



**SPECIAL MEETING OF COUNCIL  
MONDAY, JULY 28, 2025 AT 2:30 P.M.  
COUNCIL CHAMBERS, MUNICIPAL OFFICE  
31C MAIN STREET, SACKVILLE**

*"The Municipality of Tantramar is committed to supporting our employees' and members of Council's right to work in an inclusive, safe and respectful work environment."*

1. CALL MEETING TO ORDER
2. APPROVAL OF AGENDA
3. DISCLOSURE OF CONFLICTS OF INTEREST
4. CLOSED SESSION
  - a. HR-2025-07

**Public – 3 P.M.**

5. TANTRAMAR RECREATION MASTER PLAN – M. PRYDE (Pg. 2)
6. MOUNT ALLISON UNIVERSITY ORIENTATION FIREWORKS – M. PRYDE (Pg. 5)
7. TVMCC CANTEEN CONTRACT – M. PRYDE (Pg. 7)
8. FORT BEAUSEJOUR SPECIAL ACTIVITY LICENSE – M. PRYDE (Pg. 12)
9. CORPORATE PLANNING PROPOSAL – J. TAYLOR (Pg. 28)
10. FUNDING FROM FCM: CLIMATE ADAPTATION INITIATIVE – R. KELLY SPURLES (Pg. 46)
11. ADJOURNMENT



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**To:** Mayor and Council

**Submitted by:** Matt Pryde, Director of Active Living and Culture

**Date:** July 24, 2025

**Subject:** Recreation Master Plan

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## **PROPOSAL**

To approve a consultant to develop the first Recreation Master Plan for the municipality.

## **BACKGROUND**

Objective 11.2 in the new Tantrammar Strategic Plan 2025-2028 states the goal of creating a Recreation Master Plan that will guide investments in recreation facilities, services and programs into the future. The former Town of Sackville had various Recreation Master Plans over the years, with the last version covering the years 2019-2024. That plan was developed in-house, and many of the objectives included in the plan were completed. However, with the formation of the new Municipality of Tantrammar and changing trends in the recreation sector, the time has come for a new in-depth plan. To do this properly, an experienced consulting firm removed from any biases if needed to complete the plan.

## **DISCUSSION**

A Request for Proposals was released in June with a submission deadline of July 3, 2025, which allowed for a maximum budget of \$50,000 plus HST. We received a single submission from RC Strategies for \$45,956.50 plus HST. The proposal included an optional \$5,000 in addition to the \$45,956.50 that can be used to purchase GPS data from smart phones. An interesting tool to show how people move in Tantrammar (bike, run, walk, car, etc).

RC Strategies is one of the few consulting practices in Canada that specializes entirely in Recreation. They formed in 1988 and have been involved in over 2,500 consulting projects that have spanned the entirety of Canada. Based out of Alberta, their team also includes New Brunswickers, and they are very familiar with the municipality as they are also the lead consultant in the development of the Recreation Master Plan for the Regional Service Commission.

Their proposal would have them completing the Recreation Master Plan in February 2026.

## **INTERDEPARTMENTAL CONSULTATION**

Finance, CAO

## **LEGISLATION/POLICY**

N/A

## **FINANCIAL CONSIDERATIONS**

Up to \$45,956.50, and up to \$51,956.50 plus HST if Council wished to access the movement data.

## **LEGAL**

N/A

## COMMUNICATIONS/PUBLIC ENGAGEMENT

Website, social media, in-person, etc.

## TANTRAMAR 2025-2028 STRATEGIC PLAN

Developing a Recreation Master Plan is listed under section 11.2 of our *Supporting Social and Cultural Connections to Build Our Community* pillar from Tantramar's [2025-2028 Strategic Plan](#).

## COMMUNITY IMPACT

Important document to guide the municipality in the area of recreation for the next 3-5 years.

## CLIMATE CHANGE IMPLICATIONS

No environmental implications anticipated with this proposal.

## CLIMATE LENS

Climate Lens	Towards	Away	No change
Emissions reduction			x
Stormwater management			x
Thriving natural assets			x
Sustainable processes			x
Climate change adaptation			x
Climate leadership			x

## OPTIONS

- a. Approve the Consultant as presented
- b. Do not approve the Consultant as presented

## RECOMMENDATION

Staff recommends that a motion be brought forward at the July 28, 2025 Special Meeting of Council to approve RC Strategies for a maximum of \$51,956.50 plus HST to complete the Tantramar Recreation Master Plan.

## ATTACHMENTS

Minutes for TAN-2025-08 – Tantramar Recreation Master Plan RFP



TENDER OPENING  
THURSDAY, JULY 3, 2025 AT 11:00 A.M.  
COUNCIL CHAMBERS, MUNICIPAL OFFICE  
31C MAIN STREET SACKVILLE NB

MUNICIPALITY OF TANTRAMAR  
RFP NO. TAN-2025-08

TANTRAMAR RECREATION MASTER PLAN

In attendance was Assistant Clerk Becky Goodwin, Director of Active Living & Culture Matt Pryde and Manager of Active Living & Culture Jamie Ferguson.

Becky noted that the time was now 11:00 a.m. and that no additional RFP's would be accepted.

There were no addendums issued for this RFP.

Becky asked if anyone wanted to withdraw their RFP at this time. None were withdrawn.

Becky opened the tender box, which contained one (1) submission.

Submissions were received from the following companies:

- a. RC Strategies Inc.

Becky noted that the RFP's would be reviewed.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read "Becky", with a long horizontal flourish extending to the right.

Becky Goodwin  
Assistant Clerk





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**To:** Mayor and Council

**Submitted by:** Matt Pryde, Director of Active Living and Culture

**Date:** July 24, 2025

**Subject:** Mount Allison University Orientation Fireworks

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## **PROPOSAL**

To authorize the Sackville Fire Chief to sign the application of purchase that will allow the Mount Allison Orientation Committee to offer a small fireworks show on the Park Street Soccer Field.

## **BACKGROUND**

Each year Mount Allison University and the Mount Allison University Students' Union host a variety of events during Orientation Week. New in 2025, the Mount Allison Orientation Chair has contracted Maritime Fireworks to offer a public fireworks show on August 28<sup>th</sup> at 9:30pm. To confirm their booking, the Sackville Fire Chief needs authorization from Council to sign Maritime Fireworks' application to purchase.

## **DISCUSSION**

A map of the spectator and fireworks set up is attached. Maritime Fireworks is a professional company who is required to follow all of the same safety guidelines and regulations as our fireworks supplier for Winterfest and Fall Fair. Maritime Fireworks has already shared a copy of their fireworks license and has provided a certificate of insurance naming Tantrammar as co-insured. A request has also been submitted to Mount Allison for a certificate of insurance naming Tantrammar as co-insured.

Staff are confident in their ability to offer a safe and exciting show.

## **INTERDEPARTMENTAL CONSULTATION**

Fire, Finance

## **LEGISLATION/POLICY**

N/A

## **FINANCIAL CONSIDERATIONS**

N/A

## **LEGAL**

N/A

## **COMMUNICATIONS/PUBLIC ENGAGEMENT**

Website, social media, etc.

## **TANTRAMMAR 2025-2028 STRATEGIC PLAN**

This aligns with our *Supporting Social and Cultural Connections to Build Our Community* pillar from Tantrammar's [2025-2028 Strategic Plan](#).

**COMMUNITY IMPACT**

Exciting show for Mount Allison Students and local residents.

**CLIMATE CHANGE IMPLICATIONS**

No significant environmental implications anticipated with this proposal.

**CLIMATE LENS**

Climate Lens	Towards	Away	No change
Emissions reduction			x
Stormwater management			x
Thriving natural assets			x
Sustainable processes			x
Climate change adaptation			x
Climate leadership			x

**OPTIONS**

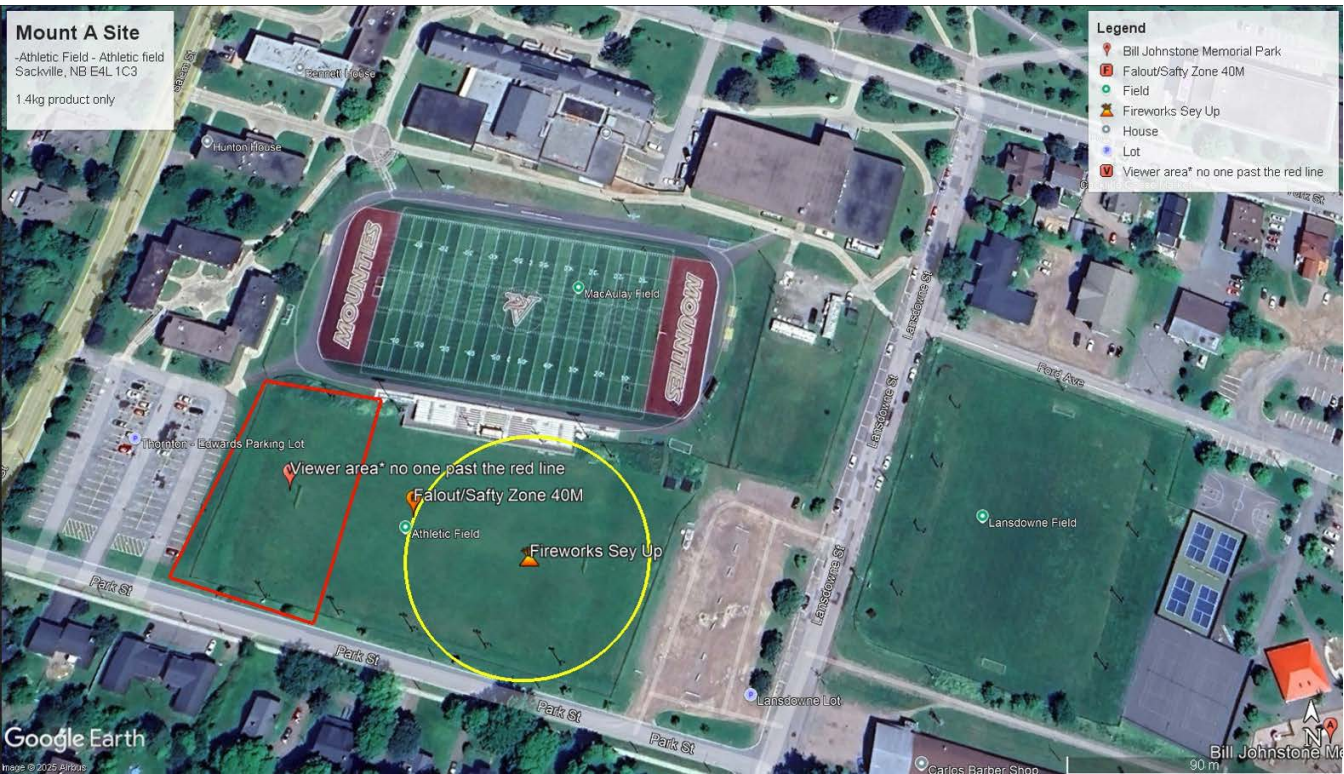
- a. Authorize the Sackville Fire Chief to sign the Application to Purchase.
- b. Do not authorize the Sackville Fire Chief to sign the Application to Purchase.

**RECOMMENDATION**

Staff recommends that a motion be brought forward at the July 28, 2025 Special Meeting of Council to authorize the Sackville Fire Chief to sign the application to purchase by Maritime Fireworks.

**ATTACHMENTS**

Fireworks Display Map





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**To:** Mayor and Council

**Submitted by:** Matt Pryde, Director of Active Living and Culture

**Date:** July 24, 2025

**Subject:** TVMCC Canteen Contract

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## **PROPOSAL**

To approve Heather Wells for an additional 2-year contract to provide canteen services at the Tantrammar Veterans Memorial Civic Centre.

## **BACKGROUND**

Heather Wells has provided canteen services at the Tantrammar Veterans Memorial Civic Centre for the past two years.

## **DISCUSSION**

Ms. Wells and her staff have offered great service for the past two years. They are very easy to work with and patrons at the rink are happy with the product they produce. The attached contract outlines the requirements of both parties and is nearly identical to past agreements with a slight monetary difference:

- The total amount of the contract is up to \$54,000.00 from \$50,400 over a two-year period.
- This payment covers up to 1,000 hours of staff time. Any additional hours are billed at \$27.00 per hour (up from \$25.00 per hour)
- Any event requiring more than 3 staff will bill at \$27.00 per hour for any additional staff (up from \$25.00 per hour)
- Events between April 1<sup>st</sup> and September 30<sup>th</sup> will bill at \$27.00 per hour per staff person (up from \$25.00 per hour)

Overall, this is an 8% increase to cover the costs of inflation. Staff are very comfortable with this model and would like to continue to work with Ms. Wells and her staff by extending the TVMCC Canteen Contract.

## **INTERDEPARTMENTAL CONSULTATION**

Finance, CAO

## **LEGISLATION/POLICY**

N/A

## **FINANCIAL CONSIDERATIONS**

\$54,000.00 from the operational budget over two years.

## **LEGAL**

N/A

## COMMUNICATIONS/PUBLIC ENGAGEMENT

Website, social media, in-person, etc.

## TANTRAMAR 2025-2028 STRATEGIC PLAN

This aligns with our *Supporting Social and Cultural Connections to Build Our Community* pillar from Tantramar's [2025-2028 Strategic Plan](#).

## COMMUNITY IMPACT

Important community service at the Tantramar Veterans Memorial Civic Centre.

## CLIMATE CHANGE IMPLICATIONS

No environmental implications anticipated with this proposal.

## CLIMATE LENS

Climate Lens	Towards	Away	No change
Emissions reduction			x
Stormwater management			x
Thriving natural assets			x
Sustainable processes			x
Climate change adaptation			x
Climate leadership			x

## OPTIONS

- a. Authorize the TVMCC Canteen Contract as presented
- b. Do not authorize the TVMCC Canteen Contract as presented

## RECOMMENDATION

Staff recommends that a motion be brought forward at the July 28, 2025 Special Meeting of Council meeting to authorize the Mayor and Clerk to sign the Tantramar Veterans Memorial Civic Centre Canteen Contract.

## ATTACHMENTS

Canteen/Bar Contract – Tantramar Veterans Memorial Civic Centre

**CANTEEN/BAR CONTRACT**  
**TANTRAMAR VETERANS MEMORIAL CIVIC CENTRE,**  
**TANTRAMAR**

This working agreement made this \_\_\_\_ day of \_\_\_\_\_, 2025

BETWEEN: **Tantramar**  
**And**  
**Heather Wells (the Contractor)**

WHEREAS Tantramar and the Contractor wish to enter into an agreement governing the terms and conditions of the Contractor's duties for Tantramar;

NOW THEREFORE Tantramar and the Contractor agree as follows:

Contracted Period of Operations: October 1, 2025 to September 30, 2027

This agreement may be terminated by written notification from either party giving the other party 30 days notice before the effective date of termination.

1. The Contractor is responsible for the following:

- Overall operations of the lounge and concession services during the listed period
- General cleanliness of food services area including basic janitorial tasks
- Maintaining all code requirements for kitchen/food services equipment
- Providing appropriate staffing levels for food services operation for all events including supplemental casual labour according to the weekly listing of events in the facility and to which the operating hours for the week have been approved by Tantramar.
- Being available to open when given at least 24 hours notice from Tantramar.
- Ensuring that any person scheduled to serve alcohol at any time are at least 19 years of age as outlined in the New Brunswick Liquor Control Act.
- All employees (including the contractor) must have an acceptable criminal records check completed and submitted to Tantramar.
- Ensure that any person working has the appropriate training for food safety. Training shall be paid for by Tantramar.
- On Friday every week, post all hours of operation on a board outside the canteen for the upcoming week.
- Provide Tantramar with an update of the total number of hours worked each month.
- Maintain the lounge services area and equipment in good operating order
- Offering lounge services according to events and ensuring services meets all applicable regulations and Tantramar policies.
- Track all inventory and order all necessary products from appropriate suppliers respecting Tantramar contracts with certain suppliers.
- Provide Inventory Counts Semi-Annually (June 30 & Dec 31)
- Ensure that all products ordered are received and confirmed with Tantramar before putting away within a timely manner.

- Place and pick up Liquor orders, when necessary, with the assistance of Tantramar for use of a municipal truck.
- Develop promotion initiatives, subject to approval of Tantramar, to encourage greater use of lounge and concession areas.
- Work with Tantramar staff as part of event management procedures.
- Monitor, record, and turn over all revenues to Tantramar Municipal Offices in accordance with guidelines issued by Tantramar.
- Notify the Director of Active Living and Culture immediately of any maintenance issues with equipment.
- Providing Liquor/Bar Services for other events outside the Civic Centre when requested by Tantramar (ie. Fall Fair Concert Events).

## 2. Tantramar is responsible for the following:

- For the period of October 1<sup>st</sup>, 2025 to March 31<sup>st</sup>, 2026, and October 1<sup>st</sup> 2026 to March 31<sup>st</sup> 2027 provide a monthly payment of \$4,500.00 to the Contractor according to the Contractor's proposed figure of \$54,000.00 for this period.
  - i. As a contractor, no deductions will be made on payments.
  - ii. This payment shall be made on or before the first day of each month for the upcoming month.
  - iii. This payment shall cover the contractor to provide up to 1,000 hours of staff time and any hours required over 1,000 hours shall be billed to Tantramar at the rate of \$27.00 per hour.
- Upon approval from Tantramar, between October 1<sup>st</sup>, 2025 and March 31<sup>st</sup>, 2027 any event that requires more than 3 (three) staff to operate the canteen, the contractor will bill Tantramar at the rate of \$27.00 per hour per additional employee required.
- For the periods of April 1<sup>st</sup>, 2026 to September 30, 2026, and April 1<sup>st</sup>, 2027 to September 30<sup>th</sup>, 2027, provide payment to the Contractor of \$27.00 per hour per person required to operate the facility/other events based on the events scheduled and approval from Tantramar. This shall be billed by the Contractor at the end of each month or after a major event.
- Providing a Cash Float of \$800 for use by the Contractor during the operation (replenishing the float with small bills/change shall be the Contractors responsibility). Additional Float and advancement of wages may be made for larger events at the discretion of the Tantramar Director of Financial Services.
- Providing necessary insurance requirements for the operations.
- Providing necessary equipment for food preparation and lounge area.
- Providing all inventory, deposits and accounting services.
- Providing payment of all overhead services including gas, hydro, water and sewer.
- Providing the Contractor with a listing of weekly events in the Facility with as much notice as possible.
- Including the Contractor in all event management meetings and participate in planning for any relevant events carried out by Tantramar.

## 3. Credit Card

- Tantramar will provide the Contractor with a Credit Card in the name of **Heather Wells** that shall only be used for the purpose of making purchases relating to the canteen, bar, concessions or lounge area.

- As many purchases as possible will be made by using this credit card to ensure the ease of transaction processing relating to canteen services.
- A legible original copy of all detailed receipts relating to the use of the credit card shall be submitted to the Director of Financial Services by the Contractor in a timely manner. If a receipt is not turned in, the Contractor may be held liable for that transaction at the sole discretion of Tantramar.

#### 4. Canteen/Civic Centre Access

- The Contractor may only access the canteen and the Tantramar Veterans Memorial Civic Centre during Civic Centre operating hours unless prior arrangements have been made with the Director of Active Living and Culture.
- The Contractor shall be provided a security code for access to the canteen.
- The Contractor shall not be provided with a key or security code to the Civic Centre unless approved by the Director of Active Living and Culture.

#### 5. Confidentiality

- The Contractor acknowledges that, while performing and fulfilling their duties, they may have access to and be entrusted with confidential information concerning the present and contemplated financial status and activities of Tantramar, the disclosure of which could be detrimental to the interests of Tantramar.
- The Contractor further acknowledges and agrees that the right to maintain such confidential information constitutes a proprietary right, which Tantramar is entitled to protect. Accordingly, the Contractor covenants and agrees with Tantramar that they will not, during the continuance of this agreement, disclose any of such confidential information to any person, firm, or business, nor shall they use the same, except as required.

#### 6. Entire Agreement

- This agreement constitutes the entire agreement between the parties hereto with respect to the appointment of the Contractor and supersedes any and all previous agreements, warranties or representations of any kind written or oral expressed or implied, between the parties hereto or on their behalf with respect to the matters herein.

IN WITNESS WHEREOF the parties have duly executed this agreement on the day, month and year first above written.

SIGNED SEALED AND DELIVERED

In the presence of:

\_\_\_\_\_  
(Witness)

\_\_\_\_\_  
(Contractor)

\_\_\_\_\_  
Tantramar  
(Mayor)

\_\_\_\_\_  
Tantramar  
(Clerk)



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**To:** Mayor and Council

**Submitted by:** Matt Pryde, Director of Active Living and Culture

**Date:** July 24, 2025

**Subject:** Fort Beausejour Special Activity License

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## **PROPOSAL**

Approve a Special Activity License with Parks Canada to allow the municipality to host our Acadian Day Celebration at Fort Beausejour on August 14, 2025.

## **BACKGROUND**

Staff would like to host the 2025 Acadian Day celebrations again this year at Fort Beausejour, after successful events in 2023 and 2024. The event would take place on the evening of August 14, 2025. Given this event will be larger this year, Parks Canada have asked that Mayor and Clerk sign the attached Special Activity License to use their property. The license speaks to responsibilities around liability and outlines our responsibilities around hosting an event on their property and is a standard requirement to host public events on federal parks and historical properties.

## **DISCUSSION**

Given the Acadian Day celebrations are low risk in nature, staff feel comfortable moving forward with the agreement as written.

## **INTERDEPARTMENTAL CONSULTATION**

Finance

## **LEGISLATION/POLICY**

N/A

## **FINANCIAL CONSIDERATIONS**

\$159.75 from the 2025 operational budget. Tantrammar has received a \$1,500.00 grant under the Celebration and Commemoration Program, National Acadian Day Component.

## **LEGAL**

N/A

## **COMMUNICATIONS/PUBLIC ENGAGEMENT**

Website, social media, in-person, etc.

## **TANTRAMMAR 2025-2028 STRATEGIC PLAN**

This aligns with our *Supporting Social and Cultural Connections to Build Our Community* pillar from Tantrammar's [2025-2028 Strategic Plan](#).

## **COMMUNITY IMPACT**

Enjoyable event at a property of cultural significance.



## CLIMATE CHANGE IMPLICATIONS

No environmental implications anticipated with this proposal.

## CLIMATE LENS

Climate Lens	Towards	Away	No change
Emissions reduction			x
Stormwater management			x
Thriving natural assets			x
Sustainable processes			x
Climate change adaptation			x
Climate leadership			x

## OPTIONS

- a) Authorize Mayor and Clerk to sign the license
- b) Do not authorize Mayor and Clerk to sign the license

## RECOMMENDATION

Staff recommends that a motion be brought forward at the July 28, 2025 Special Meeting of Council to authorize Mayor and Clerk to sign the activity license as presented and authorize the Mayor and Clerk to sign all documents relating to the approved grant for this event.

## ATTACHMENTS

Special Activity License



# Fort Beausejour/Fort Cumberland National Historic Site of Canada

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## SPECIAL ACTIVITY LICENCE

This licence is issued under the following authority:

Subsection 13(4) of the *National Historic Park General Regulations*

Permission is hereby given to Matt Pryde of Tantramar Active Living and Culture ("Licensee") to hold a celebration and activities in view of Acadian day, on August 14th, 2024 at Fort Beauséjour/Cumberland National Historic Site of Canada as identified on the Schedule attached marked Site Plan ("Site"), to a maximum of 119 participants, subject to the terms and conditions attached.

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Julie Leblanc

A/Field Unit Superintendent,  
New Brunswick Field Unit

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Date

This License is not valid unless signed by a person authorized by the corporation and forwarded to Parks Canada prior to the special activity. All special activity licenses issued by Fort Beauséjour/Cumberland National Historic Site of Canada are revocable without notice if in the opinion of the Fort Beauséjour/Cumberland National Park Historic Site of Canada, the Terms and Conditions of this Licence are violated or if it appears to Fort Beauséjour/Cumberland National Historic Site of Canada that the Site resources may be damaged or public safety might be at risk.

On behalf of the corporation/organization cited below, I hereby accept and agree to comply with all of the terms and conditions in this License and all federal legislation in relation thereto.

Signed, Sealed and Delivered by:

\_\_\_\_\_  
Per: Mayor Andrew Black and Clerk \_\_\_\_\_ Date \_\_\_\_\_

I have authority to bind the corporation.

## TERMS AND CONDITIONS

### 1. PERMITTED SPECIAL ACTIVITY SIZE & EQUIPMENT:

Maximum Number of Participants: N/A (outdoors)

Equipment: Access to gazebo/pavilion, grounds.

### 2. PERMITTED DURATION/TIMING OF SPECIAL ACTIVITY:

Insert the date and times including activity set-up and tear-down dates/times, and the name of the site.

Date	Start Time	End Time	Details
August 14 <sup>th</sup> , 2025	4:00 p.m.	8:00 p.m.	Setup, hosting activity from ~5:00-7:30, and teardown.

### 3. CONDITIONS OF THIS SPECIAL ACTIVITY LICENCE:

1. The Licensee will have no claim or demand against His Majesty or any of Her agents and all those for whom His Majesty may at law be responsible, for detriment, damage, accident or injury of any nature whatsoever or howsoever caused to the land or to any person or property thereon.
2. The Licensee indemnifies and saves harmless His Majesty or any of His Servants, agents or all those for whom His Majesty may at law be responsible, from and against all claims, losses, damages, actions, costs and expenses that His Majesty, His servants, employees and agents may sustain, incur, suffer or be put to at any time arising, from any act or omission of the Licensee, its employees, agents, contractors, and all those for whom the Licensee is responsible at law, under this Licence, except for any liability arising from any independent, negligent act of His Majesty.
3. The Licensee must, at its sole cost and expense, obtain commercial general liability insurance and maintain it in force throughout the duration of the agreement in such amounts as a prudent operator should maintain and be inclusive per occurrence of bodily injury, death and damage to property including loss of use thereof with Insurers licensed to do business in Canada. The policy is to include coverage for contractual liability under the agreement, cross liability & severability of interest, products and completed operations, and include His Majesty as an additional insured. The policy limit may be provided in any combination of primary and umbrella/excess insurance policies. The Licensee is responsible for deciding if additional insurance coverage is necessary to fulfill its obligations under the agreement and to ensure compliance with any applicable law; any additional insurance coverage is at the Licensee's expense.
4. All insurance required to be maintained by the Licensee under this Licence must be primary and not require any insurer of His Majesty to share or contribute to any loss.
5. Prior to the Commencement Date, the Licensee must provide His Majesty with a Certificate of Insurance from the insurance company or companies confirming that the insurance referred to herein is in full force and effect and confirms that each and every condition in the present special event licence have been met. In the event of an insurance claim and when requested by His Majesty, the Licensee must provide to His Majesty a certified copy of the insurance policy required to be maintained by the Licensee under this Licence.
6. All insurance policies required of the Licensee under this Licence must be endorsed to provide His Majesty with 30 days advance written notice of cancellation or any material change.
7. His Majesty may, by notice to the Licensee, require the Licensee to change the form, amount, deductible or any term of an insurance policy required of the Licensee under this Licence, and the Licensee must change the insurance policy accordingly.

8. The aforementioned insurance policies required by the Licensee must contain a waiver by the insurer(s) of all right of subrogation, and all rights based upon an assignment from its insured, against His Majesty or any of Her servants, agents and all those for whom His Majesty is responsible at law, for damage, accident or injury in connection with any loss or damage thereby insured against and arising from the agreement.
9. The Licensee must observe fire and safety precautions and comply with the instructions of the Superintendent in relation thereto.
10. The Licensee must ensure qualified emergency first aid assistance is available during the Activity.
11. Access to the Site will remain available to the public during normal operating hours of the Site. At no times does an activity, including this Activity, have exclusive rights to an area. The Activity must not displace regular visitor's enjoyment of the Site and its facilities.
12. The Licensee must comply with all environmental mitigation measures and precautions as identified on the schedule(s) attached hereto and comply with the instructions of the Superintendent in relation thereto.
13. The Licensee is responsible for any and all environmental damage caused by the Activity and will mitigate any negative effects on the environment caused by the Activity, all at its own expense.
14. The Licensee must not cause, permit or allow the commission of any waste on or in the land and must, at its own expense, collect, and dispose of all garbage resulting from the permission given herein. It must ensure that all debris and garbage is removed from the Site upon expiry of this Licence. The Superintendent must be the sole judge of whether or not any such act or thing is a waste.
15. The Licensee must obtain the written consent of the Superintendent prior to making any modifications or changes of any nature to the Site.
16. The Licensee must repair, return to the original condition, or replace, to the satisfaction of the Superintendent, any damage, change or removals from the Site.
17. An inspection will occur after the removal of all equipment and personnel/guests from the Site. The inspection will be done by a representative of the Superintendent and the Licensee to ensure that the Site is returned to the condition it was in prior to its use by the Licensee.
18. The Licensee must not create, permit or suffer any act or thing on the Site which is a nuisance. The Superintendent must be the sole judge of whether or not any such act or thing is a nuisance.
19. The Licensee acknowledges that at no time is alcohol permitted or allowed on the Site (apart from alcohol tasting with an approved liquor license, within a specified designated area).
20. The Licensee acknowledges that all participants of the Licensee must pay applicable entrance/user fees.

21. The Licensee must comply with the provisions of the *Canada National Parks Act* and all other applicable statutes and regulations, as they may be amended, revised, consolidated or substituted from time to time, including without limitation, all laws concerned with environmental protection.
22. The Licensee covenants and agrees to pay the said fees and all applicable taxes, rates, duties, assessment or other impositions whatsoever charged resulting from the use of the Site.
23. The Licensee covenants and agrees to be responsible for all matters relating to fees, permits and licences by all levels of the government (Example: SOCAN, Re: Sound, Liquor Permits/Licences, etc.)
24. The Licensee acknowledges that Parks Canada and its designated representatives will have full and complete access to the Site throughout the Activity.
25. This License is granted to Tantramar Active Living and Culture only and is not assignable or transferable.
26. Special Activities in National Historic Sites are monitored by Parks Canada. If terms and conditions of this Special Activity Licence are not adhered to, the Parks Canada Field Unit Superintendent may rescind such authorization forthwith.
27. The Licensee must, at all times during the currency of this Licence, comply with all applicable provincial and federal health and safety regulations, including, but not limited to, the *Canada Occupational Health and Safety Regulations*.
28. Tantramar Active Living and Culture must promptly report to Parks Canada any accidents, near-misses, sightings or safety hazards that may occur/arise during the Activity. In the event of an emergency call 911.
29. No unmanned aerial vehicle flights permitted unless authorized in writing by the Field Unit Superintendent.
30. Receipt of the following fees is required prior to issuance of this Special Activity Licence.

Event Fee	\$ 200
Total Fees	\$ 200



# IA Pathway Decision

Parks Canada  
Version (4.1) IAA 2019

The purpose of this document is to record the Impact Assessment (IA) pathway decision and rationale. The appropriate pathway must be selected through the application of the "[Decision Framework for Proposed Projects Under the Impact Assessment Act](#)". Information about the project must be described in [Project Information Exchange Tool](#) or external proponents' project descriptions.

This IA Pathway Decision form must be filled out by the IA Practitioner. The Field Unit Superintendent is responsible for clarifying the internal approval or delegation process.

The pathway tracking list instructions in the [Internal Tracking for the Impact Assessment Act](#) must be followed.

Note: DO NOT use this document if the project is listed in the [Physical Activities Regulations](#) or may require a [Detailed Impact Assessment](#) which requires a different form to record the pathway decision. Contact the [National Office IA team](#) to get the appropriate form.

## SECTION A: INFORMATION

**Project Title:** Acadian Day Celebration at Fort Beauséjour - Fort Cumberland National Historic Site

**Name of Protected Heritage Area (site/park):** Fort Beauséjour-Fort Cumberland National Historic Site of Canada

**Project Contact Information:** Christophe Lirette, Interpretation Officer /Coordinator III, Fort Beauséjour - Fort Cumberland National Historic Site, Nova Scotia, Canada

Email: [christophe.lirette@pc.gc.ca](mailto:christophe.lirette@pc.gc.ca)

Office: 506-364-5082, Mobile: 506-540-1690

**Impact Assessment File Number/ Project Management Number:** KOU-2025-008

**Estimate Timeline for Project Implementation:** August, 2025

**Experts Consulted (if applicable):**

Rebecca Duggan, Terrestrial Archaeology East, Halifax Nova Scotia, Parks Canada

David Mazerolle, Ecosystems Scientist II, Northern New Brunswick Field Unit, Parks Canada

## SECTION B: PATHWAY SELECTION

*Select the appropriate pathway and its supporting criteria*



### Exemption

This type of project is exempt and no additional review is required under IAA 2019 or the [IA Directive](#). Project does not need to be tracked in SharePoint but clear justification in [Section C: Rationale](#) is needed.



Parks  
Canada

Parcs  
Canada

Canada



Select a reason below:

- ☐ The project is being carried out due to an emergency as described under [IAA 2019 Section 91](#) (*Describe emergency type in [Section C: Rationale](#)*).
- ☐ Potential adverse effects of the project are exclusive to cultural resources (including potential archaeological resources or heritage building) and the Cultural Resource Impact Analysis (CRIA) process will be used as a standalone process.
- ☐ The project was previously assessed and there is no change in the project that would alter the results of the previous analysis.
- ☐ There is NEGLIGIBLE potential for adverse effects to natural and cultural resources if standard mitigation measures are applied (e.g. Standard Operational Procedures, activities require a license, or supplementary mitigations provided).
- ☐ There is NO potential for adverse effects to natural and cultural resources and no mitigation is needed.
- ☐ **Supplementary Mitigation(s)**
  - Please list here:

☒ **PRIA Pathway**

The project scope and conditions correspond to a Preapproved Routine Impact Assessment (PRIA). Project needs to be recorded on the Parks Canada [PRIA Tracking List](#). Justification can be added in [Section C: Rationale](#) if needed.

Select PRIA Below:

- ☒ National PRIA. [PRIA list](#) [Special Events](#)
  - If multiple National PRIAs are used, please list here:
- ☐ Field Unit approved PRIA on the Sharepoint PRIA Library.
  - Please list here:
- ☐ **Supplementary Mitigation(s)**
  - ☐ **Potential permit/regulatory requirement**  
*Provide rationale in [Section C: Rationale](#) whether a permit is required or not. If a permit is required, the assessment may need to be elevated to a BIA pathway.*
  - ☐ **Surveillance Required**  
*If there are potential risks associated with the Project, identify and describe the level of effort for surveillance activities required.*
  - ☐ **Anticipated Cultural Resource Management (CRM) requirement**  
*Select CRM requirement. [Requirements list](#) [Choose an item](#)*



– If multiple CRM requirements are anticipated, please list here:

☐ Others Please list here:

☐ **BIA Pathway**

The type of project and potential adverse effects warrants a Basic Impact Assessment. Potential regulatory requirements, surveillance requirements and other concerns will be detailed in BIA documents. Project notices must be recorded on the Parks Canada [BIA-DIA Tracking List](#) in order to be posted to the Impact Assessment Registry of Canada (Registry) Internet site.

Title for Registry: *Title in public registry should be clear and concise. If internal title is different than the one in Registry, record it here.*

Description for Registry: *Refer to the "[Internal Tracking for the Impact Assessment Act](#)"*

☐ **Alternate Process Pathway**

The Project scope and conditions correspond to an approved Alternate Process. Refer to the Alternate Process for tracking instructions, surveillance requirements and supplementary mitigation (s).

Select Alternate Process Below:

## SECTION C: RATIONALE

Key decision-making information:

The Fort Beauséjour - Fort Cumberland National Historic Site (NHS) is planning to host an Acadian Day celebration in August, 2025 with activities taking place in the evening on the NHS grounds. The event will be open to the public and will offer live music, food, kite viewing and flying. Food will be provided via barbeque which will be located approximately 40 meters from the pavilion and parked along the roadway leading to the main office building (see Figure 1 for reference). To ensure the management of food waste, additional garbage bins will be located on site as well as spill kits for handling potential leaks from generators.

The public will have access to the main grounds for seating on the grass to view the musical entertainment and an open area to fly kites. Additional kites (flown by Dieppe KITE International) will be anchored down with above ground cinder block weights (no ground disturbing anchors will be permitted). The pavilion will also be open for additional seating. Understanding that the pavilion is a historic building, limitations and general recommendations outlined in the Statement of Cultural Resource Impact Analysis for pavilion rentals will be applied.

All additional impact measures have been outlined in the mitigations measures below.

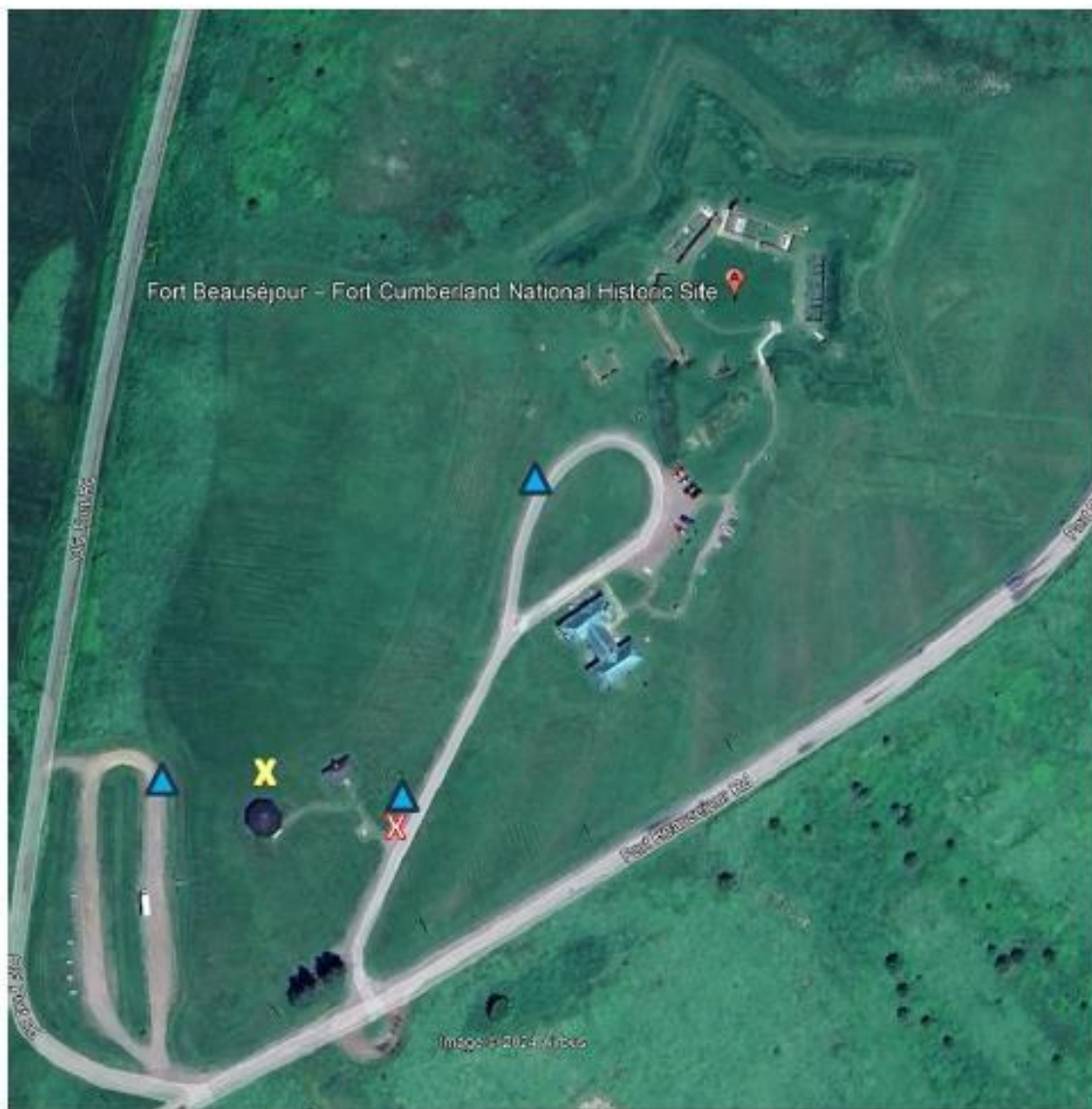


Figure 1: Aerial image of Fort Beauséjour - Fort Cumberland National Historic Site indicating the location of the barbeque (red X), stage set-up (yellow X), and above ground kite anchors (blue triangles) for the Acadian Day event.

### Mitigation Measures

#### **Special Event Planning**

- Special Event organizers must review the mitigation measures and any site-specific considerations with designated Parks Canada staff before the Special Event.



- Parks Canada encourages a Towards Zero Waste Event with the use of reusable, recyclable, and/or compostable food service packaging and serving materials. Consult the draft *Parks Canada Towards Zero Waste Guidance for Special Events*.
- Special Event organizers must brief visitors on the value of the protected heritage place and the most relevant mitigation measures (e.g., do not disturb turtle nests protected by snow fencing).

#### Waste Management

- If necessary, provide a suitable number of portable washroom facilities based on anticipated attendance and municipal ratio requirements, including a suitable number of wheelchair accessible washrooms. Ensure the supplier follows proper delivery, installation, operation, and removal procedures.
- Where possible, portable washrooms must be situated at least 30 metres from any water body (e.g., lake, river) or municipal storm water drain. Increase the buffer zone depending on level of risk and site-specific conditions.
- Properly dispose of waste water in designated areas under the direction of Parks Canada staff.
- Solid waste, waste water, or sewage must not be dumped or permitted to enter any water body and/or drainage system.
- The Special Event organizer will be required to arrange for, place, and maintain sufficient waste and recycle containers prior and during the Special Event.
- No waste is permitted to be buried or burned on-site.
- Separate garbage and recycling receptacles and dispose of waste and recyclables according to regulations at licensed facilities (e.g. community solid waste bylaws and Provincial Landfill Material Ban). Potentially hazardous wastes must be separated from normal waste and will be properly labeled.
- All wildlife attractants, including any materials hazardous to wildlife, must be secured (e.g., petroleum products, human food, recyclables and garbage) in wildlife-proof containers, a secure building, vehicle or as directed by Parks Canada.

#### Cultural Resources

- These sites are protected heritage places and must be treated as such. The Special Event organizers must be aware that all Special Event works/activities at protected heritage places are subject to various regulations and guidelines such as the *Canada National Parks Act*, the *Cultural Resource Management Policy*, and the *Standards and Guidelines for the Conservation of Historic Places in Canada*.
- When and where possible, cultural resources should be protected by specifically excluding them from the Special Event, preventing unauthorized access to them, and/or Parks Canada staff diligently monitoring them.

- Under Parks Canada's direction, areas with known cultural resources will be demarcated and protected to prevent unauthorized access and adverse effects from the Special Event's activities and participants.
- Security or personnel will monitor areas and/or objects with known cultural resources (including archaeological resources, historic objects and building interiors) to which guests will have access, to deter accidental damage, theft and/or vandalism.
- Excavation of any sort is prohibited without prior Parks Canada consent approved through the Field Unit Superintendent/Responsible Manager/Cultural Resource Impact Analysis (CRIA) process.
- Ground surface impacts and below ground surface anchoring for the installation of fencing, tent pegs, signage, or any other purpose is prohibited, except in areas that have been reviewed and pre-screened by an archaeologist and/or qualified CRM specialist/advisor (through CRIA process). Non-intrusive temporary fencing, signage, or structure stabilizing mechanisms (that does not puncture the ground) are recommended.
- The use of cultural resources as supports for equipment, infrastructure, and signage is strictly prohibited.
- A minimum 2 metre no activity buffer zone must be maintained around any heritage building or known cultural resources. The buffer zone should be increased depending on the level of risk and site-specific conditions. This includes any installation, machinery or equipment use and pathway/main traffic flow.
- If archaeological resources are uncovered during project activities, Special Event organizers will isolate the specific area and restrict access until the CRM specialist/advisor is notified to provide further direction.
- Should artifacts, human remains and/or evidence of ancient persons and people, and any objects of historic value and worth be discovered, they remain the property of the Crown, and all such objects shall be protected and immediately brought to the attention of the CRM specialist/advisor.

#### **Visitor Experience and Safety**

- Reduce volume on sound equipment during visitor hours and minimize the distance to which noise will travel during Special Events (e.g., avoid directing speakers away from the area of the Special Event).
- Advise other visitors that a special event is being held. Scope of communication should be scaled as per scope of event.
- Schedule Special Events that require traffic interruptions to avoid peak times, whenever possible.



- Parking and access routes to the Special Event must be approved by Parks Canada.
- Use of special effects/pyrotechnics/black powder must comply with the *Explosives Act* and Regulations under Parks Canada's direction. Parks Canada black powder specialists will provide specific direction for the use of black powder on-site.

#### Soil/Land Resources, Water Quality

- Minimize vehicle traffic on exposed soils and stabilized high traffic areas.

#### Flora

- No vegetation is to be removed from the site, unless approved by Parks Canada.
- Vehicle and foot traffic should be limited to existing or Parks Canada approved pathways/routes to prevent damage to vegetation.

#### Alien Invasive Species

- Equipment/machinery from outside the Parks Canada protected heritage place that does not stay within approved pathways/routes/parking areas must be properly cleaned before going on-site to minimize risk of introducing alien invasive species.
- Stabilize and re-vegetate disturbed areas as soon as possible, with native plants, soil and seed mix, or otherwise approved by designated Parks Canada staff. If there is insufficient time remaining in the growing season, stabilize the site to prevent erosion and vegetate the following spring.

#### Fauna

- Parks Canada staff will hold a pre-event briefing to inform Special Event organizers of potential species, including Species at Risk (SAR), that may be encountered and the requirements they must undertake should this occur.
- Never approach or harass wildlife (e.g., feeding, baiting, luring).
- No wildlife or parts thereof are to be removed from the site.
- The disturbance, destruction, or removal of a nest or egg of a migratory bird; or to be in possession of a live migratory bird, or its carcass, skin, nest, or egg, is prohibited pursuant to the *Migratory Birds Convention Act*.
- Sensitive species habitat should be protected using barriers. Depending on the nature of the Special Event, specific protective measures will be implemented to protect individuals, residences, and critical habitats, when required.
- If wildlife is observed at or near the site, allow the animal(s) the opportunity to leave the Special Event area.

- Special Event organizers must notify Parks Canada staff immediately of any negative or threatening wildlife encounter. In the case of aggressive behaviour or persistent intrusion, stop the Special Event and evacuate the area.

#### Equipment Operation

- Special Event equipment must be stored at a location approved of by Parks Canada.
- The Special Event organizer is responsible to have appropriate containment, spill kit, and clean up equipment on-site in accordance with the approved Spill Response Plan to ensure a rapid response to any spill (e.g., chemical, human waste).
- Notify the Parks Canada and the emergency contact immediately of any spill.
- The operating, refueling, and maintenance of vehicles/equipment, and the handling and storage of toxic materials (e.g., fuels, oils, and chemicals) will be carried out in such a way as to avoid contamination of the soil and water.
- Machinery must be stored, maintained, and refueled on a flat surface, outside the dripline<sup>1</sup> of trees and a minimum of 30 metres from waterbodies, as measured from the High Water Mark<sup>2</sup>. Increase the buffer zone depending on level of risk and site-specific conditions.
- All refueling must take place on an impermeable fuel mat with a berm or within a container. Leaks and spills during refueling must be cleaned up and contaminated materials must be disposed of appropriately. Fuel must never be dispersed or deposited into the environment or any water body.
- Gas generators must be secured to prevent movement during operation and set up on an impermeable fuel mat with a berm or within a container that can contain 110% of the volume of fuel in the generator.
- Follow all applicable regulations and codes for the management and handling of hazardous waste.
  - a. Identify and handle all toxic/hazardous materials as required under the *Canadian Environmental Protection Act*, *Transportation of Dangerous Goods Act* and Workplace Hazardous Materials Information System (WHMIS).
  - b. Dispose of contaminated materials at provincially or territorially certified disposal sites outside of Parks Canada land.

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<sup>1</sup> The area defined by the outermost circumference of a tree canopy where water drips from and onto the ground.

<sup>2</sup> High water mark is the usual or average level to which a body of water rises at its highest point and remains for a sufficient time so as to leave a mark on the land. (Fisheries and Oceans Canada, 2015.) Upper Controlled Water Elevation is used as definition of high water mark in managed waterways.

#### SECTION D: RECOMMENDATION AND APPROVAL

*The Field Unit Superintendent is responsible for approving the pathway selection. To streamline the process, delegation approval for the pathway decision can be identified in the [Field Unit roles and responsibilities template](#). This section can be tailored to the Field Unit's internal process.*

Pathway selection recommended by (name/position): Jillian Duplessie, Acting Impact Assessment Officer, NNBFU, Parks Canada

Pathway selection approved by (name/position) and date: Denny Richard, Acting Field Unit Superintendent Northern New Brunswick

Signature:  <b>Denny Richard</b>	Date:  Digitally signed by Denny Richard Date: 2025.03.05 15:02:09 -04'00'
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**To:** Mayor and Council

**Submitted by:** Jeffrey Taylor, Director of Community and Corporate Services

**Date:** July 24, 2025

**Subject:** Corporate Planning Proposal

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## PROPOSAL

To retain Strategic Steps Inc. to create a Corporate Plan for Tantramar.

## BACKGROUND

Strategic Steps Inc. was retained by Tantramar in 2024 to complete our Strategic Plan. Now that the Strategic Plan has been adopted, Tantramar needs to develop a Corporate Plan to focus the delivery of the Strategic Plan. In municipal governance, the Strategic Plan reflects Council's vision and priorities—defining what the municipality aspires to achieve. However, without a clear and actionable Corporate Plan to guide how these priorities will be executed by Administration, the realization of that vision is at risk. Corporate Planning bridges this critical gap by aligning organizational resources, capacity, and daily operations with the Strategic Plan's long-term objectives.

Strategic Steps Inc. is uniquely positioned to help develop the Corporate Plan due to their previous work on the Strategic Plan. Outsourcing this helps staff continue with balancing the day-to-day tasks while also ensuring alignment with our Strategic Plan goals. The design and delivery of a Corporate Plan will take significant hours and days of Senior Leadership time away from the actual delivery of services to residents and businesses as well as from work on ongoing strategic priorities.

## DISCUSSION

In the governance framework of the Municipality of Tantramar, the Strategic Plan is the responsibility of Council, while the Corporate Plan is managed by Administration. Ensuring alignment between these two essential documents is critical for advancing the Municipality toward its vision of success throughout this Council term and beyond. The Strategic Plan articulates the 'what,' while it is the role of Administration to determine the 'how' - transforming Council's aspirations into actionable steps that lead to meaningful change within the community.

Strategic Steps Inc. would collaborate with the Municipality of Tantramar in facilitating a session tailored to the needs of Administration. This session aims to develop a streamlined and cohesive approach to implementing the Council-driven Strategic Plan. Through this collaborative process, they will create a draft plan for the CAO's review and input. This will lead to the development of a finalized Corporate Plan that includes clear strategies and measurable outcomes. Engaging a third-party for the corporate planning process means new perspectives can be considered and assumptions can be challenged and will likely be less than the opportunity cost of having internal resources do the work of designing, coordinating, delivering, and summarizing corporate planning objectives.

For the price of \$15,000 + HST, Strategic Steps Inc. will provide Tantramar with:

- Project Kick Off
- Research & Development
- Facilitation of two, 1/2 day workshops



- Draft Corporate Plan Creation
- Final Corporate Plan Creation

## INTERDEPARTMENTAL CONSULTATION

Chief Administrative Officer, Director of Financial Services

## LEGISLATION/POLICY

[By-Law No. 2023-08 A By-Law to Regulate Purchasing, Leasing, Tendering and Disposal of Surplus Property.](#)

## FINANCIAL CONSIDERATIONS

The Corporate Plan would cost \$15,000, which would be allocated from the 2025 Operating Budget. There is an adequate budget under the consulting fees line item to support this expenditure.

## LEGAL

N/A

## COMMUNICATIONS/PUBLIC ENGAGEMENT

N/A

## TANTRAMAR 2025-2028 STRATEGIC PLAN

This aligns with our *Continuous Good Governance Improvement* pillar from [Tantramar's Strategic Plan](#).

## COMMUNITY IMPACT

The Corporate Plan will inform Council and Municipal staff's decision making.

## CLIMATE CHANGE IMPLICATIONS

No environmental implications anticipated with this proposal.

## CLIMATE LENS

Climate Lens	Towards	Away	No change
Emissions reduction			x
Stormwater management			x
Thriving natural assets			x
Sustainable processes			x
Climate change adaptation			x
Climate leadership			x

## OPTIONS

- Award the Corporate Planning Contract to Strategic Steps Inc. in the amount of \$15,000 plus HST.
- Do not award the Corporate Planning Contract to Strategic Steps Inc. in the amount of \$15,000 plus HST.

## RECOMMENDATION

Staff recommends that Council retain Strategic Steps Inc. to create a Corporate Plan for Tantramar in the amount of \$15,000 plus HST.

## ATTACHMENTS

Updated Strategic Steps Inc. Corporate Planning Proposal

June 17, 2025

Jenn Bourne, CAO  
Municipality of Tantramar  
31 Main Street  
Sackville, NB, E4L 1G6

**RE: Corporate Planning**

Jenn,

I am following up on the potential to create a Corporate Plan to focus the delivery of the new Tantramar Strategic Plan. This proposal outlines our ability to support your office with the development of this Corporate Plan.

With extensive experience in the public sector, and a history of collaborating with organizations in the operationalization of their Strategic Plans, we are well positioned to support Tantramar in the creation of your Corporate Plan.

Strategic Steps Inc. has more than 30 years' experience and has completed many projects similar to the Corporate Planning process that would be undertaken with the Municipality. Through this experience, we have developed strong skills in areas including:

- Corporate Planning, and Tactical Plan development;
- Strategic and Sustainability Plan creation and updates;
- Governance reviews, legislation, and policy development;
- Creating visionary and future oriented results;
- Research, analysis, needs assessments and program evaluations

The attached proposal provides an outline for the work associated with the Corporate Planning process. Additionally, you may view our company profile at [www.strategicsteps.ca](http://www.strategicsteps.ca).

Once again, thank you.



Craig Pollett  
VP Atlantic

📞 709-728-0065  
✉️ [craig@strategicsteps.ca](mailto:craig@strategicsteps.ca)  
🌐 [strategicsteps.ca](http://strategicsteps.ca)

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# Executive Summary

Strategic Steps Inc. is pleased to present this proposal to support the Municipality of Tantramar in developing a comprehensive Corporate Plan—an essential tool for translating the high-level goals of Council's Strategic Plan into operational actions and measurable outcomes.

In municipal governance, the Strategic Plan reflects Council's vision and priorities—defining what the municipality aspires to achieve. However, without a clear and actionable Corporate Plan to guide how these priorities will be executed by Administration, the realization of that vision is at risk. Corporate Planning bridges this critical gap by aligning organizational resources, capacity, and daily operations with the Strategic Plan's long-term objectives.

This proposal outlines a collaborative process through which Strategic Steps will work closely with Tantramar's Administration to create their plan. The process includes a series of management workshops to engage directors, managers, and staff in co-developing strategies, identifying key actions, and building internal alignment. The workshops will ask practical and forward-thinking questions such as: What do we start doing? What do we keep doing? What do we stop doing? These conversations are designed to foster ownership of the plan and promote ongoing commitment across departments.

Additionally, we will support the development of tools and templates tailored to Tantramar's needs, enabling the administration to track progress, adjust tactics, and maintain responsiveness to changing conditions. A train-the-trainer model will further build internal capacity for sustained execution.

By grounding strategy in operational reality, corporate planning ensures that municipal goals are not only visionary but also attainable. It reinforces accountability, promotes collaboration, and builds resilience in the face of complexity. Through this process, the Municipality of Tantramar will gain a unified, actionable roadmap that empowers its staff to deliver on Council's strategic commitments.

The senior leadership team at the Municipality of Tantramar are the experts in their respective fields. It is not our role as facilitators to tell them how to do their job. However, in any large organization it is useful to have an objective third party engaged to ensure assumptions are challenged and new perspectives are brought to bear. External facilitators also ensure that the senior leadership team do not have to spend additional time on the design and delivery of the corporate plan – taking valuable resources away from their day-to-day work managing services for residents and businesses.

The total project cost is \$15,000 plus disbursements. Strategic Steps brings a highly experienced team, deep public sector knowledge, and a track record of success to this important engagement. We are confident that our approach will help Tantramar achieve its vision through thoughtful, practical, and effective implementation.

# Corporate Planning

Municipality of Tantramar



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# Introduction



## 15+

Years of operations

## 900+

Completed Projects

## 73%

Re-engagement Rate

## 1.9

Contracts per client

In the governance framework of the Municipality of Tantramar, the Strategic Plan is the responsibility of Council, while the Corporate Plan is managed by Administration. Ensuring alignment between these two essential documents is critical for advancing the Municipality toward its vision of success throughout this Council term and beyond. The Strategic Plan articulates the 'what,' while it is the role of Administration to determine the 'how' - transforming Council's aspirations into actionable steps that lead to meaningful change within the community. This task is further complicated by the timelines set by Council's priorities and the dynamic environment in which Administration operates, often facing unforeseen challenges.

Although the future may be unpredictable, effective Corporate Planning provides a framework that allows for adaptability while ensuring consistent outcomes and expectations. We welcome the opportunity to collaborate with the Municipality of Tantramar in facilitating a session tailored to the needs of Administration. This session aims to develop a streamlined and cohesive approach to implementing the Council-driven Strategic Plan. Through this collaborative process, we will create a draft plan for the CAO's review and input. This will lead to the development of a finalized Corporate Plan that includes clear strategies and measurable outcomes.



# Company Overview



## About Us

Strategic Steps Inc. works with organizations throughout Canada, in building upon their existing strengths, setting actionable and aspirational goals in motion, grounded in innovation and an eye on organizational sustainability.

With a team of qualified specialists, we tailor our approaches to the needs of each client and project, while providing insights that allow organizations to achieve their vision of success. We pride ourselves on sharing the knowledge we have had the privilege of accumulating over years of working with organizations; developing practical, sustainable, and strategic recommendations and processes, and grounded in the characteristics that make each organization distinctive and successful.

We are proud to work with our clients in delivering good governance and facilitating organizational excellence in areas including, Strategic Planning, Governance Workshops, Policy Development & Review, Corporate Planning and more.

## Vision

Building **Great Governance** Together

## Mission

Strategic Steps is an organization rooted in integrity, expertise, and diligence. We are trusted by our clients to provide independence, a diverse skill set, and capacity where it is needed most, helping clients achieve their vision of success.

## Values

**Innovation:** Pushing boundaries to contribute superior value.

**Wisdom:** Sharing what we know and learn for the benefit of all.

**Independence:** Unlocking potential through trusted fact-based decision making, free of preconceptions.

**Integrity:** Listening, respecting, and choosing honesty in our commitments.



# Our Approach

## Methodology

Strategic Steps Inc. has extensive experience working with organizations to create plans for their future that consider their organizational structures, environment, their past, and the current capacity of the organization to deliver on its expressed priorities.

We believe that for the creation of an effective Corporate Plan, it is crucial that we work collaboratively with Administration through a workshop that allows us to understand Administration's current capacity and some of the pressures Directors, Managers, and staff are facing in their work, while also accounting for Administration as Subject Matter Experts in their respective areas of focus. While Council sets direction for the municipality, Administration executes upon that direction, while handling ongoing service delivery and municipal operations.

The process is structured to encourage participants to engage and collaborate in an interactive discussion to establish strategies to execute the Municipality's strategic direction. This helps in the goal of having Administration feel ownership of the Corporate Plan, which will encourage vigilance in adhering to the plan, and in keeping it up to date to meet the Municipality's evolving needs over the span of the finalized plan. Similarly, this process generates widespread organizational buy-in, cascading throughout Administration and down to staff.

## Workshop Session

A Management Workshop allows members of Administration to collaborate in determining strategies to execute goals approved as part of Council's Strategic Plan, accounting for timeline associated with priorities included within Council's plan, and associated measurables.

Our services include two management workshops that will each be a half-day in length, comprising of a review of the Strategic Plan, with the addition of a discussion surrounding the adopted goals and tactics, as well as Council's priorities and related timelines. At least one of these sessions ought to be in-person, while the other can be either in-person or conducted virtually for reasons of travel cost containment.

The process will feed into a discussion surrounding how to incorporate Council's goals into existing plans, largely framed through three questions:

- What do we start doing?
- What do we keep doing?
- What do we stop doing?

Administration's list of ongoing endeavours through these questions, will begin to lay the groundwork for corporate planning over the course of the strategic plan, and beyond.

Once strategic areas of work are identified, the management team can begin to identify tactics or actions that will lead to completion of the change-related goals in the strategic plan and other work that must be done to keep the town operating at maximum efficiency. Limitations on capacity and a changing environment will need to be taken into account.

## Strategy Development

Following a review of Council's prioritized goals, Corporate Planning participants can take stock and assess Council's different areas of focus, and how those desires translate to operational needs. By taking the time to focus on each individual goal, we are able to break down each area of focus by asking a series of questions:

- Which departments would be involved in executing this goal?
- How feasible is this goal, with consideration of current ongoing operations?
- How does this goal align with the organization's current capacity?
- How do the timelines associated with this goal align with current operations?
- What are some of the opportunities associated with this goal?
- What are some of the challenges associated with this goal?

From there, participants have a framework to begin developing strategies to execute upon each goal outlined in the Strategic Plan, including determining cross-departmental opportunities for strategy execution.

This process will account for the organization's current capacity, and any potential budgetary impacts that the execution of strategies will have on the organization. If there are potential burdensome financial constraints, we will spend some time developing approaches to mitigate those risks.

## Template Development

We will collaborate with the CAO and senior executive team to create a template and process that ensures Administration is actively working on Council's high-priority strategies. This will allow City staff to update the tactical plan and individual department plans as priorities change and tasks are completed.

Our approach involves developing templates for executing the Corporate Plan and implementing a train-the-trainer model to guide staff in populating these templates according to the approved Strategic Plan. This process will be tailored to fit the municipality's specific needs and includes a 'process owner' worksheet to assist staff.

This proactive strategy will ensure that all Council priorities are addressed throughout the term of the Strategic Plan, focusing on immediate, longer-term, and overarching goals. By aligning the plan, we will drive Administration and staff to create strategies for effective execution, maintaining a strong commitment to service delivery for residents, businesses, and stakeholders. This alignment will also facilitate collaboration across various service areas toward shared objectives.

Additionally, we will incorporate long-term assessment tools, including a framework for quarterly reports to inform a Strategic Performance Measurement Report.

## Strategic and Corporate Planning Software

In 2023, Strategic Steps Inc. entered into a partnership with Envisio - a Strategic Planning Management Software aimed at helping our clients elevate and digitize their operational and strategic planning needs. Envisio's software helps move your organization's strategic goals into operational plans and creates alignment amongst administration, track performance and share results.

### About Envisio

Envisio software offers a streamlined and intuitive platform designed to empower organizations in effectively setting, tracking, and achieving their strategic goals. At its core, Envisio operates through a user-friendly interface that allows users to define their strategic objectives, create actionable plans, and monitor progress towards achieving those goals.

Key features of Envisio include:

- **Goal Setting:**
  - Users can define their organization's strategic objectives, breaking them down into measurable and achievable goals. These goals can encompass various aspects of the organization's operations, such as financial targets, customer satisfaction metrics, or employee engagement initiatives.
- **Action Planning:**
  - Envisio facilitates the creation of detailed action plans to support each strategic goal. Users can assign tasks, set deadlines, and allocate resources to ensure that progress is tracked and monitored effectively.
- **Progress Tracking:**
  - The software provides real-time tracking of progress towards goals and action items. Through visual dashboards and reports, users can easily monitor key performance indicators (KPIs), identify areas of success, and address any potential roadblocks or delays.
- **Collaboration and Communication:**
  - Envisio fosters collaboration and transparency within organizations by enabling team members to share updates, communicate priorities, and provide feedback on progress. This ensures alignment across departments and enhances accountability throughout the organization.
- **Performance Evaluation:**
  - With Envisio, organizations can conduct regular performance evaluations to assess the effectiveness of their strategic initiatives. By analyzing historical data and trends, users can identify areas for improvement and refine their strategic plans accordingly.

Overall, Envisio software serves as a comprehensive tool for strategic planning, execution, and performance management. By facilitating goal alignment, fostering collaboration, and providing actionable insights, Envisio empowers organizations to achieve their long-term objectives and drive sustainable growth

*Please be advised that the purchase of Envisio software incurs an additional cost and is not factored in to the cost of this project. A separate contract with Envisio will be required to purchase their management platform. While you will directly purchase the software from Envisio, we are committed to facilitating the process by introducing you to the Envisio team and assisting in navigating your initial meeting with them. Our aim is to ensure a seamless transition and provide support as you explore the benefits of integrating Envisio software into your organization's strategic planning and corporate planning processes.*

# Project Team



**Craig Pollett - Project Lead**

[Project Advisor](#)

Craig Pollett is a seasoned professional with extensive expertise in public administration and governance. With a distinguished career spanning over 25 years, Craig has held various leadership roles in provincial government and non-profit organizations. He spent 22 years as CEO of Municipalities Newfoundland and Labrador - growing its capacity and building a reputation as a leader in the sector nationally. He is adept at strategic planning, policy development, and organizational improvement, consistently delivering impactful results. Craig's comprehensive knowledge of governance practices and his commitment to community development make him a valuable asset to any project.



**Tyler Downey, MSc**

[Policy & Planning](#)

Tyler is a seasoned professional with over 10 years of experience across federal, provincial, and municipal levels of government in Canada. His strong background in government relations, policy development, data analysis, communications, and municipal governance allows him to blend a unique skill set with a strategic communications approach to maximize client success. Tyler's robust research skills, further enhance his ability to deliver comprehensive and insightful solutions.



**Lauren Driver**

[Strategic & Corporate Planning](#)

Lauren is a seasoned strategist, community service professional, and communications specialist with a robust background in municipal government, emergency services, and healthcare. Her expertise spans journalism, communications, emergency management, and crisis communications, bolstered by a track record of leading numerous Strategic Planning and Public Engagement sessions at Strategic Steps. This experience uniquely positions her to excel in strategic planning, corporate planning and public engagement initiatives.



**Logan Muller**

[Business Operations Manager](#)

With a background in Business Administration and Operations Management, Logan has a deep understanding of leadership, efficiency, and quality. He has worked in a variety of project management roles within the private sector, and has advanced skills in project coordination and organization, having spent a significant amount of time in coordinator roles.

Logan's involvement in this process will be in an administrative and project coordination capacity.

# Additional Expertise

Having access to a group of experienced advisers and associates allows us to build a skilled team with specialized knowledge tailored to address client needs and provide valuable project insight. We utilize an associate model to build value through shared experience and create project efficiency. This model has proven successful in projects requiring a range of experience and flexibility to complete deliverables on time and in their entirety.

Once the core team is in place, we draw on our associates as needed to provide subject matter expertise, if and when required. This allows us to remain on budget while providing the best possible value to our clients. Strategic Steps staff and associates have many decades of experience, with skills including:

- Community and Stakeholder Engagement
- Community Program Mapping
- Crisis Communication
- Demographic Analysis
- Emergency Management
- Executive Management (CAO's, ED's and Directors)
- Great Governance
- Local Government Finance
- Human Resource Management
- Municipal Planning & Development
- Presentations to Executives, Elected Officials, and the Public
- Project Management
- Public Works





# Pricing

This budget has been developed in alignment with the deliverables outlined as core to this project's success, including all those outlined in this proposal.

All costing is inclusive of applicable fees, duties, and taxes, with the exception of HST. This budget is flexible based on deliverables, and can be amended to meet the Municipality's needs.



## Corporate Planning

**\$15,000**

- ✓ Project Kick Off
- ✓ Research & Development
- ✓ Facilitation of two, 1/2 day workshops
- ✓ Draft Corporate Plan Creation
- ✓ Final Corporate Plan Creation

### Disbursements

Each project phase will require a certain level of disbursements. These disbursements will be billed at cost and are expected to include items such as travel, minor workshop expenses, and printing costs.

### Deposit

Upon the confirmation of an agreement, a non-refundable deposit of approximately 20% of the anticipated budget will be invoiced to the Municipality of Tantramar.

### Assumptions

This budget is based on a series of assumptions:

- The Municipality will assign a project liaison to the project.
- Project staff are provided with an appropriate workspace while on site, at no additional cost to the project.
- An appropriate space will be provided for the facilitation of the Corporate Planning workshops, at no additional cost to the project.
- The project team will travel to Tantramar for at least one of the half-day workshops.

# Relevant Experience

These references include those specific to Strategic & Corporate Planning Projects.

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## Town of Edson

Strategic Plan & Corporate Plan



**Christine Beveridge, CAO**

Ph: 780-723-4401

E: christineb@edson.ca

Strategic Steps developed both the strategic plan and corporate plan for the Town of Edson. Our comprehensive approach ensured alignment between strategic objectives and operational tactics, providing a robust framework for long-term success and sustainability.

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## Westlock County

Strategic Plan & Corporate Plan



**Tony Kulbisky, CAO**

Ph: 2780-349-3346

E: cao@westlockcounty.com

Strategic Steps developed both the strategic and corporate plans for Westlock County, ensuring alignment between goals and operational actions. This integrated approach supported effective priority management and fostered interdepartmental collaboration while remaining adaptable to changing circumstances. The County was among our first clients to adopt the Envisio software, and they are thrilled with its performance and benefits.

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## Athabasca County

Strategic Plan & Corporate Plan



**Bob Beck, CAO**

Ph: 780-675-2273

E: cao@athabascacounty.com

We developed the County's Strategic Plan, which serves as a foundational document guiding its long-term objectives and initiatives. Following this, we facilitated a mid-term priorities workshop to assess progress and refine the focus of the County's efforts. Additionally, we recently conducted a Corporate Planning workshop, aimed at aligning the County's operational strategies with its strategic goals

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## Kneehill County

Strategic Plan & Corporate Plan



**Mike Haugen, CAO**

Ph: 403-443-5541

E: mike.haugen@kneehillcounty.com

Strategic Steps created the strategic plan for Kneehill County, integrating components similar to those in this project. This process included conducting a pre-survey of participants to gather initial insights, as well as developing a quarterly strategic plan reporting template to facilitate consistent progress tracking and accountability.

# Additional Information

## Incorporation, Insurance & WCB Coverage

Strategic Steps Inc. is incorporated in the province of Alberta and has been since 2013. It maintains insurance through the Institute of Certified Management Consultants of Canada (CMC). The relevant portions of this insurance comprise both Commercial General Liability (CGL) and Errors and Omissions (E&O), at or above industry standards. Strategic Steps holds current coverage, and is a member of good standing, with WCB.

Proof of incorporation, insurance, and WCB coverage can be provided if required.

## Conflict of Interest

Strategic Steps sees no real or potential conflicts of interest, whether financial or relationship-based, or other form that counters impartiality and neutrality.

## Code of Conduct

This proposal includes an individual who is a member of the Institute of Certified Management Consultants of Canada (CMC). Members of the Institute are bound by a professional Code of Conduct.

## Land Acknowledgement

Strategic Steps' head office is located on the traditional territories of the Indigenous peoples of the Treaty 6 region, and the Metis Settlements and Metis Nation of Alberta. We respect the histories, languages, and cultures of First Nations, Metis, Inuit, and all First Nations Peoples of Canada, whose presence and cultures continue to enrich our community today.



## Commitment to Inclusion

Strategic Steps is committed to the principles of Equity, Diversity, and Inclusion (EDI), including creating an inclusive space for all our internal team members, and extending this culture of inclusion into our work. EDI is integral to our work towards Great Governance and organizational excellence. We embrace differences, and diversity of identity, experience, and thought, and we actively strive for inclusive behaviours across our company and through our work.





# Contact Us



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**To:** Mayor and Council

**Submitted by:** Ron Kelly Spurles, Manager of Tourism and Business Development

**Date:** July 24, 2025

**Subject:** Municipal contribution to Climate Change Adaptation Plan

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## **PROPOSAL**

To commit to contributing \$12,700 to a Creating a climate change adaptation plan for the Municipality of Tantramar, and to authorize signing and sealing of an agreement or contract with the Federation of Canadian Municipalities (FCM) for their Green Municipal Fund Climate Ready Plans and Processes (CRPP) Program.

## **BACKGROUND**

At the December 5, 2024 Tantramar Regular meeting of Council, a motion was passed directing staff to apply for a Federation of Canadian Municipalities grant to create a climate change adaptation plan for Tantramar.

## **DISCUSSION**

We have received notice from FCM that we will be receiving a grant from them, pending finalization of some details. To move forward with the process of creating a contract for the grant, FCM requires a motion from Council confirming Tantramar's financial contribution to the project, and our agreement to authorize signing and sealing of any contracts or agreements related to it.

## **INTERDEPARTMENTAL CONSULTATION**

The CAO, Treasurer, Assistant Clerk, and the Director of Community and Corporate Services have been consulted.

## **LEGISLATION/POLICY**

N/A

## **FINANCIAL CONSIDERATIONS**

Tantramar is committing \$12,700 towards the above mentioned project.

## **LEGAL**

N/A

## **COMMUNICATIONS/PUBLIC ENGAGEMENT**

The idea of creating the plan has been discussed with the Climate Change Action Committee.

## **TANTRAMAR 2025-2028 STRATEGIC PLAN**

This aligns with our *Planning for the Built and Natural Environment* pillar from Tantramar's [2025-2028 Strategic Plan](#).

## COMMUNITY IMPACT

The creation of a Climate Change Adaptation Plan for Tantramar will prepare us for issues that will arise because of climate change, so we can better adapt to lessen their effects, and to mitigate them when they occur.

## CLIMATE CHANGE IMPLICATIONS

This proposal is centered around adapting for climate change.

## CLIMATE LENS

Climate Lens	Towards	Away	No change
Emissions reduction	X		
Stormwater management	X		
Thriving natural assets	X		
Sustainable processes	X		
Climate change adaptation	X		
Climate leadership	X		

## OPTIONS

- a) Approve the project contribution amount of \$12,700 and approve the signing and sealing of any related contracts or agreements with the Federation of Canadian Municipalities.
- b) Do not approve the above.

## RECOMMENDATION

Staff recommends that Council approve committing to a contribution of \$12,700.00 to a climate change adaptation plan for the Municipality of Tantramar, and to authorize signing and sealing of an agreement or contract with the Federation of Canadian Municipalities (FCM) for their Green Municipal Fund Climate Ready Plans and Processes (CRPP) Program.

## ATTACHMENTS

N/A