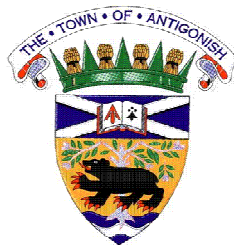




# **INTEGRATED COMMUNITY SUSTAINABILITY PLAN**

## **TOWN OF ANTIGONISH, NOVA SCOTIA**



Prepared by K. Malhotra  
February 2010

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Antigonish Sustainable Development	The Natural Step Canada
Antigonish 2020 Foresight	Nova Scotia Department of Environment
Antigonish Area Partnership	Union of Nova Scotia Municipalities
Antigonish Regional Development Authority	Federation of Canadian Municipalities



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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).

## **ICSP INFORMATION SOURCES**

The following is a list of information sources used to prepare the Integrated Community Sustainability Plan:

### Existing Information

Document Review and Municipal Consultation:

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

### Consultation

- Community Consultation through Antigonish 2020 Foresight Project (2006-2007)
- Community Forum on ICSP topics, priorities and goals (2008)
- Municipal Departments : Planning, Recreation, Public Properties and Streets

### Other considerations

- Commonalities with the Municipality of the County of Antigonish
- Regional commonalities
- Provincial statements of interest

## 1.0 INTRODUCTION

The Town of Antigonish has taken on sustainability as a vital goal for the next 25 year and beyond. A model for Antigonish as a leading sustainable community was presented in February 2007 to provincial and municipal leaders who expressed support for furthering the initiative. Community leaders recognize that Antigonish could very well be considered a pilot community in Nova Scotia for implementing a comprehensive sustainability framework. In May of 2007, the Town of Antigonish began an extensive process to further sustainability initiatives in the Antigonish area through jointly funding the development for a framework which is now known as the “Framework for Antigonish as a Leading Sustainable Community”. The framework has identified unique approaches to build capacity in organizations, local municipalities and the community at-large which will help in transitioning towards a more sustainable community. It is under implementation since September 2007.

The preparation of the ICSP is a next step towards implementing sustainability as it 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 plan identifies challenges facing the local community and proposed strategies and actions that that will be needed to be proactive in becoming a leading sustainable community.

### 1.1 Definition of Sustainability

The definition of sustainability is evolving continuously. The Town 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 Town of Antigonish was incorporated in 1889. Like other communities in Nova Scotia, the town prides itself on being able to offer a good standard of living and a unique quality of life to its citizens. Much of the town's history confirms the recognition of the importance of individuals, family, and the value of community. The Town of Antigonish is designated as a full-service community within the County of Antigonish, with a downtown shopping district and a mall. The town is vibrant with almost every facet seeing growth including moderate economic growth with many new small to medium enterprises establishing in the area over the last decade.

The Town of Antigonish is home to St. Francis Xavier University since 1855. The University boasts a “premier undergraduate experience” in Canada and is going through an extensive revitalization program. Antigonish's rich Architectural History includes the foundation and establishment of the Sisters of St. Martha's Bethany House. The sisters established St. Martha's Hospital in 1906. One example of the strong "sense of community" in the town was reflected in 1986 when Antigonish led the way in raising a significant amount of initial capital to build a new hospital. The relationships these institutions have interwoven with the Town make it the unique place it has become.

While filling essential needs of health, education and economic activity, cultural and social assets are strong and growing. Known as the “Highland Heart of Nova Scotia”, Antigonish is home to the oldest, continuously running Highland Games in North America, dating back to 1861. Each year, the games bring people from all over the world to witness the varied history and culture. Other cultural assets include Festival Antigonish; the longest running theatre in Canada with a strong tradition of amateur theatre activity which has provided a firm foundation for new cultural development. The town is home to a significant number of not-for-profit organizations working on different initiatives that encompass the four pillars of sustainability. Antigonish is known for its deep rooted history in community development – known internationally for the Antigonish movement and the COADY International Institute.

## Location

Antigonish is located in the north eastern region of Nova Scotia between Pictou and Guysborough Counties as highlighted in Figure 1. The Antigonish area is made up of 26 rural communities and the Town of Antigonish with a total population of 18,836 (Statistics Canada, Census 2006). The population of the Town of Antigonish in 2006 was 4,236 not including the population of St. Francis Xavier University which is within town limits. The university's population for 2006 is estimated at 4,200.

## Climate and Topography

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<sup>1</sup>

<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

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<sup>1</sup> Compiled from Antigonish Regional Development Authority – Community Profile

Figure 1. Map of Town of Antigonish

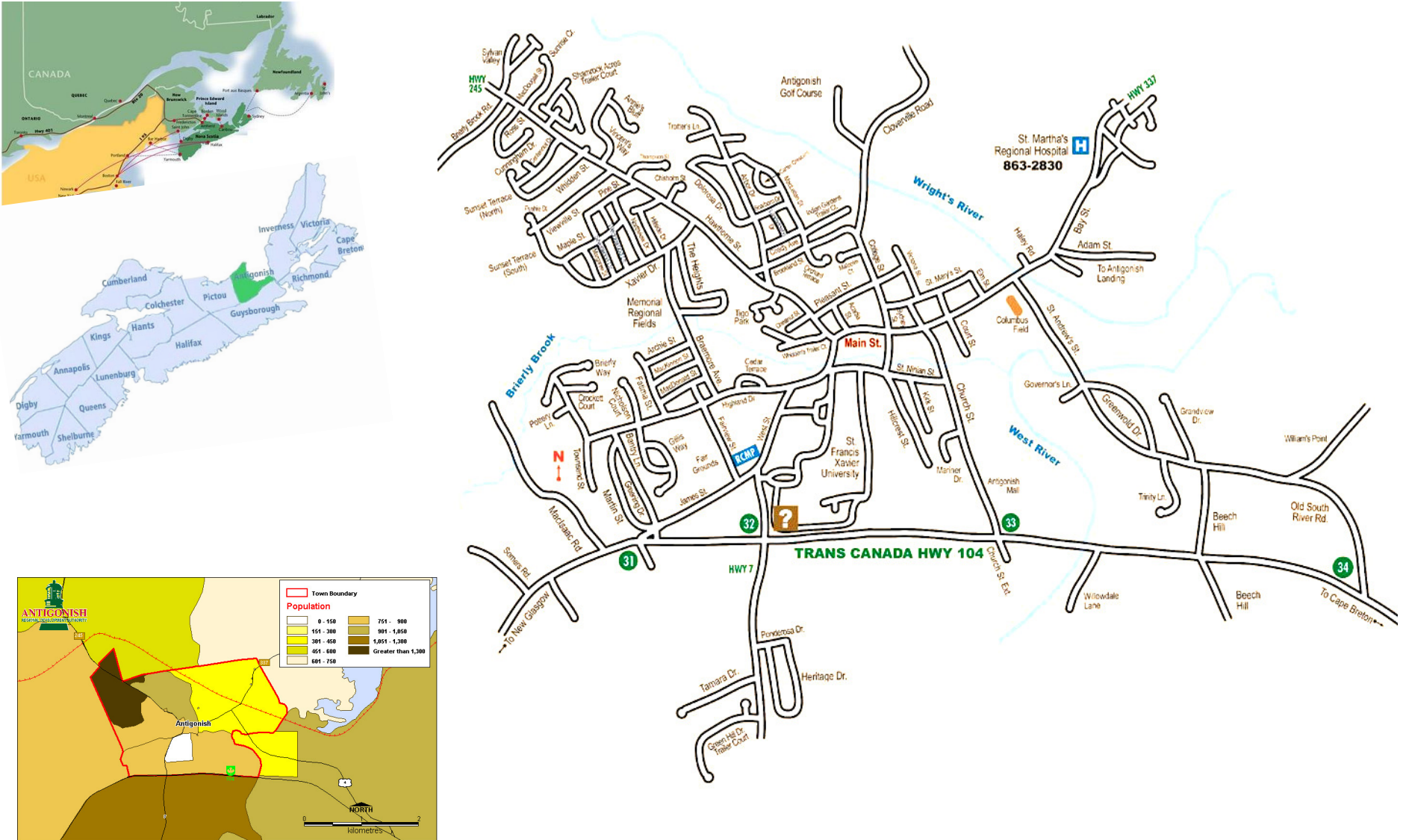




Table 2. Demographic Profile<sup>2</sup>

Variable	Data
Population in 2006	4,236
2001 to 2006 population change (%)	- 10.9
Gender distribution (male, female)	1845, 2395
Age distribution (0-19, 20-34, 35-59, 60+)	900, 845, 1325, 1165
Immigrant count	260
Land area (square km)	5.15
Population density per square km	823.3
Total private dwellings	2382
Total private households	1825
Average household size	2.2
Median household income before taxes in 2005	\$ 38,100
Population with post-secondary education	1955
Individuals in labour force	2225
Employed individuals	2010

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<sup>2</sup> Data from Antigonish Regional Development Authority – Community Profile

### 3.0 INTEGRATED COMMUNITY SUSTAINABILITY PLANNING PROCESS

#### 3.1 Planning Process

In September 2006, a community-driven visioning project entitled, Antigonish 2020 Foresight Project<sup>3</sup> was launched. The project was facilitated by the Antigonish Area Partnership. The project’s goals included developing community visions and identifying goals and priorities for the year 2020 to achieve those visions. The initiative is intended to provide the community 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 developing a plan with a set of principles built on community values, and achievable options for action, and the processes to get there. The Project was conducted in two phases:

<b>Phase I (September 2006 – January 2007)</b>	<b>Phase II (February 2007 – December 2007)</b>
Identify Community visions and priorities for the year 2020.	Identify and prioritize goals to meet the visions.

#### 3.2 Community Consultation Process

The Antigonish 2020 Foresight process has been inclusive and widely consultative over a two year timeframe. The activities have been conducted through geographical and digital outreach, two annual community conferences and dedicated work of approximately 36 community volunteers representing a broad base of stakeholders as a steering group. Over 500 people representing the community, public, private and not-for-profit sectors were engaged in the public input process. During the early course of the project, the team working with the material originally identified 6 “topic areas” which came out of a sorting process following the community consultations, community conference and other meetings in 2006. These topic areas were: economy, environment, governance, infrastructure, services and quality of life. In order to align the Antigonish 2020

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<sup>3</sup> Antigonish 2020 Foresight Project: [http://www.antigonisharea.com/2020\\_index.html](http://www.antigonisharea.com/2020_index.html)

Foresight Project with federal, provincial and municipal programs and initiatives, it was decided to re-align the 6 topic areas into 4 sections as reflected in the ICSP framework.

Over 50 issues were identified through the Antigonish 2020 Foresight Project and as a result of the community engagement, consensus was reached on 12 visions (3 under each pillar of sustainability), as well as a comprehensive list of community priorities and actions. The Town of Antigonish has accepted the community-driven consultation process as the main information source for the ICSP.

Following upon the Antigonish 2020 Foresight Project, in 2007, a community-based framework was developed entitled, “Framework for Antigonish as a Leading Sustainability Community”<sup>4</sup> which has provided a springboard to advance momentum on sustainability in the area. The municipalities of the Town and the County of Antigonish jointly provided funding for the development of this framework. A volunteer taskforce (committee) representing the four pillars, citizens and both municipal councils oversaw the development of this framework. There are key strategic goals of the framework (Table 3).

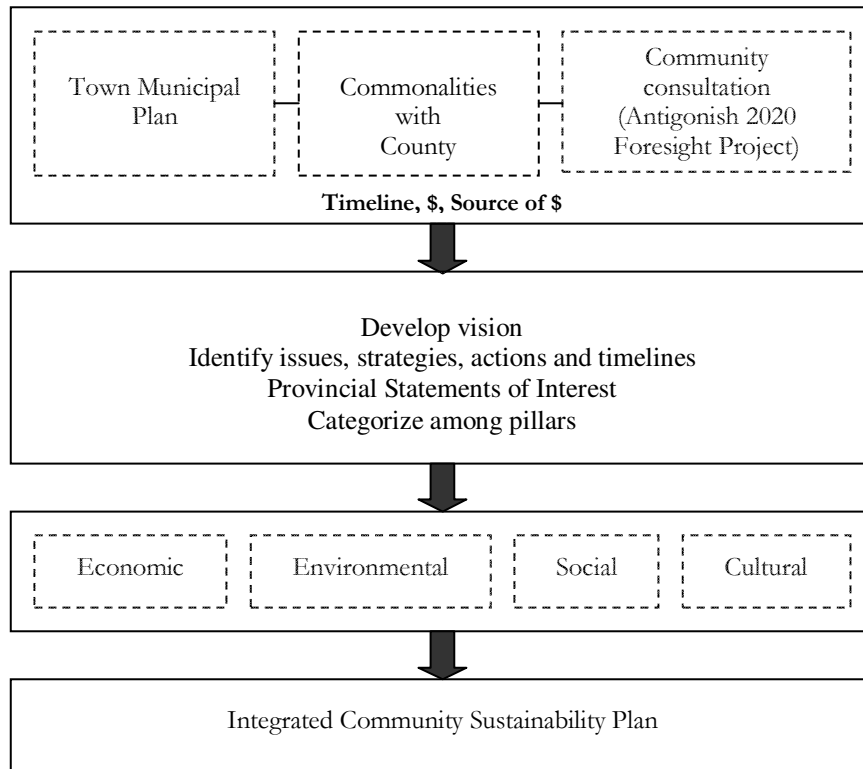
Table 3. Goals of the Framework of Antigonish as a Leading Sustainable Community

<b>Goal</b>	<b>Progress</b>
Aid businesses and organizations in the Antigonish area in developing and implementing sustainability action plans.	Over 40 organizations have signed charters to advance sustainability in Antigonish; the largest group out of any community in Canada.
Aid municipalities in developing and implementing their sustainability action plans (ICSP).	The Town of Antigonish has developed an Integrated Community Sustainability Plan as part of the Gas Tax Transfer Agreement. The visions, priorities and actions identified by the community have been used as the bases for the plan.
Create opportunities by building educational awareness and providing solutions to the community at-large in becoming sustainable.	This is being accomplished through regular community sessions and building social capital via collaboration.
Share modular framework with other communities seeking to become sustainable.	Antigonish is engaged with other communities to share successes of the process being applied here.

<sup>4</sup> Antigonish as a Leading Sustainable Community: <http://www.townofantigonish.ca/Sustainability08.htm>

One of the four goals of the framework includes aiding municipalities to advance sustainability. In the framework, a model (Figure 3) to develop the ICSP was proposed. This model was later enhanced by giving consideration to the recommended process in the ICSP Guidebook released by Service Nova Scotia and Municipal Relations.

Figure 3: Model for Integrated Community Sustainability Plan for the Town of Antigonish



The ICSP for the Town of Antigonish provides a joint framework for advancement towards becoming a sustainable community. The development of the ICSP for the town began in February 2008 at which point a Sustainability Committee was established for the purpose of preparing the ICSP. Figure 4 provides an outline of tasks for the preparation of the ICSP and the timeline in which they were accomplished.

Figure 4: ICSP Preparation – Tasks and timeline

<b>STEP</b>	<b>GOAL</b>	<b>STRATEGY / ACTION</b>	<b>STATUS</b>
<b>ESTABLISH WORK PLAN FOR THE ICSP</b>	Establish a work plan for the preparation of the ICSP.	Develop a work plan and identify logistics for preparing the ICSP (including staffing, reporting, community and Council input).	● Completed January 2008
<b>COMMUNITY TOPICS, GOALS AND PRIORITIES</b>	Confirm all projects for each of the Antigonish 2020 Foresight community-identified goals.	Gather the goals / priorities from Antigonish Foresight 2020 Phase One and Two documents and filter.	● Completed April 2008
<b>MUNICIPAL AND OTHER TOPICS, GOALS AND PRIORITIES</b>	Identify municipal goals resulting from the Municipal Planning Strategy and other documents. Identify municipal projects and priorities from 2008 to 2025.	Review existing information; documents and consultations, departmental strategies, sustainability frameworks. Review Capital Investment Plan. Identify regional and provincial interests and commonalities.  Consult with Sustainability Committee and Town Council and Committees to identify issues (topics), goals and priorities.	● Completed May 2008
<b>ICSP VISION FOR TOWN OF ANTIGONISH</b>	Develop a tagline and vision for the Town of Antigonish.	Consult the Town Council, staff and Antigonish 2020 Foresight community-identified visions. Craft Town vision and tagline options, and finalize.	● Completed June 2008
<b>PRIORITIZE ICSP GOALS</b>	Prioritize topics/goals based on importance given by community and the municipality.	Merge into template for Town Council review and approval.	● Completed August 2008
<b>PUBLIC MEETING</b>	Get confirmation and feedback from community that indeed the goals, priorities and timelines reflect their interests.	Establish Sustainability web page on the Town website and post progress towards ICSP and draft ICSP goals, priorities and timelines.  Advertise and host a public meeting to receive feedback.	● Completed November 2008
<b>PREPARE DRAFT ICSP DOCUMENT</b>	Prepare ICSP as required to fulfill the requirements of the Gas Tax agreement.	Using the ICSP Guidebook provided by Service Nova Scotia, prepare the ICSP based on the stand-alone template.	● Completed January 2009
<b>PREPARE FINAL ICSP DOCUMENT</b>	Prepare final ICSP based on feedback	Using the ICSP Guidebook provided by Service Nova Scotia, prepare the ICSP based on the stand-alone template.	● Completed February 2010

## 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 Town’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 Town and County of Antigonish, and has been approved by Municipal Council as such:

*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.*

Tagline:

Town of Antigonish

*Visit, Stay, Work and Play*

## 4.2 Community and Municipal Priorities

Through the Antigonish 2020 Foresight process, 12 community priorities have been identified. These priorities form the basis for decision-making during the current scope of the ICSP (2025).

### Environmental Priorities:

- Antigonish will be a model sustainable community through the engagement of its citizens.
- Practice responsible, sustainable management of our natural assets.
- Use environmentally-sustainable energy.

### Social Priorities:

- Meet human rights and basic needs of citizens.
- Ensure equality and access to social, health and economic services.
- Sustainable and affordable public transit system.

### Cultural Priorities:

- Raised awareness about our artistic and cultural assets and their value to our community.
- A cultural centre that will be the focus of artistic and cultural activity.
- Cultural activities that will embrace the rich cultural diversity of our region.

### Economic Priorities:

- Enhance opportunities for and support existing business in the community.
- Develop and attract new business and create new markets.
- Launch major marketing and promotional initiatives through a cooperative approach.

### 4.3 Goals and Actions

The ICSP process has resulted in the identification of 38 key goals/objectives to be addressed in the Town of Antigonish in collaboration with the community and other stakeholders during the period 2010 to 2025. This section identifies each of the key topics/issues, their goals/objectives, their priority level and the strategies/actions that the Town intends to take in collaboration with the community to achieve the goals. The strategies/actions identified relative to each topic/issue are the direct result of the community consultation process and therefore provide a strong foundation of what is needed for the Town of Antigonish to move towards become a sustainable community. These goals and action will form part of the Municipal Planning Strategy going forward. Out of the 38 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



Topic/Issue #1: Regional and Provincial Collaboration

Goal/Objective: Maximize benefits for residents of both municipalities, Town and County, and the Province through collaboration.

Strategy/Action: 1. Work toward updated agreements with the County (Water and Sewer) and on other outstanding areas.  
2. Propose Town/County joint committee to work on commonalities and develop a common vision.  
3. Continue to work with the region's municipalities and the province to identify common challenges and prepare a course of action.

ICSP Pillar: All Pillars

Priority Level: 1

Timeframe: 2009-2025

Stakeholders: Town Council and Staff, Mayors /Wardens, neighboring municipalities, UNSM, Province of Nova Scotia.

Topic/Issue #2: Emergency Measures plans, facilities, equipment

Goal/Objective: Ensure that plans and procedures are in place for continuity of the Town and its citizens in case of crisis.

Strategy/Action: 1. Prepare Pandemic and Business Continuity plans.  
2. Enhance Emergency Measures Organization Hazard Response plan.

ICSP Pillar: All Pillars

Priority Level: 1

Timeframe: 2010-2012

Stakeholders: Town Council and Staff, Emergency Measures Organization, local organizations.

### Topic/Issue #3: Sustainable Performance Indicators

Goal/Objective:	Enable the Community to measure and benchmark performance in the environmental, economic, social and cultural pillars of sustainability.
Strategy/Action:	Prepare a study to conduct analysis and establish baseline indicators as part of a comprehensive database and on-line information system of sustainable performance indicators.
ICSP Pillar:	All Pillars
Priority Level:	3
Timeframe:	2010-2012
Stakeholders:	Town Council and Staff, Town Committees, local organizations.

### Topic/Issue #4: Heritage Buildings

Goal/Objective:	Promote the retention and enhancement of heritage buildings; apply place-making and urban design principles.
Strategy/Action:	1. Develop and implement a Heritage Promotion Strategy. 2. Review building list for possible heritage property designations and interpretive panels.
ICSP Pillar:	Cultural
Priority Level:	2
Timeframe:	2010-2015
Stakeholders:	Town Council and Staff, Heritage Committee, partners.

### Topic/Issue #5: Ethnic Diversity

Goal/Objective:	Raise profile of other ethnicities while maintaining local distinctiveness and ensuring both are valued and protected.
Strategy/Action:	1. Conduct research into current perceptions and acceptance of other cultural groups. 2. Create community activities around the appreciation of other cultures (e.g. Antigonish Multi Cultural Fest).
ICSP Pillar:	Cultural
Priority Level:	2
Timeframe:	2010-2015
Stakeholders:	Town Council and Staff, Town Committees, local organizations, citizens.

### Topic/Issue #6: Advancement of Youth

Goal/Objective:	Increase engagement of youth in community activities.
Strategy/Action:	1. Develop youth recreation options for programs (e.g., teen dance, afterschool programs, tutoring services, leadership, cultural dance, nature hiking, canoeing, L'Arche Youth Programs, Educational Expeditions). 2. Increase recreation areas for teenagers (i.e., skatepark, outdoor rink, outdoor basketball courts).
ICSP Pillar:	Cultural, Social
Priority Level:	1
Timeframe:	2010-2025
Stakeholders:	Town Council and Staff, Town Committees, schools, university, citizens.

Topic/Issue #7: Information Services

Goal/Objective: Provide a central, state-of-the-art local information zone to serve the growing needs of the public and foster education.

Strategy/Action: Establish a new library.

ICSP Pillar: Social, Cultural

Priority Level: 1

Timeframe: 2010

Stakeholders: Town Council and Staff, County, Library Committee.

Topic/Issue #8: Tourism - Festivals and Events

Goal/Objective: 1. Increase visitation and through the enhancement of current festivals and events.  
2. Foster increased appreciation for culture and arts.

Strategy/Action: 1. Inventory festivals and events and develop a plan to enhance and sustain them.  
2. Foster cultural appreciation through musicals, theatre, concerts and performances.

ICSP Pillar: Social, Cultural

Priority Level: 2

Timeframe: 2010-2025

Stakeholders: Town Council and Staff, County, community organizations, partners.

Topic/Issue #9: Economic Development

Goal/Objective: 1. Encourage a broad range of economic activity within the community.  
2. Support a strong central commercial district.

Strategy/Action: Strengthen the economic development strategy with the Regional Development Authority.

ICSP Pillar: Economic

Priority Level: 1

Timeframe: 2009-2011

Stakeholders: Town Council, partners, Antigonish Regional Development Authority, Chamber of Commerce, Antigonish Area Partnership.

Topic/Issue #10: Asset-based economic growth opportunities

Goal/Objective: Identify economic spin-off opportunities from existing assets in the communities such as the university and the hospital.

Strategy/Action: Conduct a study to identify opportunities for business growth in key sectors: education, healthcare, energy, agriculture, IT services, tourism.

ICSP Pillar: Economic

Priority Level: 2

Timeframe: 2009-2025

Stakeholders: Town Council, StFX University, GASHA, Chamber of Commerce, Regional Development Authority, local businesses.

### Topic/Issue #11: Support local procurement

Goal/Objective:	Encourage community support for purchase of local products.
Strategy/Action:	1. Raise public awareness of the benefits of local procurement through educational programs. 2. Facilitate local purchasing programs.
ICSP Pillar:	Economic
Priority Level:	1
Timeframe:	2009-2025
Stakeholders:	Town Council and Staff, community organizations.

### Topic/Issue #12: Downtown vitalization

Goal/Objective:	1. Capture and maintain 'uniqueness' of downtown core and enhance attractiveness of neighborhoods. 2. Maintain a downtown core with various shops, restaurants and service providers selling products and services that meet the needs of the local population and tourists;
Strategy/Action:	Conduct a planning study leading to policy development.
ICSP Pillar:	Economic
Priority Level:	3
Timeframe:	2009-2015
Stakeholders:	Town Council and Staff, Town Committees, Antigonish Regional Development Authority, Chamber of Commerce, local organizations.

### Topic/Issue #13: Tourism - Destination & Marketing

Goal/Objective:	1. Increase knowledge of Antigonish area and its attractions 2. Promote sustainable tourism.
Strategy/Action:	Conduct a destination audit and consider establishment of a Destination Marketing Organization for the Antigonish area. Maintain and increase emphasis on museum, eco-tourism, events and family attractions.
ICSP Pillar:	Economic, Cultural
Priority Level:	1
Timeframe:	2010-2015
Stakeholders:	Town Council and Staff, Town Committees, partners, Antigonish Eastern Shore Tourism Association, Chamber of Commerce.

### Topic/Issue #14: Economic Infrastructure Enhancement

Goal/Objective:	Improved way-finding, circulation and parking in support of the Commercial core.
Strategy/Action:	Planning Study leading to policy development and infrastructure improvements including resurfacing of main arteries for the purpose of economic sustainability of the commercial core.
ICSP Pillar:	Economic, Cultural
Priority Level:	2
Timeframe:	2010-2025
Stakeholders:	Town Council and Staff, Town Committees, local organizations.

Topic/Issue #15: Destination Antigonish

Goal/Objective: Highlight Antigonish as a high-quality destination for livability; work towards a proactive response to changing demographics.

Strategy/Action: 1. Work with all major stakeholders within the community to develop strong marketing campaigns for the livability of area, education and work/business ventures.  
2. Develop a plan of action to manage the impact of demographic changes.

ICSP Pillar: Economic, Social

Priority Level: 1

Timeframe: 2010-2025

Stakeholders: Town Council and Staff, Town Committees, University, Hospital, local organizations.

Topic/Issue #16: Municipal road and transit infrastructure

Goal/Objective: Ongoing infrastructure improvements and improved road safety.

.Strategy/Action: 1. Replacement of East Main Bridge.  
2. Develop and implement an Infrastructure Management Plan.  
3. Prepare plan of action for new emergency route to hospital.

ICSP Pillar: Environmental, Social, Economic

Priority Level: 1

Timeframe: 2009-2025

Stakeholders: Town Council.



Topic/Issue #17: Energy planning (conservation and greenhouse gas reduction)

Goal/Objective: Encourage energy conservation and annual reduction in municipal energy expenditures.

.Strategy/Action: 1. Conduct municipal energy audit.  
2. Investigate feasibility of alternative energy sources in municipal buildings and retrofit older buildings for energy efficiency.  
3. Develop staff awareness program and community awareness program.

ICSP Pillar: Environmental

Priority Level: 1

Timeframe: 2010-2012

Stakeholders: Town Council and Staff, Town Committees, partners, provincial and federal governments.

Topic/Issue #18: Preservation of biodiversity and wildlife habitat

Goal/Objective: Protect critical wildlife eco-systems.

Strategy/Action: 1. Conduct inventory and risk assessment for wetlands, and develop strategy for protection, if appropriate.  
2. Map ecologically sensitive areas; develop an environmental awareness plan for the community.

ICSP Pillar: Environmental

Priority Level: 2

Timeframe: 2015-2025

Stakeholders: Town Council, environmental organizations.

Topic/Issue #19: Waste Management

Goal/Objective:	Reduce volume of waste produced locally.
Strategy/Action:	<ol style="list-style-type: none"><li>1. Enhance the solid waste disposal strategy.</li><li>2. Increase public awareness (reduce, recycle, reuse, “refuse”).</li><li>3. Encourage provincial standards and ownership.</li></ol>
ICSP Pillar:	Environmental
Priority Level:	3
Timeframe:	2009-2020
Stakeholders:	Town Council, Eastern Region Solid Waste Management UNSM, Province of Nova Scotia.

Topic/Issue #20: Storm water management and control

Goal/Objective:	Ensure effective utilization of available water sources.
Strategy/Action:	<ol style="list-style-type: none"><li>1. Develop and implement storm water management strategy and infrastructure improvements.</li><li>2. Identify and incorporate storm drainage improvements.</li></ol>
ICSP Pillar:	Environmental
Priority Level:	2
Timeframe:	2012-2015
Stakeholders:	Town Council, Engineering Department.

Topic/Issue #21: Sustainable Planning and Development

Goal/Objective: Encourage a mix of land uses and building types within the community.

Strategy/Action: 1. Full revision of the Municipal Planning Strategy/Land Use By-law.  
2. Investigate feasibility of LEED approach to community planning.

ICSP Pillar: Environmental

Priority Level: 1

Timeframe: 2012-2015

Stakeholders: Town Council, Planning Department.

Topic/Issue #22: Sustainable Procurement (municipal)

Goal/Objective: Change municipal purchasing practices to those using local and environmentally-friendly products and services.

Strategy/Action: Develop and implement a sustainable procurement plan for the municipality.

ICSP Pillar: Environmental

Priority Level: 1

Timeframe: 2009-2012

Stakeholders: Town Council and Staff, Town Committees, local organizations.

Topic/Issue #23: Sustainable Energy

Goal/Objective: Lower dependence on fossil-fuel based energy.

Strategy/Action: Continue to explore alternatives: Wind power development; hydro development; solar; geo-thermal; district heating (co-gen) for municipal operations including power utility and sewage treatment plant.

ICSP Pillar: Environmental, Economic

Priority Level: 1

Timeframe: 2009-2025

Stakeholders: Town Council, Town Electric Utility, County, Antigonish Regional Development Authority, local organizations.

Topic/Issue #24: Climate Change adaptation

Goal/Objective: Identify potential impacts from sea-level rise and temperature fluctuations including impacts on flood-prone areas.

Strategy/Action: Conduct storm surge/sea level rise risk assessment and coastal zone mapping/modeling; prepare action plan; map areas, assess risk using precipitation records, develop an applicable strategy for protection.

ICSP Pillar: Environmental, Economic, Social

Priority Level: 2

Timeframe: 2012-2015

Stakeholders: Town Council, Emergency Measures Organization, Provincial Departments, University, Experts on climate change mitigation and adaptation strategies.

Topic/Issue #25: Municipal water supply watersheds

- Goal/Objective:      1. Develop a source water protection plan  
                                 2. Protect natural watercourses  
                                 3. Lower water misuse and waste.
- Strategy/Action:      1. Conduct an inventory and risk assessment in collaborate with regional municipalities.  
                                 2. Develop strategy for protection and stream rehabilitation program  
                                 3. Complete water metering for all residential, commercial and industrial buildings.
- ICSP Pillar:              Environmental, Economic, Social
- Priority Level:           2
- Timeframe:              2010-2015
- Stakeholders:          Town Council and Staff, Town Committees, County, Stewardship Board.

Topic/Issue #26: Promotion of Sustainable Lifestyles

- Goal/Objective:      Lower the carbon footprint of Antigonish.
- Strategy/Action:      1. Support existing initiatives of community organizations such as the Framework for Antigonish as a Leading Sustainable Community.  
                                 2. Develop and implement educational strategy, tools and incentives to promote sustainable living.
- ICSP Pillar:              Environmental, Social
- Priority Level:           2
- Timeframe:              2008-2015
- Stakeholders:          Town Council, Antigonish Sustainable Development., other local organizations.

Topic/Issue #27: Pesticide Reduction

Goal/Objective: Reduction/elimination of cosmetic pesticide use.

Strategy/Action: 1. Prepare a cosmetic pesticide reduction plan and policy/by-law;  
2. Identify and promote education programs.

ICSP Pillar: Environmental, Social

Priority Level: 1

Timeframe: 2009-2012

Stakeholders: Town Council, Planning Department, Antigonish Sustainable Development.

Topic/Issue #28: Sustainable Transportation

Goal/Objective: Increase public's access to sustainable transportation options.

Strategy/Action: Examine the feasibility of a town/county public transit system, allowing for transportation between communities.

ICSP Pillar: Environmental, Social, Economic

Priority Level: 2

Timeframe: 2009-2012

Stakeholders: Town Council, Town Committees, Antigonish Regional Development Authority.

Topic/Issue #29: Community Partnerships

Goal/Objective: Promote awareness and strengthen existing community partnerships.

Strategy/Action: 1. Prepare an asset inventory of organizations within the community to aid with achieving the goals of the ICSP.

2. As well as engaging existing partnerships, identify new partnerships to work on advancing sustainability and prosperity of the area.

ICSP Pillar: Social

Priority Level: 1

Timeframe: 2009-2025

Stakeholders: Town Council and Staff, local organizations.

Topic/Issue #30: Recreation facilities

Goal/Objective: Increase the quality of existing facilities bringing them up to Provincially established standards.

Strategy/Action: 1. Identify and implement a preventative maintenance plan.

2. Work with community user groups on long range plan.

3. Conduct an annual playground safety audit.

ICSP Pillar: Social

Priority Level: 1

Timeframe: 2009-2015

Stakeholders: Town Council and Staff, Recreating Department.

### Topic/Issue #31: Volunteerism

Goal/Objective:	Encourage, promote and celebrate value of volunteer work/opportunities for all citizens.
Strategy/Action:	Explore opportunity to develop an information forum in a central location for people to explore volunteer opportunities. This can be achieved through traditional and online media as well as housed in a downtown location. Recognition will be given through awards.
ICSP Pillar:	Social
Priority Level:	3
Timeframe:	2009-2025
Stakeholders:	Town Council, local organizations.

### Topic/Issue #32: Active lifestyles

Goal/Objective:	Promote active lifestyles, a social environment and healthy outdoor living.
Strategy/Action:	<ol style="list-style-type: none"><li>1. Promote through various community efforts such as implementation of community garden.</li><li>2. Promotion of trails and facilities for diverse interest groups.</li><li>3. Carry out an active transportation study for new walking and biking opportunities.</li><li>4. Develop a community open/green space strategy.</li></ol>
ICSP Pillar:	Social
Priority Level:	2
Timeframe:	2009-2025
Stakeholders:	Town Council and Staff, Recreation Department, Guysborough-Antigonish Strait Heath Authority.



### Topic/Issue #33: Accessible Facilities

Goal/Objective:	All public facilities should be accessible.
Strategy/Action:	<ol style="list-style-type: none"><li>1. Conduct an inventory and assess municipal and other buildings open to the public.</li><li>2. Develop strategy for making municipal buildings accessible, if appropriate.</li><li>3. Develop awareness program for other public buildings.</li></ol>
ICSP Pillar:	Social
Priority Level:	2
Timeframe:	2010-2015
Stakeholders:	Town Council.

### Topic/Issue #34: Affordable Housing

Goal/Objective:	Encourage a variety of housing types including affordable housing.
Strategy/Action:	Review housing needs and develop a strategy for provision in Municipal Planning Strategy, if appropriate.
ICSP Pillar:	Social
Priority Level:	1
Timeframe:	2010-2025
Stakeholders:	Town Council, Planning Department.

Topic/Issue #35: Equality of Access

Goal/Objective: Increase access to town’s recreation programs for under-privileged individuals.

Strategy/Action: Conduct an inventory of shortfall on town’s recreation programs and facilities in order to identify mechanisms to enhance accessibility for underprivileged and physically disabled individuals.

ICSP Pillar: Social

Priority Level: 1

Timeframe: 2009-2025

Stakeholders: Town Council, recreating Department.

Topic/Issue #36: Open, green, public spaces

Goal/Objective: Maintain and protect a variety of public open spaces for current and future generations.

Strategy/Action: Inventory and map existing open spaces, identify potential new open spaces and prepare a long-term strategy to enhance, link, and expand public green and open spaces.

ICSP Pillar: Social

Priority Level: 3

Timeframe: 2010-2015

Stakeholders: Town Council, Planning Department.

### Topic/Issue #37: Emergency Services

Goal/Objective: Maintain high quality of public safety and emergency services.

Strategy/Action: Conduct an inventory of existing equipment and revise maintenance plans, establish a neighborhood safety program.

ICSP Pillar: Social, Economic

Priority Level: 2

Timeframe: 2009-2015

Stakeholders: Town Council and Staff, Town Committees, Emergency Services, RCMP, Guysborough Antigonish Strait Health Authority.

### Topic/Issue #38: Food Security

Goal/Objective: Lower dependence on imported food and increase dependence on local and organic food.

Strategy/Action: Work with the County to encourage rural areas to ensure sustainable agricultural lands for food production.

ICSP Pillar: Social, Environmental

Priority Level: 2

Timeframe: 2010-2012

Stakeholders: Town Council, County, VOICES, local organizations.

## **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 38 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 2025

\* 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.