



# **INTEGRATED COMMUNITY SUSTAINABILITY PLAN**

**FINAL DRAFT – OCTOBER 2009**

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Municipality of the Town of Antigonish  
Service Nova Scotia and Municipal Relations  
Union of Nova Scotia Municipalities  
Federation of Canadian Municipalities



COMMUNITY



Environment



Social



Culture



Economy



# FCM

## CONTACT INFORMATION

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## **BACKGROUND**

In September 2005, the Federal government and the Province of Nova Scotia entered into a Municipal Funding Agreement (MFA). In this agreement, the Federal Government has committed to transfer a portion of the federal excise tax on gasoline to municipalities, annually. As a requirement for continued access to these funds, each municipality is required to prepare and submit an Integrated Community Sustainability Plan (ICSP) by March, 2010. Service Nova Scotia and Municipal Relations released an ICSP Guidebook and a choice of three Templates in July 2007. This ICSP document is based on the stand-alone template (Template #3).

## **INFORMATION SOURCES**

The following is a list of information sources that were used to prepare the Integrated Community Sustainability Plan for the County of Antigonish:

### Existing Information

Document Review and Municipal Consultation:

- Municipal Planning Strategy and Land-use By-laws
- Capital Projects (from Capital Investment Plan)
- Strait Area Mayors and Wardens Report

### Consultations

- Community Consultation Sessions held in every district of the County
- Municipal Departments : Council, Administration, Planning, Recreation and Finance
- Informal consultations with organizations

### Other considerations

- Commonalities with the Municipality of the Town of Antigonish
- Regional commonalities
- Provincial Statements of Interest

## 1.0 INTRODUCTION

An Integrated Community Sustainability Plan is a long term plan (15 - 20 years) developed in consultation with the community. The ICSP process focuses on identifying issues currently facing municipalities and their communities under the four pillars of environment, economy, culture and society. The consultation process empowers communities and Municipal Council to address current and future needs and propose solutions while embedding municipal infrastructure requirements within these broader strategies. The County of Antigonish has taken on sustainability as a vital goal for the next 15 years through this ICSP.

The preparation of the ICSP embodies identifying and understanding the complex current and potential future local challenges under the four pillars of sustainability (environment, economy, culture and society) and their impact. This ICSP identifies goals and priorities for the Municipality of the County of Antigonish under the four pillars of sustainability for the period 2010 to 2025.

### 1.1 Definition of Sustainability

The definition of sustainability is evolving continuously. The County of Antigonish recognizes the following definitions of sustainability:

#### **The classic definition**

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

Brundtland, 1987; *Our Common Future*

*The World Commission on Environment and Development*

#### **Antigonish as a Leading Sustainable Community**

"A dynamic process which enables all people to realise their potential and improve their quality of life in ways which simultaneously protect and enhance the Earth's life support systems."

Porritt, 2000

*Capitalism – as if the World Matters Forum for the Future*

## 2.0 COMMUNITY PROFILE

The County of Antigonish is made up of 26 rural communities with a total population of 18,836 (Statistics Canada, Census 2006). It is located in the north-eastern part of Nova Scotia, and covers 1,458 square kilometers. The County of Antigonish is bounded by Pictou County to the west, the Canso Strait to the east, Guysborough County to the south, and the Northumberland Strait to the north, covering 1,458 square kilometres. The highest concentration of population and most new development in the County are located in the areas close to the Town of Antigonish and along the Trans-Canada Highway (Hwy 104). The Town of Antigonish is a separate entity and is governed independently of the County.

The County is governed by a Council of 10 members and provides a wide range of municipal services. Planning and development services for the County are the responsibility of the Eastern District Planning Commission. Current land use planning has been established as needed in different sections of the County at various times. Currently, the Eastern, Central, Fringe (adjacent to Town) and Keppoch-Beaver Mountain municipal plans regulate development for the majority of the area and population of the County, and there are plans to extend planning regulations to the remaining portions of the western end of the County at some point in the future.

Geographically, the County is dominated by lowlands along the coast, with a significant number of harbours and beaches. The South River and West River are the biggest rivers through the County. Southern sections of the County are less populated and are primarily highlands. Antigonish enjoys a moderate climate with cold winters and pleasant summers. Normal temperatures in winter range between -20 and 4 Degrees Celsius while summer temperatures range between 13 and 28 Degrees Celsius. The warmest months are July, August and September and the area goes through the normal four-season cycle. Winter is the predominant season which can last up to 5 months. The geographical location of Antigonish is latitude N 45.67 degrees and W -61.91.

*Table 1. Climatic Data*

<b>Variable</b>	<b>Data</b>
Rainfall amount (annual average)	97.98 mm
Snowfall amount (annual average)	17.38 mm
Wind speed (annual average)	16 km/h
Number of hours partly sunny or sunny (annual average)	1806 hours
Average Daily Temperature – July	Low 12.4C, High 24C
Average Daily Temperature – January	Low -11.6C, High -1.5C
Elevation (mean metres above sea level) – Range	10 to 40 metres
Elevation (mean metres above sea level) – Average	10 to 20 metres

Traditionally, the main industries in the County were fishing along the coast, and farming, especially in the central area. While those remain important to the local economy, far more residents are currently employed in the trades, retail, health and education sector. Notable employers are St. Martha’s Regional Hospital and St Francis Xavier University, both located in the Town of Antigonish. Tourism is also becoming an important industry, and the main draws include the beaches along the Northumberland Coast, the natural features of the highlands, and the historical, cultural and artistic amenities of the communities.

Figure 1. Map of Antigonish

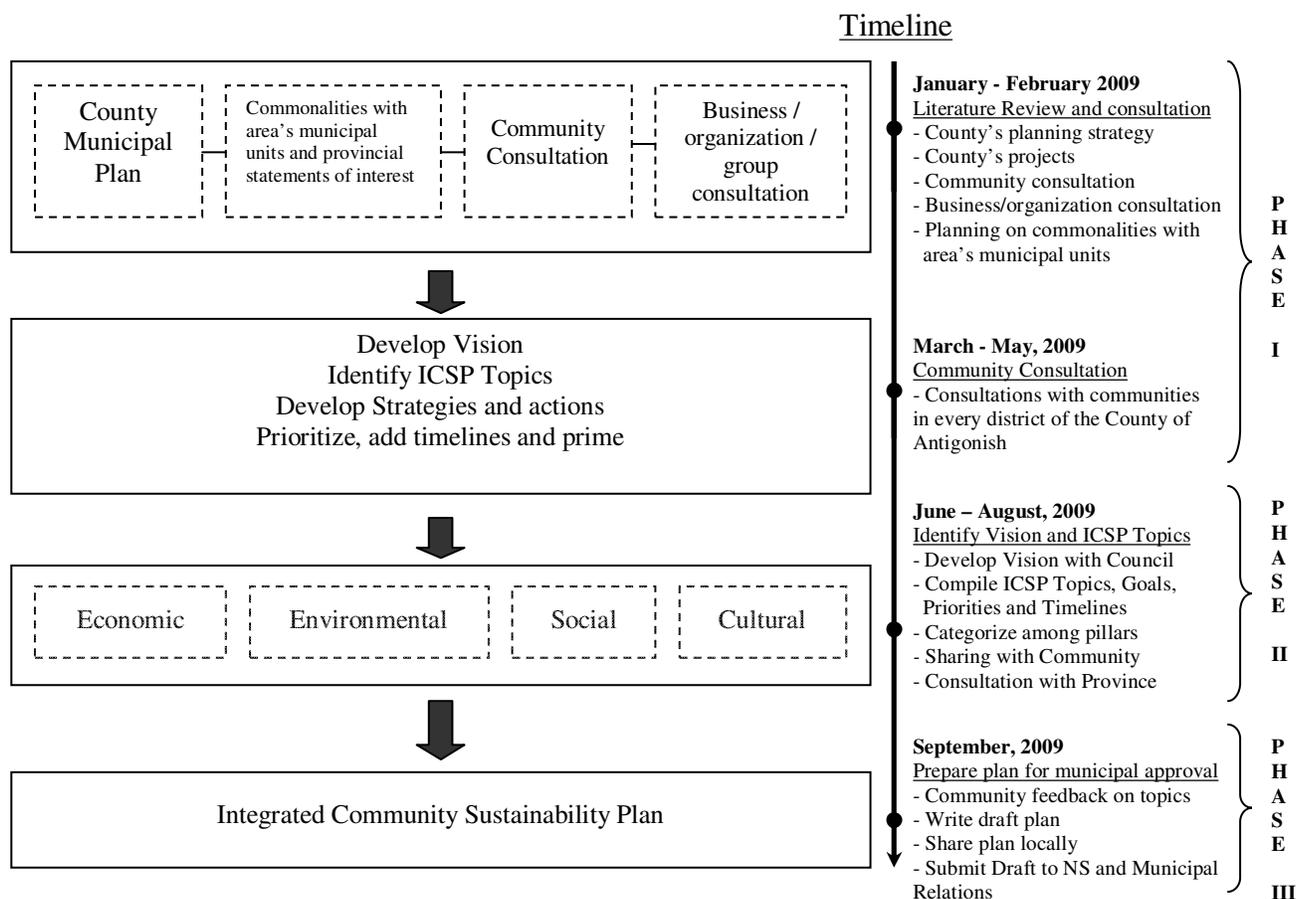


### 3.0 INTEGRATED COMMUNITY SUSTAINABILITY PLANNING PROCESS

#### 3.1 Planning Process

In January 2009, the Municipality hired a Project Manager to develop the Integrated Community Sustainability Plan for the County of Antigonish. A Sustainability Committee was established to oversee the process. Representation on the Committee included four municipal councillors. A Work Plan, Community Consultation Plan and a Timeline were developed. As the Municipality had several local municipal plans but no overriding County-wide planning strategy, it was decided that the County would adopt a stand-alone plan conforming to Template # 3 of Service Nova Scotia’s ICSP Guidelines. The Sustainability Committee met on a monthly basis and the County’s website was used to host the complete progress for the development of the ICSP.

Figure 2: Model for Integrated Community Sustainability Plan for the County of Antigonish



### **3.2 Community Consultation Process**

Between March and May of 2009, Community sessions were held in every district of the County. Municipal Councillors led the discussions along with the Project Manager. In addition, consultations were also held with the First Nations and the Acadian Communities. The sessions were advertized through the local media (print and radio), county newsletter as well as through bulletins in Community Centers and Churches. The purpose of hosting community consultations in every district of the county was to provide greater opportunity for people to participate and to capture all the different sustainability issues for the different regions. The consultations centered around the theme, "How can Antigonish be a better place to live, work and play?"

The following information was gathered at the sessions:

- Vision for Antigonish
- Challenges and opportunities in the community segregated among the ICSP Pillars of environment, economy, society and culture
- Goals and objectives resulting from the challenges and opportunities
- Strategies and actions to deal with the identified goals and objectives

A session was also held with Municipal staff to discuss and provide input.

Between May and August of 2009 and with the help of the Antigonish Regional Development Authority, the data gathered from the consultation sessions was compiled and prioritized based on frequency. A template was used to ensure that all data from the consultation sessions was recorded in a consistent manner. After compilation, Council reviewed the goals and priorities and a draft was shared with the Community through a public meeting at the municipal office in early September for final feedback. Municipal Council reviewed the goals and actions, and prioritized them based on the capacity of the municipality to deliver them.

## 4.0 ICSP VISION, GOALS AND PRIORITIES

This section provides the results of the integrated community planning process:

- Community Vision
- Community and Municipal Priorities
- Goals, Actions and Priorities

### 4.1 Community Vision Statement

The sustainability goals established in the County's ICSP can be summarized into a community vision statement. A vision describes a preferred future state and can be used as a tool for future decision making towards specific goals. The community vision statement for Antigonish is shared both by the County and the Town of Antigonish:

*Antigonish is a vibrant, safe, diverse, and affordable community, caring in nature, proud in its heritage and committed to sustainability.*

*Central to this vision are our values of preserving a high quality of life and well-being of our citizens, celebrating our heritage and culture, protecting our natural environment, enhancing learning opportunities and working collectively and peacefully to advance prosperity.*

### 4.2 Community and Municipal Priorities

The community priorities form a springboard from which to view all decision-making for achieving goals for the future over the scope of the ICSP. The community consultations have resulted in 13 key priorities. The priorities provide the opportunity for the County of Antigonish with the tools needed to consider the future from a wide viewpoint and to then engage businesses,

institutions, planners, developers, public administrators and the community at large to work towards achieving them. These priorities are as follows:

1. Protection of Watersheds and Water Resources (Environmental pillar)
2. Energy Conservation and GHG Reduction - Municipal (Environmental pillar)
3. Sustainable Procurement – Municipal (Environmental pillar)
4. Water and Sewer (Environmental pillar)
5. Agriculture and Food Security (Environmental and Economic pillars)
6. Crisis Management Planning - Municipal (Economic pillar)
7. Road and Sidewalk Construction and Maintenance (Economic pillar)
8. Population Attraction and Retention (Economic pillar)
9. Business Retention and Expansion, Promotion of Green Economy (Economic pillar)
10. Active and Healthy Lifestyles (Social Pillar)
11. Public Safety and Accessibility (Social Pillar)
12. Poverty Alleviation (Social Pillar)
13. Community, Governmental and Organizations Partnerships (Social Pillar)

#### **4.3 Goals and Actions**

The ICSP process has resulted in the establishment of 32 key goals for the County of Antigonish to be addressed in collaboration with the community and other stakeholders during the period 2010 to 2025. The 32 goals are listed in the matrices on the following pages provide information on the topic, goals and objectives for the period 2010 to 2025, the actions to be taken in collaboration with the community to achieve the goals, timeframe and priority levels and the stakeholders.

The topics and identified actions are the direct result of the community consultation process and therefore provide a strong foundation of what the Municipality of the County of Antigonish will be working towards in collaboration with stakeholders to move towards become a sustainable community. Out of the 32 goals, 13 are of Priority One level, 10 are of Priority Two level and 9 of Priority Three level.

Legend for the matrix

 Goal that impact the Municipal Planning Strategy

- SP1 Action that reflect the Statements of Provincial Interest – Drinking Water
- SP2 Action that reflect the Statements of Provincial Interest – Flood Risk Areas
- SP3 Action that reflect the Statements of Provincial Interest – Agricultural Land
- SP4 Action that reflect the Statements of Provincial Interest – Infrastructure
- SP5 Action that reflect the Statements of Provincial Interest – Housing

*Progress Indicators:*

-  Not started yet
-  On-going
-  Complete



## 1. CLIMATE CHANGE ADAPTATION AND POLLUTION PREVENTION

### OBJECTIVE

Identify potential impacts from sea-level rise and temperature fluctuations in Antigonish County and options for mitigation and adaptation.

### STRATEGY/ACTION

Encourage and support the Province to:

- Conduct storm surge/sea level rise risk assessment and coastal zone mapping/modeling. (SP2)
- Prepare action plan - map areas, assess risk using precipitation records, develop an applicable strategy for protection.
- Explore means by which to limit pollution.



### TIMEFRAME

**2015 - 2020**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**2**

High = 1, Low = 3

### STAKEHOLDERS

County Council and Administration, Ecology Action Centre or appropriate Provincial Department, Eastern District Planning Commission, other as identified.



## 2. PROTECTION OF BIO-DIVERSITY THROUGH LAND-USE PLANNING

### OBJECTIVE

1. Better plans and restrictions need to be in place to protect sensitive habitats and access to shorelines.
2. Protection of County land and controlled land development.

### STRATEGY/ACTION

- Establish and engage advisory committees in affected districts and identify policies to protect sensitive habitat.
- Work with the Province to increase crown-owned land in the area. Identify what is in municipal jurisdiction.
- Look at existing zoning by-laws and explore more sustainable and concentrated development options. (SP3)
- Appropriate by-laws may be amended or introduced.



### TIMEFRAME

**2015 - 2020**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**2**

High = 1, Low = 3

### STAKEHOLDERS

County Council and Administration, Eastern District Planning Commission, Community representatives, Advisory Committees, Environment Canada, other as identified.



### 3. SHORELINE EROSION

#### OBJECTIVE

Mitigation of and protection from shoreline erosion.

#### STRATEGY/ACTION

- Encourage more maintenance from the Province.
- Work with the Department of Natural Resources as they have an obligation to take a stronger lead in managing this issue.
- Look at existing terms and by-laws for development close to shorelines and implement changes to Municipal Planning Strategy as needed. (SP2)



#### STAKEHOLDERS

County Council and Administration, Department of Natural Resources, Province of Nova Scotia, other as identified.

#### TIMEFRAME

**2015 - 2020**

#### ICSP PILLAR



Environment

#### PRIORITY LEVEL

**2**

High = 1, Low =3



### 4. PROTECTION OF WATER SHEDS AND WATER SOURCES

#### OBJECTIVE

Protect water sheds and source water from contamination and overuse.

#### STRATEGY/ACTION

- Continue to ensure County-wide water sheds are protected by completing the current watershed source protection plans for St. Andrews, Wrights River and Lower South Lake water sheds. (SP1)



#### STAKEHOLDERS

County Council and Administration, County Public Works, other as identified.

#### TIMEFRAME

**2010 - 2015**

#### ICSP PILLAR



Environment

#### PRIORITY LEVEL

**1**

High = 1, Low =3



## 5. RENEWABLE ENERGY INITIATIVE

### OBJECTIVE

Position the community to be more economically-viable and environmentally-sustainable by lowering dependence on fossil-fuel based energy.

### STRATEGY/ACTION

- Identify a community energy group to work with the municipality.
- Work with local stakeholders and the province in exploring options for renewable energy. (SP4)
- Provide opportunities for wind, solar and other alternative energy sources to develop in Antigonish via appropriate by-laws and policies.
- Lobby provincial government to end power monopoly.



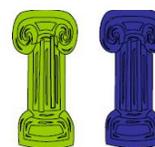
### STAKEHOLDERS

County Council and Administration, Town of Antigonish, Province of Nova Scotia, St. Francis Xavier University, Hospital, Private Sector, other as identified.

### TIMEFRAME

**2020 - 2025**

### ICSP PILLAR



Environment Economy

### PRIORITY LEVEL

**3**

High = 1, Low = 3



## 6. ENERGY CONSERVATION AND GHG REDUCTION (MUNICIPAL)

### OBJECTIVE

Increase energy efficiency in municipal buildings and infrastructure and lower the amount of GHGs from municipal operations.

### STRATEGY/ACTION

- Conduct municipal energy audit.
- Investigate feasibility of alternative energy sources in municipal buildings and retro-fit accordingly.
- Retro-fit older buildings for energy efficiency.
- Continue with staff and community awareness.

### STAKEHOLDERS

County Council and Administration, County Public Works, Provincial and Federal Governments, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**1**

High = 1, Low = 3



## 7. SUSTAINABLE PROCUREMENT (MUNICIPAL)

### OBJECTIVE

1. Purchase of sustainable products and services (municipal).
2. Reduce dependence on imported goods.

### STRATEGY/ACTION

- Develop and implement a sustainable procurement plan/policy for the municipality.
- Procurement of supplies and services to have a larger focus on local and provincial products.
- Work with the RDA and Government Departments to encourage local production and procurement of goods.

### STAKEHOLDERS

County Council and Administration, ARDA, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**1**

High = 1, Low =3

## 8. WATER AND SEWER

### OBJECTIVE

Municipal water and sewer in as many districts of the County as possible.

### STRATEGY/ACTION

- Based on assessment, consider upgrading existing municipal-based water and sewer systems. (SP1)
- Consider installing in areas where needed.
- Consider installation of water meters for the municipalities three water utilities. (SP1)



### STAKEHOLDERS

County Council and Administration, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**1**

High = 1, Low =3





## 9. SEPTIC SLUDGE MANAGEMENT

### OBJECTIVE

Prevention of run-offs from Septic systems, protection of natural habitat and added service to residents.

### STRATEGY/ACTION

- Study the cost/benefits of implementing a county-wide, residential septic sludge management program.
- If feasible, explore providing septic sludge management as a municipal service.



### TIMEFRAME

**2015 - 2020**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**2**

High = 1, Low =3

### STAKEHOLDERS

County Council and Administration, County Public Works, Community, other as identified.



## 10. WASTE REDUCTION AND MANAGEMENT

### OBJECTIVE

1. Reduction in volume of waste produced per person based on provincial mandate of 300 kg per person.
2. Greater efficiency and lower environmental impact of landfill.

### STRATEGY/ACTION

- Enhance the solid waste disposal strategy; aid in increasing public awareness (reduce, recycle, reuse).
- Promote the reduction of manufactured waste through packaging.
- Encourage provincial standards and ownership.
- Explore and implement innovative technology to increase efficiency in waste management solutions applied in County operated landfill.



### TIMEFRAME

**2015 - 2020**

### ICSP PILLAR



Environment

### PRIORITY LEVEL

**2**

High = 1, Low =3

### STAKEHOLDERS

County Council and Administration, Waste Management Committee, Town of Antigonish, Eastern Region Solid Waste Management, Province of Nova Scotia, other as identified.



## 11. PESTICIDE REDUCTION

### OBJECTIVE

Reduction and eventual ban on the use of cosmetic pesticides such as those used to maintain lawns.

### STRATEGY/ACTION

- Study the extent of use of cosmetic pesticides and consider a policy and education on curtailing use.
- Provide information to residents on alternative options.
- Encourage stores selling cosmetic pesticides to offer alternative options.
- Lobby the Provincial Government to put a ban on the use of cosmetic pesticides.



### STAKEHOLDERS

County Council and Administration, Town of Antigonish, Province of Nova Scotia, UNSM, other as identified.

### TIMEFRAME

2020 - 2025

### ICSP PILLAR



Environment

### PRIORITY LEVEL

3

High = 1, Low = 3



## 12. BEAUTIFICATION AND ORDERLY PREMISES

### OBJECTIVE

Clean and orderly residential and commercial premises, and natural environment.

### STRATEGY/ACTION

- Engage the business community to take pride in their natural and built properties.
- Engage with residents to keep premises looking good.
- Look at existing by-laws and make changes if necessary.



### STAKEHOLDERS

County Council and Administration, Community groups, Businesses, other as identified.

### TIMEFRAME

2020 - 2025

### ICSP PILLAR



Environment

### PRIORITY LEVEL

3

High = 1, Low = 3



### 13. AGRICULTURE AND FOOD SECURITY

#### OBJECTIVE

1. Lower dependence on food imports and increase the availability of local foods in local stores.
2. Aid in influencing agriculture as a local economic engine. (SP3)

#### STRATEGY/ACTION

- Develop and publish contact information on local food producers and suppliers (ARDA's Food Finder Brochure & VOICES).
- Promote "Home grown".
- Lobby for national chains in local area to sell more local products.
- Work with community to establish local co-op.
- Lobby for a standardized and local meat inspection system.
- Encourage education for use of Community Gardens.

#### STAKEHOLDERS

County Council and Administration, Nova Scotia Department of Agriculture, ARDA, Farming Community, other as identified.

#### TIMEFRAME

**2010 – 2015**

#### ICSP PILLAR



#### PRIORITY LEVEL

**1**

High = 1, Low =3



### 14. FISHERIES

#### OBJECTIVE

Market local Fisheries and create a broader knowledge of the fisheries in the area.

#### STRATEGY/ACTION

- Support local organizations to obtain funding to assist in the promotion of the local fisheries.

#### STAKEHOLDERS

County Council and Administration, Fishermen, Community groups, NS Department of Fisheries, other as identified.

#### TIMEFRAME

**2015 - 2020**

#### ICSP PILLAR



#### PRIORITY LEVEL

**2**

High = 1, Low =3



## 15. FORESTRY

### OBJECTIVE

Promote sustainable harvesting of local forestry industry and the use of by-products for spin-offs.

### STRATEGY/ACTION

- Work with provincial and federal legislations to encourage less restrictive grading system coupled with a better selection and choice.
- Encourage Provincial government to create policies to allow local woodlot producers to have greater output in a sustainable manner.



### TIMEFRAME

**2020 - 2025**

### ICSP PILLAR



Economy

### PRIORITY LEVEL

**3**

High = 1, Low =3

### STAKEHOLDERS

County Council and Administration, Department of Natural Resources, ARDA, Wood-lot owners, Forestry industry, other as identified.



## 16. CRISIS MANAGEMENT PLANNING (MUNICIPAL)

### OBJECTIVE

Ensure that essential services provided by the municipality can continue during time of crisis with utmost safety of municipal staff.

### STRATEGY/ACTION

- Form a Crisis Committee.
- Develop municipal Pandemic / Crisis Management Plan.
- Prepare a Business Continuity Plan.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Economy

### PRIORITY LEVEL

**1**

High = 1, Low =3

### STAKEHOLDERS

County Council and Administration, Committees, Emergency Management Organization, UNSM, GASHA, other as identified.



## 17. ROAD AND SIDEWALK CONSTRUCTION AND MAINTENANCE

### OBJECTIVE

1. Better condition of roads in Antigonish County.
2. New sidewalks where needed.
3. Prepare for anticipated changes to local economy and services due to impact of highway 104 twinning in Antigonish

### STRATEGY/ACTION

- Continue to lobby Province to fix the roads that are in bad shape. (SP4)
- Explore option of installing a sidewalk along HWY 337, Mt. Cameron Estates.
- Work with the Highway Liaison Committee to identify proper signage. (SP4)

### STAKEHOLDERS

County Council and Administration, Highway Liaison Committee, ARDA, Community Groups, Public Works, Province, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Economy

### PRIORITY LEVEL

**1**

High = 1, Low = 3



## 18. GREATER ENGAGEMENT WITH FIRST NATIONS COMMUNITIES

### OBJECTIVE

Enhance access to First Nations Communities and create more interaction between these communities and County District residents.

### STRATEGY/ACTION

- Increase the frequency of meetings with the First Nations Council.
- Explore joint economic opportunities.
- Feasibility to showcase First Nations culture with a restaurant, gift shop etc.

### STAKEHOLDERS

County Council and Administration, First Nations Leaders, other as identified.

### TIMEFRAME

**2020 - 2025**

### ICSP PILLAR



Economy

### PRIORITY LEVEL

**2**

High = 1, Low = 3



## 19. POPULATION ATTRACTION AND RETENTION

### OBJECTIVE

1. Encourage newcomers/immigrants to community.
2. Retain youth in area.
3. Strengthen sense of community so people will stay.

### STRATEGY/ACTION

Work with local organizations to:

- Attract people to live in Antigonish.
- Maintain programs in schools to show youth that business development is an option - encourage entrepreneurship.
- Assemble a welcome package for new comers to Antigonish.

### STAKEHOLDERS

County Council and Administration, St. Francis Xavier University, ARDA, Antigonish Chamber of Commerce, STRAIT Regional School Board, GASHA, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Economy

### PRIORITY LEVEL

**1**

High = 1, Low =3

## 20. TOURISM PLANNING AND DEVELOPMENT

### OBJECTIVE

Increase tourism and establish as a major economic source for the area.

### STRATEGY/ACTION

- Antigonish Regional Development Authority to continue to work on Gateway Strategy.
- Support the Tourism organizations to inventory current attractions and activities, identify new events and festivals that will be spread across four seasons and across rural communities and to create a promotional directory of attractions, events and festivals in Antigonish County.
- Establish a new location for a VIC and explore additional public facilities. (SP4)
- Develop a signage project for Post Road utilizing the new provincial "trail" system.

Community wish list: Winter Carnival, Public washrooms at beaches, Sport facilities - tennis court, baseball field, summer school for the arts at Crystal Cliffs, world music festival with Coady participants, language institute - summer school for French and/ Gaelic, guided tours, interactive trails with signage.



### STAKEHOLDERS

County Council and Administration, Department of Recreation, surrounding municipalities, ARDA, AESTA, Nova Scotia Department of Tourism, Culture and Heritage, TIANS, Community, other as identified.

### TIMEFRAME

**2020 - 2025**

### ICSP PILLAR



Economy Culture

### PRIORITY LEVEL

**3**

High = 1, Low =3





## 21. RECREATION FACILITIES AND PROGRAMMING

### OBJECTIVE

1. Bring recreation facilities up to provincial standards.
2. Increase public participation in physical activity.

### STRATEGY/ACTION

- Consider options for replacing / upgrading the Antigonish Arena.
- Continue to enhance recreational programs offered by the municipality.

### STAKEHOLDERS

County Council and Administration, County Recreation Department, Antigonish  
Commission, Province of Nova Scotia, Committees, other as identified. 

### TIMEFRAME

2015 - 2020

### ICSP PILLAR



Culture

### PRIORITY LEVEL

2

High = 1, Low = 3



## 22. PRESERVATION AND PROMOTION OF HERITAGE AND CULTURE

### OBJECTIVE

Ensure that the cultural assets (historic monuments, showcase buildings, languages, ethnicity, diversity) are preserved and shared.

### STRATEGY/ACTION

- Encourage the Province for a Heritage Protection and Enhancement Plan, and lobby Provincial government to provide greater support in promoting heritage properties.
- Greater recognition of Acadian and First Nations Communities as well as other ethnic communities including the celebration of their language, history, traditions, arts and foods.

Community wish list: Utilize 4-H groups and make use of a genealogist, create a Gaelic interpretive centre, recognize old barns as heritage buildings / part of landscape therefore need to support the maintenance of barns.



### TIMEFRAME

2020 - 2025

### ICSP PILLAR



Culture

### PRIORITY LEVEL

3

High = 1, Low = 3

### STAKEHOLDERS

County Council and Administration, Heritage Committee, Community Groups, ARDA, Nova Scotia Department of Tourism, Culture and Heritage, other as identified.



## 23. YOUTH EMPOWERMENT AND ENGAGEMENT

### OBJECTIVE

Enhance opportunities for youth to participate in the community.

### STRATEGY/ACTION

- Encourage youth to attend council meetings and committees.
- Work with the Town, Province and Federal Government to establish a youth area (focal point) in the People Place library
- Work with the schools to make community involvement a requirement for graduation.
- Explore the development of additional facilities for youth: Youth Centre and Skateboard Park.

### STAKEHOLDERS

County Council and Administration, Committees, Community Groups, STRAIT School Board, Youth, other as identified.

### TIMEFRAME

2020 - 2025

### ICSP PILLAR



Culture

### PRIORITY LEVEL

3

High = 1, Low = 3



## 24. PROMOTION AND SHOWCASING OF LOCAL ARTS

### OBJECTIVE

Promote the richness and business viability of our artisan resource.

### STRATEGY/ACTION

- Engage artists in our community towards a sustainable business and development model.
- Encourage and continue to support existing Art programs in the Community.

### STAKEHOLDERS

County Council and Administration, Committees, others as identified.

### TIMEFRAME

2020 - 2025

### ICSP PILLAR



Culture

### PRIORITY LEVEL

3

High = 1, Low = 3



## 25. BUSINESS RETENTION AND EXPANSION, PROMOTION OF GREEN ECONOMY

### OBJECTIVE

Promote business attraction and expansion with a focus on sustainable industry.

### STRATEGY/ACTION

Work with the Antigonish Regional Development Authority to:

- To support existing businesses.
- To attract new investment into the community.
- Encourage the set up of sustainable and green industry in Antigonish.

### STAKEHOLDERS

County Council and Administration, ARDA, Antigonish Chamber of Commerce, other as identified.

### TIMEFRAME

2010 - 2015

### ICSP PILLAR



Economy

### PRIORITY LEVEL

1

High = 1, Low =3



## 26. MUNICIPAL SERVICES AND PLANNING

### OBJECTIVE

Provide readily available and easily accessible information regarding permits, regulation, zoning processes, and general information for land owner and developers.

### STRATEGY/ACTION

- Conduct analysis to measure current effectiveness for providing municipal services, identify shortfalls and correct them.
- Enhance the County's website to provide additional services.
- Consideration for services based on zones.
- Amend Municipal Planning Strategy to incorporate the above.



### STAKEHOLDERS

County Council and Administration, Eastern District Planning Commission, other as identified.

### TIMEFRAME

2015 - 2020

### ICSP PILLAR



Social

### PRIORITY LEVEL

2

High = 1, Low =3



## 27. ACTIVE AND HEALTHY LIFESTYLES

### OBJECTIVE

To create and support programs and facilities that help our community members reach optimum health benefits from being physically active and adopting an active lifestyle.

### STRATEGY/ACTION

- Develop an Active Living Plan/strategy for the County.
- Active Transportation Plan for County, (which will fit into trail development, support sidewalk development, bike racks...)
- Work with the province to widen roads to allow for safe bicycling.
- Installation of bicycle racks at all municipal buildings.
- Consider the development of additional trails.
- Explore current by-laws and amend as feasible.



### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Social

### PRIORITY LEVEL

**1**

High = 1, Low =3

### STAKEHOLDERS

County Council and Administration, County Recreation Department, Public Health / GASHA, Province of Nova Scotia, other as identified.



## 28. AFFORDABLE AND SENIORS HOUSING

### OBJECTIVE

Encourage a variety of housing types including seniors housing and affordable housing. Create affordable housing solution for all districts.

### STRATEGY/ACTION

- Review housing needs in Antigonish County and identify new options for Senior and Affordable housing. Investigate the model used in St. Andrew's District and elsewhere. (SP5)
- Explore feasibility for a central seniors housing complex with a service centre incorporated.
- Implement a systemic solution.
- Develop a strategy for provision in MPS, if appropriate. (SP5)



### TIMEFRAME

**2015 - 2020**

### ICSP PILLAR



Social

### PRIORITY LEVEL

**2**

High = 1, Low =3

### STAKEHOLDERS

County Council and Administration, Local Committees, Community, other as identified.



## 29. PUBLIC SAFETY AND ACCESSIBILITY

### OBJECTIVE

Improved safety and accessibility in County of Antigonish.

### STRATEGY/ACTION

- Increase lighting in urban areas where needed.
- More coordination with Emergency Services.
- Investigate aging population and current accessibility provisions.
- Improve accessibility to County facilities.



### STAKEHOLDERS

County Council and Administration, County Public Works, Emergency Services, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Social

### PRIORITY LEVEL

**1**

High = 1, Low =3

## 30. POVERTY ALLELIVATION

### OBJECTIVE

Aid in lowering poverty by identifying and supporting programs for low-income individuals and families.

### STRATEGY/ACTION

- Continue to support pilot programs that help with Poverty Alleviation.
- Work with churches, teachers and social clubs to identify those that need help and support local programs.
- Lobby the Province to remove VLT's from County.

### STAKEHOLDERS

County Council, Charity and Social Organizations, Province of Nova Scotia, other as identified.

### TIMEFRAME

**2010 - 2015**

### ICSP PILLAR



Social

### PRIORITY LEVEL

**1**

High = 1, Low =3





### 31. SUSTAINABLE TRANSIT OPTIONS

#### OBJECTIVE

Accessible transit for all in Antigonish as alternative to driving. (SP4)

#### STRATEGY/ACTION

- Conduct a study to explore feasibility and demand for transit options.
- Work with community and organizations to identify best option for public transportation.

Some examples include: school buses for public transportation in rural areas, pilot bus program, car-pooling database, community parking spaces at district entrances. Explore options for implementing low-cost, accessible, environmentally-friendly, public transportation from Town Centre to County outreach areas and between County District hubs.

#### STAKEHOLDERS

County Council and Administration, ARDA, Province of Nova Scotia, Funding partners, other as identified.

#### TIMEFRAME

**2020 - 2025**

#### ICSP PILLAR



Social

#### PRIORITY LEVEL

**3**

High = 1, Low =3



### 32. COMMUNITY, GOVERNMENTAL AND ORGANIZATIONAL PARTNERSHIPS

#### OBJECTIVE

Increased collaboration among communities, organizations and government.

#### STRATEGY/ACTION

- Improve collaboration in planning initiatives of local and regional municipalities through regular meetings.
- Investigate solutions on a regional level as opposed to individual municipalities.
- Full engagement with all 3 levels of government on initiatives.
- Involve local development agencies to become more engaged in planning and encourage the share progress of all projects (e.g. ARDA projects).
- Continue to strengthen local partnerships with organizations.

#### STAKEHOLDERS

County Council and Administration, surrounding municipalities, ARDA, ACC, Community, UNSM, FCM, Province of Nova Scotia, other as identified.

#### TIMEFRAME

**2010 - 2015**

#### ICSP PILLAR



Environment Social Culture Economy

#### PRIORITY LEVEL

**1**

High = 1, Low =3

## **5.0 IMPLEMENTATION**

### **5.1 Building Partnerships and Capacity**

The matrices of goals and actions provide information on some of the stakeholders that will be engaged in achieving the goals. Municipal Council and administration intends to take leadership to engage stakeholders to accomplish each of the goals that are listed. Many of the goals are on-going and as such stakeholders are already involved. Some of these stakeholders include Municipal Councillors, community representatives and organizations from various sectors.

As resources are limited, Municipal Council will consider various options for facilitating action and to seek additional funding to achieve the goals. These options include but are not limited to:

- Hiring a Project Manager
- Sharing of resources with other municipalities
- Involving community volunteers
- Delegating tasks to the Antigonish Regional Development Authority
- Involving the not-for-profit sector and public organizations

### **5.2 Sustainability Strategies and Timeline\***

The matrices of goals and actions provide strategies and timelines to accomplish all 32 Goals. Each priority is anticipated to be completed in the prescribed timeframe. The Goals identified as Priority One will receive immediate attention. Specific timeframes for the priorities have been established as follows:

Priority 1: Goals anticipated to be accomplished during the years 2010 to 2015

Priority 2: Goals anticipated to be accomplished during the year 2015 to 2020

Priority 3: Goals anticipated to be accomplished during the years 2020 to 2020

\* The ability to accomplish the goals will be dependent on continuity of the Gas Tax funds.

### **5.3 Capital Projects**

The listing of Capital Projects will be provided in the Capital Investment Plan.