the same trends as the rest of the province. As can be seen in 2020 room sales data, while Antigonish experienced a significant loss compared to pre-pandemic figures, this loss

was less severe than was experienced by Nova Scotia as a whole. Antigonish managed to maintain over 50% of its pre-COVID room sales.

Figure 1: Annual % change of Room Nights Sold for both Antigonish County and Nova Scotia



Preliminary room sales estimates for Antigonish suggest that this general trend continued through 2022, with Antigonish room night sales continuing to increase.

### 3 Strategic Alignment

The tourism plans adopted by several Nova Scotia entities provide valuable context for developing the Antigonish Tourism Strategy. These plans were analyzed to identify opportunities while ensuring strategic alignment between tourism initiatives, which will support efficiencies and leverage partnerships throughout the province. The following tourism strategies are profiled:

- Antigonish Regional Economic Assessment - addresses tourism, highlighting opportunities for collaboration and positioning Antigonish in the broader Nova Scotia tourism context.
- Paqtnekek Tourism Strategy - highlights opportunities related to Paqtnekek's heritage and natural assets, while considering increasing interest in Indigenous cultural tourism.

## ANTIGONISH TOURISM STRATEGY

- DEANS Tourism Strategy - identifies four foundational pillars: destination marketing, visitor services, partnership development and events.
- Nova Scotia Culture Action Plan - outlines priority themes regarding the protection, promotion, and development of Nova Scotia's culture.
- Destination Canada's Tourism Vision outlines a Canada-wide approach to support post-COVID touristic recovery between 2022-2025.
- Nova Scotia Tourism Strategy (currently in development).
- The Indigenous Tourism Association of Canada (ITAC) Strategy focuses on post-COVID tourism recovery.
- Nova Scotia Indigenous Tourism Enterprise Network (NSITEN) recognizes the importance of strengthening partnerships and attracting new investment; and
- The Cultural Tourism Strategy for the Mi'kmaw of NS - highlights the importance of experience development – particularly post-COVID.

Considering these plans will ensure strategic alignment while acting as a force multiplier for Destination Antigonish. (More detailed strategic analysis is available under separate cover.)

## 4 What We Heard

Through engagement efforts with Antigonish officials, residents, and tourism operators, valuable insights into the strengths, perceived gaps, and opportunities for Antigonish as a tourism destination emerged. These insights are explored in this section.

### Regional Cooperation

Throughout the engagement, participants stressed the importance of cooperation and coordination across the Antigonish tourism sector.

Participants suggested a central tourism body would reduce or even eliminate instances where tourism initiatives were fragmented or duplicated. Greater coordination would help bolster

*"We need to work together, or the strategy will never succeed."*

resources available to a collective effort. Some participants believed past efforts fell short of expectations for these reasons.

Importantly, increased coordination would help to ensure partnership opportunities were more effectively communicated – opening up valuable resources to Antigonish tourism operators. As an illustration of this point, some operators only became aware of opportunities through the outreach and engagement process associated with this initiative.

Further, many engagement participants believed that a key step in addressing this issue would be through a unified vision for Antigonish. This perspective offered a compelling endorsement for the development of the Tourism Strategy.

A commonly cited objective was to move the region away from its current status as a brief stop for visitors travelling to and from Cape Breton by positioning Antigonish as an overnight or even multi-day destination.

A related benefit of a unified approach to tourism for the region would ensure greater profile and recognition of the industry's considerable value for the region - particularly in the context of more visible industries in the region.

*"They can see the university, they can see the hospital, but they can't see the impact of all the tourism businesses in the Region."*

There was also a strong belief that greater coordination would also unlock new investment in regional tourism – including from the private sector. Stakeholders recounted how a lack of multi-year budget commitments for past projects resulted in promising and important tourism developments being curtailed when they required more than a year to demonstrate success.

## Nature-Based Experiences

When discussing the tourism draws Antigonish currently has established, the region's natural beauty and outdoor experiences were often cited as significant resources for future efforts to build off from. Of the many options available, two which were repeatedly singled out were Antigonish's beaches, and the Keppoch Mountain site.

*"Let's promote our community to younger families and target outdoor enthusiasts on their way to Cape Breton."*

### *Beaches*

When asked what Antigonish had to offer visitors, its beaches were often the first attribute mentioned by participants. Further, many stakeholders cited the region's warmer water compared to other areas of Nova Scotia.

However, stakeholders also identified a number of constraints currently preventing beaches from realizing their full tourism value. The first of these was accessibility. Stakeholders suggested that public beach access is becoming increasingly difficult - particularly for those beaches near the Town. Much of this diminished access was attributed to private property owners restricting passage to public beaches. It was noted that, this challenge could be partially mitigated through improved visitor signage and wayfinding for alternative public pathways. On a related matter, beach cleanliness was raised by multiple participants with several examples of beaches marred by litter and fishing debris.

While the beaches remain a compelling natural asset, engagement suggests that promotion and protection will be necessary to unlock their full tourism potential.

### *Keppoch and Hiking*

Keppoch Mountain and its associated amenities were also frequently mentioned in the context of Antigonish's most important tourism assets. Participants noted Keppoch's appeal to visitors in general as well as niche markets such as biking enthusiasts. Some participants also pointed to Keppoch's potential leadership around packaged tourism experiences and the Keppoch team's sophisticated understanding of tourism development.

Some suggestions were offered regarding how to further improve Keppoch as a tourist draw. These included working to connect the Keppoch trails to other regional networks and developing resources to help visitors plan and prepare to get the most out of their stay at the mountain.

*"Nature has provided us with great scenery and beaches that should be preserved."*

Hiking - both at Keppoch and the region as a whole, was also commonly cited as a significant visitors draw. This aligns with the ongoing ambitious efforts to further develop the region's active transportation network.

## Paqtnkek Mi'kmaw Nation

Throughout the engagement, the importance of continued cooperation on tourism-related matters between Antigonish and the Paqtnkek Mi'kmaw Nation was enthusiastically endorsed. Participants universally acknowledged the importance and value of the partnership between Paqtnkek, tourism operators, governments, and the community at large. The contemporary significance is amplified within the context of Reconciliation. Overall, there was a strong desire among all partners for authentic and respectful cooperation in the tourism sector.

The growing interest in authentic experiential Indigenous tourism among both residents and visitors was acknowledged. Several opportunities for cooperation were identified. For example, the StFX University community and diaspora – including international students, were highlighted for their interest in learning more about the Nation, its history, and its traditions.

Arising from the discussions was a communication opportunity to build a greater understanding among non-indigenous locals and visitors regarding the option of attending Paqtnkek Nation events. Considering the success of the Paqtnkek powwow hosted by StFX in April 2023, there is great optimism around further building cultural awareness and confidence among non-community members.

Several critical points from the Paqtnkek perspective were shared during the engagement. Overall, Paqtnkek is highly motivated to develop Mi'kmaw tourism, while cooperating with Antigonish partners to ensure their story is appropriately told. An ongoing dialogue between the Paqtnkek and the Town and County regarding the implementation of Mi'kmaw signage was referenced as an important waypoint in this journey.

Engagement participants were mindful of the imperative of Mi'kmaw cultural tourism being led, developed, and delivered by Paqtnkek. This includes evolving and strengthening the Mi'kmaw narrative currently reflected in Antigonish. For example, it was felt that the story and history Antigonish currently shares with visitors provide insufficient attention to the Paqtnkek perspective, and the importance of the nation as the Region's first inhabitants.

## A Rich History Combined With a Vibrant Present

*"I have been visiting Antigonish since early 1990s. I love its authenticity."*

Throughout the engagement process, Antigonish's rich multicultural history was described as foundational to the region's identity and its tourism value proposition. The Antigonish region is steeped in the stories rooted in the diversity of its residents – including as the ancestral home of the Mi'kmaq People and the compelling story of the Paqtnkek Mi'kmaw Nation. While the region's Scottish history was frequently mentioned along with the annual Highland Games, participants recognized the imperative to promote the stories and heritage reflecting the region's

rich diversity, including African Nova Scotians and, more recently, refugees from the conflicts in Syria and Ukraine.

This multicultural history has evolved into a contemporary source of pride for the region. This pride has been further elevated by the region's international success stories such as the journey of the Hadhad Family as Syrian refugees who settled in Antigonish and established Peace by Chocolate.

A spirit of welcoming and inclusion is core to Antigonish's identity, some stakeholders firmly advocated for further efforts to address exclusion. While most residents were described as welcoming, there are opportunities for improvement. Some newcomers described feeling like an outsider despite living in the region for some time. In some cases, this was exacerbated by frustration that this experience was not acknowledged.

Another key aspect of the region's identity is its general acceptance and safety. Participants frequently expressed the importance of Antigonish being seen as welcoming and safe to all – both during the day and night.

*"We have it all - we just need to put it together."*

## Culinary Related Offerings

Antigonish's significance as a hub for high-quality diverse dining and food options was highlighted by many stakeholders including:

- A wide range of restaurants offering diverse culinary options.
- A popular farmers market supporting a strong local food movement and providing easy access to high quality, locally grown foods, and related goods; and
- A robust craft brewery and artisanal alcohol sector, catering to the growing demand for related experiences.

A noteworthy historical influence on Antigonish's unique culinary strengths arose from the Dutch settlers' field to fork ethos post WWII. Other food-related offerings discussed, such as Peace by Chocolate, provide high-quality visitor offerings and a deeper connection to the town's social and cultural fabric.

## Events

Engagement participants were enthusiastic about Antigonish's potential as an event hub. Much of this excitement stemmed from the signature annual events Antigonish currently hosts on an annual basis, as well as major one-time events Antigonish had hosted in the past.

The most cited event, in terms of both past success and future tourism potential, was the Antigonish Highland Games. Participants often directly connected the games with the cultural and historical aspects of Antigonish and its Scottish history, with those who believed said heritage

should serve as a pillar of Antigonish tourism moving forward always including the promotion and expansion of the Highland Games within their vision. While most participants praised the Highland Games as a cultural and tourism asset of great importance, some opportunities for further development were also noted. Connecting with the previously raised issue of remaining alienation, some participants expressed a belief that the intense focus placed on the Highland Games resulted in those not interested in the Games feeling further excluded or left without things to do while the event took place. Others, even those who professed significant affection for the Games, believed that the cost of entry to the event was no longer reflecting the value of the event itself, especially at specific times when vendors were closed, and only certain events were ongoing.

While the Highland Games were the most cited event throughout the engagement process, both the Antigonish Jazz Festival and the Nova Scotia Summerfest were similarly referenced by multiple engagement participants as important success stories and opportunities for further growth. Similarly, Antigonish's hosting of the 2018 Summer Special Olympics was commonly referenced as a point of pride for the region, and as proof of the region's potential as a major event host and hub.

Scheduling was noted as an opportunity for the Antigonish Region to grow as an events hub. Stakeholders noted that, in the past, some of Antigonish's largest events were scheduled for similar times – even overlapped at times. An opportunity for a more coordinated impactful schedule of events was frequently noted. This coordination further aligns with a desire for the Antigonish Region to develop into a year-round destination with events hosted in all seasons. Year-round events would open new markets while strengthening demand outside the traditional tourism period. While there are many advantages to flattening the seasonality curve, it is also important to note that this squarely aligns with the Nova Scotia tourism strategy.

## Tourism Infrastructure

The potential for enhanced accommodation options was noted during the engagement. For example, increased accommodation supply would enable Antigonish to host more and larger sporting events. While the Region is bolstered by existing sporting and recreation infrastructure, there were some concerns that the room supply was insufficient for players, families, spectators, and officials. Additional accommodation capacity would also open further growth opportunities for established events. Other participants noted that Antigonish's accommodations offerings were not always aligned with the requirements of Tourism Nova Scotia's priority market segments.

*"We need to adapt to evolving visitor expectations."*

Participants shared considerations for updating and expanding the accommodations offered throughout Antigonish. StFX University's capacity and potential to grow as an accommodations provider was recognized. At the same time, there was a widespread recognition of the importance

of a level playing field for traditional accommodation operators. Several participants also noted the option of bolstering sharing economy opportunities, such as Airbnb and VRBO. However, others reflected on the importance of aligning this and other decisions with resident preferences, social considerations, and access to housing for current and prospective residents.

## Attraction of New Residents

While the majority of engagement input focused on attracting first-time and return visitors to the Antigonish Region, some participants also noted the important role memorable tourism experiences and related amenities can play in enticing individuals to relocate to Antigonish permanently or for a remote working hiatus.

Additionally, by strengthening Antigonish's position as a full-day, or multi-day, tourism destination, as opposed to a simple stop on the way to other Nova Scotian destinations, there will be a greater opportunity for tourists to experience and witness the deeper and more everyday benefits of life in Antigonish. These include the community's friendliness, safety, multiple dining, beverage and recreation options, housing, and education offerings, all of which are far more difficult to ascertain during a visit of less than a full day in length.

## Marketing and Communication

Engagement participants offered suggestions on marketing approaches. Several opportunities were identified for how Antigonish may best market itself as an attractive tourist destination, and how the region's offerings and activities may be best communicated to both visitors and residents.

During the various stages of the engagement process, participants were asked to describe what they believe Antigonish's current tourism brand was, or what it should be moving forward. The following themes emerged for the Antigonish Region:

- A diverse, accepting, and safe place with something for everyone.
- Small community feel with big city amenities.
- Home to StFX; and
- A hub of events, outdoor adventures, and culinary experiences.

However, it is also important to acknowledge that there is a diversity of perspectives on the Antigonish identity. The engagement uncovered an opportunity to create a more compelling and focused identity for the region. This would have the added benefit of addressing challenges that visitors and prospective visitors have expressed in researching travel-related information for the Region.

Another area of possible development which was raised during the engagement efforts was that of centralizing information regarding activities and services, for the benefit of both visitors and

operators. It became evident during engagement that tourism partners were not always aware of the tourism partnership programs and resources available to them. A related example that was raised during engagement was the opportunity to consolidate a comprehensive resource in support of hiking and walking trails throughout the Antigonish Region.

Engagement participants also noted the opportunity to educate locals about Antigonish's activities and offerings. By ensuring *locals know* and appreciate available tourist offerings in the Region, residents will be better able to provide detailed information and recommendations to visitors. This approach would offer the added benefit of further boosting Antigonish's image as a friendly and welcoming destination.

### Partnerships

Tourism partnership opportunities were mentioned as a rich opportunity. Many of the examples shared involved event hosts and tourism operators. A practical example was improved communication and coordination of events to ensure restaurants were prepared for the potential influx of patrons. Another opportunity was co-branding tourism offerings with events to leverage cross-promotion potential. Each of these examples connects to the larger opportunity for Antigonish's tourism operators to better unify and cooperate under a shared goal. Participants embraced an approach where operators were competitively cooperating to grow the tourism market for Antigonish.

Discussions with operations throughout the region also identified significant opportunities and interest in tourism packages. By improving partnerships between the region's various tourism operators, Antigonish's activities, experiences, and services for visitors could be combined into convenient, marketable travel packages.

# ANTIGONISH TOURISM STRATEGY

## 5 Endnotes

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<sup>i</sup> The levy will apply to all short-term tourism rentals (regardless of size) including traditional tourist accommodation (e.g., hotels, motels, inns, cabins, designated university accommodation, etc.) and sharing economy platforms (e.g., Airbnb and VRBO) registered with the Nova Scotia Tourist Accommodations Registry.

<sup>ii</sup> Research and the experience of others affirms that governance will be critically important. As one of the first steps in strategic activation, recruiting the right leadership and development of a focused, streamlined governance structure for Destination Antigonish will be critical to its success. It is expected that governance will continue to be refined and clarified in the formative stage of the strategy.

<sup>iii</sup> Best practices research is grounded in the recognition that regulatory considerations vary by community. Some communities may have a greater motivation to contribute to tourism accommodation supply, while others may have a greater focus on affordable housing supply.

<sup>iv</sup> Destination Canada, "[Tourism's Big Shift](#)"

<sup>v</sup> [tourismns.ca/news/intouch-blog/strong-tourism-recovery-2022](https://tourismns.ca/news/intouch-blog/strong-tourism-recovery-2022)

<sup>vi</sup> Destination Canada, "[Resident Sentiment October 2022](#)"

<sup>vii</sup> Tourism Nova Scotia, "[Traveller Segmentation](#)"

<sup>viii</sup> "[Traveler Type: Authentic Experienter](#)"

<sup>ix</sup> "[Traveler Type: Cultural Explorer](#)"

<sup>x</sup> "[Traveler Type: Free Spirit](#)"

<sup>xi</sup> Tourism Nova Scotia, "[Atlantic Canada 2022 Travel Study](#)"

**To:** Town of Antigonish Council  
Randy Delorey, Chief Administrative Officer

**Submitted by:** Meaghan Barkhouse, Director of Corporate Services

**Date:** Tuesday, March 25, 2025

**Subject:** Temporary Borrowing Resolution (TBR) – Grid Modernization (Electric Utility)

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**Background:**

In 2022–23, the Town of Antigonish Electric Utility (AEU) submitted a capital work order application request to the Nova Scotia Utility and Review Board (NSUARB) for a grid modernization and substation project (M11082). All capital expenditures over \$250,000 needs to be approved by the NSUARB. At its core, this project, known as “Grid Mod” aims to reduce AEU’s reliance on Nova Scotia Power, Inc. (NSPI) distribution lines and substations by bypassing the utility’s six metering points. The project includes having our own substation directly connected to NSPI’s transmission lines, upgrading distribution lines and transformers from the current 4–12 kV to 25 kV to support increased electrification (e.g., electric vehicles and heating) and deploying smart meters for customers.

AEU has secured up to \$9.7 million in grant funding, covering 50% of the estimated project costs. However, between the initial application submission and the capital application hearing with the NSUARB, the total project budget increased to \$20.5 million.

The funding agreement allows for nearly full utilization of the grant funding upfront, with a small portion allocated for 2025–26 to 2028–29. To date, the Town has maximized its claims, submitting \$8.5 million in funding requests.

To finance the project until it becomes operational, temporary borrowing will be required. This loan with our financial institution will be structure similar to the Solar Garden, with interest as prime less one (1) percent. Not all funds need to be withdrawn right away.

Once complete, the Grid Mod will be eligible for long-term financing through the Municipal Finance Division debenture. The associated financing costs will be incorporated into rates through a General Rate Application to the NSUARB upon project completion in 2029.

The Strategic Initiatives Coordinator has provided a cashflow for the life over the project as illustrated in the table below.

|                   | 2023-24     | 2024-25       | 2025-26     | 2026-27     | 2027-28     | 2028-29     | Total         |
|-------------------|-------------|---------------|-------------|-------------|-------------|-------------|---------------|
| Eligible Expenses | \$585,000   | \$10,825,000  | \$6,090,000 | \$1,902,000 | \$676,000   | \$386,000   | \$20,464,000  |
| Claim Amount      | (\$500,000) | (\$8,000,000) | (\$300,000) | (\$300,000) | (\$300,000) | (\$300,000) | (\$9,700,000) |
| TOAEU Funding     | \$85,000    | \$2,825,000   | \$5,790,000 | \$1,602,000 | \$376,000   | \$86,000    | \$10,764,000  |

AEU will be responsible for approximately \$5.8 million in expenditures in 2025-26. Corporate Services is requesting that a TBR be taken out to maintain cash flow within the Town bank accounts. This TBR will be for 36 months, from ministerial approval from the Minister of Municipal Affairs and Housing. We can apply for an

extension in year 2027-28 as we did with the Solar Garden TBR. The next step will be to receive ministerial approval.

**Recommendation:**

We request that the attached Temporary Borrowing Resolution be approved by Council to begin the process of accessing temporary borrowing for the Grid Modernization project.

**MUNICIPAL COUNCIL OF THE**

**TEMPORARY BORROWING RESOLUTION**

Amount: \$ \_\_\_\_\_

Purpose: \_\_\_\_\_

**WHEREAS** Section 66 of the Municipal Government Act provides that the Council of the \_\_\_\_\_, subject to the approval of the Minister of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

**WHEREAS** the Council of the \_\_\_\_\_ has adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are so authorized to expend funds for a capital purpose as identified in their capital budget; and

**WHEREAS** the Council of the \_\_\_\_\_ has determined to borrow the aggregate principal amount of \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purposes of \_\_\_\_\_;

**BE IT THEREFORE RESOLVED**

**THAT** under the authority of Section 66 of the Municipal Government Act, the Council of the \_\_\_\_\_ borrow a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) for the purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

**THAT** the sum be borrowed by the issue and sale of debentures of the Council of the \_\_\_\_\_ to such an amount as the Council deems necessary;

**THAT** the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Council borrow from time to time a sum or sums not exceeding \_\_\_\_\_ Dollars (\$ \_\_\_\_\_) in total from any chartered bank or trust company doing business in Nova Scotia;

**THAT** pursuant to Subsection 92(2) the sum be borrowed for a period not exceeding Thirty Six (36) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

**THAT** the interest payable on the borrowing be paid at a rate to be agreed upon; and

**THAT** the amount borrowed be repaid from the proceeds of the debentures when sold.

**THIS IS TO CERTIFY** that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the \_\_\_\_\_ held on the \_\_\_\_\_ day of \_\_\_\_\_, 2025.

**GIVEN** under the hands of the Clerk and under the seal of the \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

\_\_\_\_\_  
Clerk



Mayor and Council  
 Town of Antigonish  
 274 Main Street  
 Antigonish, N.S.  
 B2G 2C4

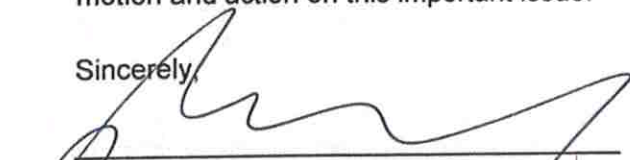
We are writing to express our thanks and appreciation to Mayor Cameron and Council for the recent "motion of council" that ensured that the required work on Town lands off of St. Andrew Street was completed.

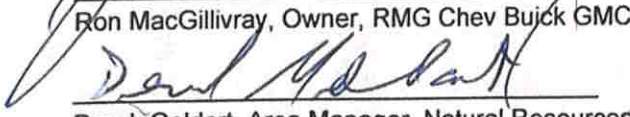
As a way of providing some context for the work, the Town commissioned a major study in 1995 titled the "Wrights River Ice Study". There were several recommendations to help alleviate Spring flooding that closed down Main Street and Elm Street which in turn restricted access to the hospital for residents, shut down businesses and severely impacted homeowners in these areas. The major one-time recommendations were carried out by the Town but there is a requirement for annual monitoring and maintenance.


For various reasons the required annual monitoring and maintenance requirements as identified in the "Wrights River Ice Study" have never come under the responsibility of the Town Engineering/Public Works Department. We the undersigned are requesting that this be changed and that Town Engineering/Public Works assume this responsibility so that required maintenance and monitoring be carried out in a consistent and timely manner.

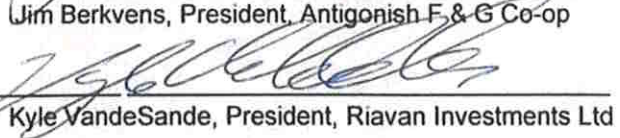
Once again, we would like to thank the current Council for taking the initiative with your recent motion and action on this important issue.


Sincerely,


  
 Ron MacGillivray, Owner, RMG Chev Buick GMC

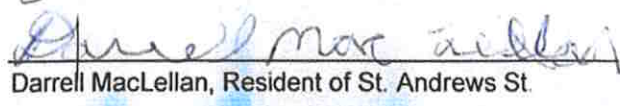
  
 Derek Geldart, Area Manager, Natural Resources

  
 Jim Berkvens, President, Antigonish F & G Co-op

  
 Kyle VandeSande, President, Riavan Investments Ltd

  
 Jordan Paradis, Owner, Paradis Investments Ltd

  
 Julie Duykers, Manager, Antigonish F & G Co-op

  
 Darrell MacLellan, Resident of St. Andrews St.

March 18, 2025

Your Worship Mayor Sean Cameron  
Town of Antigonish  
274 Main Street  
Antigonish, NS B2G 2C4

Dear Mayor Cameron:

I am pleased to inform you that a direct deposit in the amount of \$1,788.29 will be made to your municipal account from the 911 Cost Recovery Fund. As in past years, the purpose of this funding is to provide for the recovery of the incremental costs associated with the administration of civic addressing programs at the municipal level.

I want to take this opportunity to express my thanks to you and your staff for the excellent support provided to the Nova Scotia 911 system, without which we could not continue to deliver the very high caliber of service that Nova Scotians have come to expect.

Should you have any questions, please contact David Wilson, Director, Provincial 911, Emergency Management Office toll free at 1(866) 424-5620.

Sincerely,



Honourable Kim Masland  
Department of Emergency Management

c Nova Scotia Federation of Municipalities