
**Community Health Impact Assessment
Keppoch-Beaver Mountain Project
Final Report**

Prepared by:

**Susan L. Eaton
Colleen Cameron**

People Assessing Their Health (PATH) Network

November 3, 2008

Contents

The Purpose of Community Health Impact Assessment (CHIA)	1
How the Health Impact Assessment was Carried Out	1
Impact of the Project on:	
• A dynamic community	3
• A changing community	4
• Assets are valued	5
• Diversity is valued	5
• People work together	5
• Over-all health of the community	
▪ Income and social status	6
▪ Social environment and social support networks	7
▪ Education	8
▪ Employment and working conditions	8
▪ Physical environment	9
▪ Biology and genetic endowment	9
▪ Personal health practices and coping skills	9
▪ Healthy child development	10
▪ Health services	10
▪ Gender	10
▪ Culture	11
Recommendations	12
Appendix 1: List of Participants	13
Appendix 2: Description of the Project	14
Appendix 3: ATCCHB Vision of a Healthy Community	18

This page is intentionally left blank.

The Purpose of Community Health Impact Assessment (CHIA)

Community health impact assessment (CHIA) is a process that brings the community's voice forward in the development of healthy public policy – that is, policy that contributes to the well-being of the community by considering the many factors that affect health and by creating an environment in which people and communities can make healthy choices.

Community health impact assessment can be used to examine a variety of things including policies, programs or services offered by governments (municipal, provincial or federal), institutions and community groups, as well as major infrastructure projects.

CHIA enables groups to:

- estimate the effect that a particular activity (policy, program, project or service) will have on the well-being of the community.
- identify ways to maximize the benefits (positive effects) and minimize the harm (negative effects) of that activity.

Health impact assessment is **not** meant to determine if a policy is “right” or “wrong”. Rather, it helps to identify how a particular activity will enhance or diminish the many factors that the community considers to be important for its overall health and well-being.

In 2002, the Antigonish Town and County Community Health Board (ATCCHB) developed a community health impact assessment tool (CHIAT), which contains a check-list of factors that contribute to community well-being. When a group uses the CHIAT, they make judgements about the potential impact or effect that a project will have on each of the factors. Through a facilitated discussion, the group is able to draw conclusions about ways to maximize the benefits of the project as well as pointing out ways to minimize potential harm.

How the Health Impact Assessment Was Carried Out

In July 2008, a representative of the People Assessing Their Health (PATH) Network and the Vice-President Community Health for the Guysborough Antigonish Strait Health Authority (GASHA) made a presentation to the Antigonish County Municipal Council outlining how and why community health impact assessment could be of benefit to the Council in its decision-making process with regard to the Keppoch-Beaver Mountain Project. A brief description of the project is contained in Appendix 2.

Following Council's decision to proceed with a CHIA, PATH Network members met with the Antigonish Regional Development Authority (ARDA) to map out a way to proceed.

Fourteen (14) people participated in the assessment (See Appendix 1). Each County Councillor was invited to submit the names of up to five people from her/his district. Representatives from ARDA and the PATH Network met to select at least one person per district, as well as ensuring a balance of ages, gender, interests and experience. Potential

participants were contacted and asked to commit to attending two three-hour sessions. Calls were placed until a broadly representative group of fourteen people agreed to participate.

The community health impact assessment was carried out on September 2 and September 9, 2008 for three hours each session. The assessment was facilitated by two members of the PATH Network, Colleen Cameron and Susan Eaton. Alisha Grant from ARDA handled planning, logistics and took notes during the sessions.

Results from the assessment sessions are provided in the next two sections of this report.

Impact of the Project on the Health of the Community

The community health impact assessment makes considered judgements about the potential effect that the proposed Keppoch-Beaver Mountain Project (KBM Project) will have on the over-all health and well-being of the community. While the participants in the assessment process were all residents of Antigonish County, the definition of “community” is sufficiently broad to include the geographic areas of Antigonish County, the Town of Antigonish, and other parts of northeastern Nova Scotia that might experience an impact from the development.

The “Vision of a Healthy Community” that was developed by the Antigonish Town and County Community Health Board (ATCCHB) in 2002 provides the framework for determining whether the project will have positive or negative effects on community health and well-being. An explanation of the vision is included in Appendix 3.

Antigonish Town and County Community Vision...

...is one of a dynamic and changing community where assets and diversity are valued and where people work together to improve the overall health of the community.

Each of the key words in the vision (underlined above) constitutes a separate area for consideration in the community health impact assessment (CHIA). Within each area for consideration, a set of factors or indicators were examined and the participants in the CHIA process discussed their perspectives about the nature of the impact that the Keppoch-Beaver Mountain Project would have on each of those factors. At the conclusion of the discussion, participants were invited to form a collective assessment of the impact of the project on each area for consideration.

This report is arranged to show how the participants judged the over-all impact of the KBM Project on each area of consideration. Within each area, some of the comments and concerns raised by the participants about the different factors are included.

Findings of the CHIA

The community health impact assessment looked at the impact the proposed Keppoch-Beaver Mountain Project would have on the following areas:

A healthy community is a dynamic community

A dynamic community is vibrant, active, and includes broad participation of its members. It has good institutional support for community initiatives and strong community leadership from both women and men. In a dynamic community, people have control over the decisions that affect their lives.

- **Participants in the CHIA concluded that the KBM Project has the potential for a positive impact in this regard but only if it includes community participation in decision-making and ensures that the facilities and activities are accessible and affordable for people of limited/low income. Accessibility includes cost, transportation, and a welcoming and inclusive environment.**

Participants were quick to note that opportunities for recreation and physical activity often lead to people becoming more involved with other community members and community initiatives. There were fond recollections of how the previous Ski Keppoch facility brought families together with other families in outdoor activities. At the same time, it was pointed out that the lack of public consultation on this particular project had left a bad taste for many people and severely dampened some people's sense of how they could be active participants in defining the project.

The KBM Project will provide another option for people who are looking for recreational opportunities, but it was acknowledged that since not everyone has this option (due to access and/or affordability), the potential positive impact is limited to a certain group of people. As well, people who live in the area surrounding the proposed project will face a negative impact from the development and some of the possible steps (expropriation of land) leading up to it. The questions was raised as to whether or not this is the best way to spend the proposed \$27.5 million or if there might be other projects that would provide greater benefit to more people.

There was a recognition that the project could have a positive effect on the development of leadership skills for the people involved as staff or on project related committees. It was also felt that there would be new opportunities for local institutional support (e.g., StFX Service Learning). At the same time, it was noted that as people became more involved in this project, it could draw them away from their current volunteer engagements.

A healthy community is a changing community

A changing community is one that is evolving (not stagnant) and is prepared for change when it comes. It encourages intergenerational activities and is open to embracing new ideas, people and approaches.

- **Participants in the CHIA concluded that the KBM Project could have a small positive impact on attracting people to the community (visitors, potential residents seeking recreation opportunities, etc.) but that it could also have a negative impact on people currently living in the vicinity of the project.**

There was a recognition that the facilities have the potential to increase interactions between different generations. As well, it was noted that increased physical fitness and social connections have a positive impact on people's mental health and therefore on their ability to deal with other kinds of change.

In a healthy community, assets are valued

A community that values assets makes full use of its members' skills and talents. People in the community feel that they are listened to and that their opinions are respected. Special attention is given to those whose voices are not normally heard.

➤ Participants in the CHIA concluded that the KBM Project has the potential to make a positive impact on this area of consideration. However, this will only happen if decision-making about the project – in both planning and implementation – shows respect for the community members in the area surrounding the project and establishes mechanisms for including diverse voices in the governance model.

There would be obvious opportunities for trades people and skilled seasonal workers in both the construction and operation of the facilities. Concern was expressed about the degree to which people's opinions were being heard in the planning process and the need to ensure that a diversity of perspectives be included if the project proceeds. Efforts should be made to gather input from groups who are not normally at the table, such as people with low/fixed income.

In a healthy community, diversity is valued

A community that values diversity acknowledges that policies and programs can affect different groups of people in different ways. Rather than focussing on what can be "done" for different people/groups, it values the things that they bring to the community. It consciously and deliberately works to include different people/groups and cultures into its planning and operations.

➤ Participants in the CHIA concluded that the KBM Project has the potential to make a positive impact on valuing diversity. However, they felt that in order for this to happen, the facilities and activities will need to be affordable to people of low/limited income, and steps need to be taken to include the perspectives of groups that don't normally have a voice in community decision-making.

It was noted that sports and recreation can provide opportunities for people of all ages, abilities, income, etc. – but much depends on how these opportunities are promoted and what kind of support is made available. One participant pointed out that "...sports can be a great 'leveller', but first you have to get there."

In a healthy community, people work together

In a community that encourages people to work together, support is provided for fostering leadership and participation skills. Clear language is used so that decision-making is transparent and all community members understand what is happening in the community. There is good collaboration between various sectors, organizations and

institutions. Deliberate steps are taken to ensure cooperation between groups/sectors and to overcome issues of protecting “territories”.

✚ **Participants in the CHIA concluded that the KBM Project has the potential for making a positive impact on people working together, but only if the project is sustainable in the long term. There is considerable scope for developing leadership skills and for improving the level of cooperation between various groups, organizations and government bodies. However, significant work needs to be done to address the erosion of confidence experienced by the Keppoch-Beaver Mountain (and the wider) community that has resulted from the discussions/actions regarding expropriation of land for the project.**

In a healthy community, the goal is the over-all health of the community

The concept of “health” that is addressed by community health impact assessment is considerably broader and more all-encompassing than the idea of hospitals, health care services, and disease/illness. Health includes all aspects of people’s lives including economic, social, spiritual and cultural, as well as physical, aspects.

Both Health Canada and the World Health Organization recognize that community health and well-being are the result of a wide range of inter-related factors that are known as the “determinants of health”. The preambles to each of the following determinants have been adapted from publications of Health Canada (Population and Public Health Branch) and the former Canadian Health Network.

- **Income and social status**

Research indicates that income and social status is the single most important determinant of health. Studies show that health status improves at each step up the income and social hierarchy. In addition, societies which are reasonably prosperous and have an equitable distribution of wealth have the healthiest populations, regardless of the amount they spend on health care

✚ **Participants in the CHIA concluded that if the KBM Project is both financially successful and accessible to most community members, it would have a generally positive impact on the income and social status of the community. However, there is a potential for a negative impact on certain sectors of the community if the project results in an increase in municipal taxes. An additional negative impact would occur if the project diverts money away from other (existing) programs and services that are necessary to maintain a minimum standard of living for some community members.**

People who gain employment at the facilities will obviously see some improvement in income. However, it was unclear how many people would be employed or what level of income and benefits they would receive. Concern was expressed about the

value of part-time, low-wage work. It was acknowledged that students would likely benefit and it could provide additional work for other seasonal workers. The regional appeal of the facilities should attract outside dollars to the community, which would be a benefit to some businesses.

The potential negative impact of increased municipal taxes would be a greater burden on people of low/limited/fixed income. Concern was also expressed about the financial pressures that could be experienced by families trying to ensure that their children have access to the facilities through school programs or due to peer pressure.

- **Social environment and social support networks**

Societal values and rules affect the health and well-being of individuals and populations. Social stability, recognition of diversity, safety, good human relationships and community cohesiveness provide a supportive social environment that reduces or avoids many potential risks to good health. As well, better health is associated with support from families, friends and communities. Some studies conclude that the health effect of social relationships may be as important as established risk factors such as smoking, obesity, high blood pressure and a sedentary lifestyle.

✚ Participants in the CHIA concluded that if the KBM Project is family-oriented, it has the potential for making a positive impact on the social environment. However, steps will need to be taken to address safety concerns for people who use the facilities and for those who live near the facilities.

There was general agreement that any additional recreation facilities/opportunities will lead to greater participation and social interaction. It was stressed that these opportunities need to be affordable and accessible to a wide range of community members in order to contribute to community well-being. It was also noted that the proposed Summit Centre (or a similar facility located at the base) could provide an opportunity for cultural/heritage interpretation

A number of participants noted that ensuring a family-oriented atmosphere was essential to the project, recalling times when the atmosphere at the former Ski Keppoch facility left many people feeling uncomfortable and/or parents not willing to leave their children and teens unsupervised.

Various safety concerns were raised. If this is a year-round facility, it will be important to deal with the potential fire hazard in a heavily wooded part of the community. The project will also bring a significant increase in traffic volume and this matter needs to be addressed before proceeding. The access road and its grade are challenging during winter and will become more so with increased volume, including larger vehicles like service vehicles and buses. Increased numbers of people in the area also has the potential for increased crime and/or vandalism.

It also needs to be acknowledged that for some people in the immediate area, their sense of physical security, as well as personal relationships and social connections, have been deeply scarred by talk of expropriation of land and by how the project planning process has been perceived so far. To ensure the health and well-being of the whole community, these negative impacts need to be addressed.

- **Education**

Health status improves with levels of education and literacy, including self-ratings of positive health or indicators of poor health such as activity limitation or lost workdays. Education increases opportunities for income and job security, and provides people with a sense of control over their circumstances – key factors that influence health.

☛ Participants in the CHIA concluded the KBM Project would have a limited, but positive, impact on this area of consideration as long as the project did not divert funds away from existing educational programs.

There was a sense that recreation activities in the community would encourage schools and young people to plan more outings. There is also an opportunity to promote outdoor activity as part of a healthy lifestyle for everyone. The caution expressed was that these activities need to be affordable and accessible for everyone and that health promotion activities in both the schools and the community should put equal emphasis on existing recreational opportunities (rather than divert all of the attention to the new facilities).

Skills training and leadership development would be limited to a small number of people, though beneficial for those able to access them. The project will have a positive impact on community education programs only if this is a specific objective.

- **Employment and working conditions**

People are healthiest when they have control over work and working conditions. Their health also benefits when they feel that the work they do is important, that their job is secure, and that their workplace is safe and healthy. Moreover, unemployment is associated with poorer health.

☛ Participants in the CHIA concluded that they needed a great deal more information about how the KBM Project/facilities would be run in order to make a judgement about the impact it would have on this area of consideration.

They did note that if the hours and rate of pay/benefits for the small number of jobs was insufficient to support people, it would not likely have a positive impact on this

factor in terms of quality of community health and well-being. Projections that the project would create eight (8) fulltime jobs were encouraging but limited. It was recognized that while workplace safety standards are regulated, attention should be paid to road upgrades to provide safe access to the job site.

- **Physical environment**

Clean air and water, safe houses, communities, workplaces and roads all contribute to good health.

➤ **Participants in the CHIA concluded that virtually all development projects have some degree of negative impact on the physical environment and that the KBM Project would be no exception. However, in the absence of an Environmental Impact Assessment or a qualified hydrological study, they felt that it was not possible to make a judgement about over-all impact. Depending on the results of these studies, the project might have an acceptable level of negative impact or there might be steps that could be taken to mitigate any damage caused by the project.**

This was a significant area of concern but the participants recognized that they needed professionally conducted studies to determine the impact. It was noted that the issue of water quality should be extended to include a look at water *quantity*, given the large amount of water needed to sustain the project.

- **Biology and genetic endowment**

The basic biology and organic make-up of the human body are fundamental determinants of health. Inherited predispositions influence the ways individuals are affected by particular diseases and health challenges.

➤ **Participants in the CHIA concluded that the KBM Project would have a no impact on this consideration in the short and medium terms but has the potential for very positive impact on future health benefits.**

- **Personal health practices and coping skills**

Personal practices such as smoking, use of alcohol and other drugs, healthy eating, physical activity, and other behaviours affect health and well-being. People's knowledge, intentions, behaviours and coping skills for dealing with life's stresses and challenges are also key influences on health.

➤ **Participants in the CHIA concluded that the KBM Project would have a positive impact on this consideration for those people who make use of the facilities/opportunities because physical activity generally improves people's health. However, they noted that there is potential for a negative impact on**

the people who live in the area due to stress and other possible fall-out from the project (noise, pollution, traffic, etc.).

- **Healthy child development**

People's health throughout their lifetime is affected by prenatal care and by the kinds of care and experiences they have in early childhood (from 0 – 6 years of age).

➤ **Participants in the CHIA concluded that the KBM Project would have no real impact on this consideration except for the potential increased self-esteem of the children who are able to make use of the facilities/opportunities.**

It was noted that children who are unable to make use of the opportunities presented by the facilities, either due to affordability or access, could experience a reduced self-esteem.

- **Health services**

Health services, especially those designed to maintain and promote health, prevent disease and injury, and restore health, contribute to the health of the population.

➤ **Participants in the CHIA concluded that the KBM Project would not have any significant over-all impact on this consideration – unless the project diverts funds away from existing or needed services. In the long term, there is potential for a positive impact on the reduction in chronic disease due to increased levels of physical activity.**

There was a concern that fundraising efforts by groups like the Hospital Foundation could be adversely affected if the KBM Project diverted time and energy from existing projects and causes.

- **Gender**

Gender refers to the many different roles, personality traits, attitudes, behaviours, relative powers and influences which society assigns to the two sexes. Men and women each have specific health issues or may be affected in different ways by the same issue. They also tend to have different income levels, and to work at different kinds of jobs.

➤ **Participants in the CHIA concluded that they were unable to determine the potential impact of the KBM Project on this consideration. However, they did suggest that a gender analysis be applied to the planning, marketing and hiring processes.**

The goal for any new project or development in the community should be to ensure that there is gender equity in all aspects of its planning and execution. This requires that a deliberate strategy be put in place to ensure that the goal is achieved.

- **Culture**

Culture and ethnicity come from both personal history and wider, situational, social, political, geographic and economic factors. People's customs and traditions, and the beliefs of their family and community all affect their health, because these factors will influence what they think, feel, do and believe to be important

➤ Participants in the CHIA concluded that the KBM Project has a potential positive impact in this area because of the important opportunities for sharing cultural values/experiences and valuing the input of various groups. It will be important to ensure the participation and engagement of First Nations, African Nova Scotian, and Acadian communities in particular. It was noted that there would be significant negative impact on the local community and culture if the project proceeded through expropriation of land.

Cultural interpretation efforts should include both the history and current experiences of various groups. One way to ensure that specific cultural groups are included in the project would be to have representatives on the board or governance body of the facility.

Recommendations

Following their assessment of the impact that the KBM Project would have on the over-all health and well-being of the community, participants in the community health impact assessment made a series of recommendations (not in order of priority):

- **A clear financial plan that includes consideration of how accessible the proposed project will be to people of low income should be developed.**
- **A thorough Environmental Impact Assessment and hydrological study must be undertaken before the proposed project proceeds in order to identify any potential negative impacts on the surrounding environment and allowing time for those negative impacts to be dealt with.**
- **A professional market feasibility study must be done with particular attention paid to:**
 - **reviewing the scope and scale of the proposed project**
 - **projecting the impact that the proposed project could have on the delivery of other services and programs in the community**
- **The governance model for the proposed project/facilities should ensure the inclusion of a wide variety of voices/groups from the community.**
- **The proposed project/facilities must be constructed and operated in a way that respects and works in harmony with the community where it is located (Keppoch-Beaver Mountain)**
- **The proposed project/facilities should ensure the inclusion of people of various abilities, race, gender, age and income.**
- **The proposed project/facilities should address issues of unemployment and under-employment by ensuring a balance of full and part-time work for a variety of groups including youth/students and seasonal workers.**
- **The proposed project/facilities should be family-oriented and provide a welcoming place for people of all ages and abilities.**

Appendix 1: Participants

	District
Vangie Babin	6
Dave Brown	3
Kevin Chisholm	7
Glen DeCoste	10
Bernie Falkenham	1
Hugh Landry	5
Brenda MacDonald	1
Madonna MacDonald	2
Dana Pettipas	8
Chris Sampson	2
Bryan Smith	4
Anita Stewart-Levangie	9
Paul Tomlik	4
Joe VandeWeil	6
Diane Walsh	3

Appendix 2: Description of the Project

Keppoch Beaver Mountain Recreation Area

Project Concepts & Details

Project Background

In 2003, representatives of the Province of Nova Scotia met with Antigonish County Municipal representatives to discuss a perceived lack of recreation opportunities available in Northeastern mainland Nova Scotia for area residents and tourists. As a result of this meeting, the County of Antigonish proceeded with a strategy to develop outdoor adventure activities.

The guiding principles of the project are healthy living, culture, education and environment. These elements reflect the values in the community and will contribute to a more prosperous, healthy and vital region.

Project Concept

The proposed Keppoch Beaver Mountain Recreation Area will provide new outdoor recreation opportunities for the region as well as complement other attractions and events throughout the year. The Recreation Area encompasses three distinct facilities:

1. Keppoch Alpine & Nordic Facility

This is the site of the former “Ski Keppoch” ski hill. The newly developed area will allow for activities and programs including eco-tourism and educational opportunities such as guided facility and nature tours highlighting the sustainable development of the facility and the natural setting in which it is built. It includes the following:

- Keppoch Summit Cultural Centre

The Centre will incorporate interpretive displays that deal with the heritage and cultural importance of the area. The Centre will be located at the summit of the ski hill and take full advantage of the picturesque vistas and support the multi-season activities to be hosted at the facility. Dining and reception facilities will be available year-round to serve the community. Eco-tourism and related activities will be supported through eco-interpretive spaces in the Summit Centre. Access to the Centre is proposed through a new road system with sufficient parking provided. Parking is also provided at the base of the facility.

- Alpine Facility

The expanded downhill ski area includes trails, additional lifts, a Tube Park and themed ski areas including a beginner & experienced terrain park, half pipe and aerials site. The conceptual design proposes full trail lighting and snowmaking capabilities. A zone located at the summit will be dedicated to the beginner experience. The first time or novice skier will be able to receive instruction on the dedicated slope and be able to ride a double chair, at a reduced speed, up a gradual slope and become comfortable with the sport and enjoy the total skiing experience.

- **Nordic Facility**

The Nordic Facility provides over 12 km of cross country trails for skiing, snowshoeing and other cross country activities. Initial conceptual design provides lighting and snowmaking for a 1 km loop. This facility has been designed to standards that will provide the opportunity to host provincial, national and international events.

2. Beaver Mountain Provincial Park (Provincial owned)

Within the boundaries of the Keppoch Beaver Mountain municipal planning strategy but excluded from project activities.

3. Riverside International Speedway (Privately owned)

Within the boundaries of the Keppoch Beaver Mountain municipal planning strategy but excluded from project activities.

Activities that can be found at the recreation site include: aerial courses (activities/games placed between high treetop platforms), zip lines (a pulley suspended on a cable mounted on an incline to transverse users to the bottom), alpine slides (wheeled sleds that navigate down a bobsled-like track), climbing walls (an artificially constructed wall with grips used for climbing), Geocaching (an outdoor treasure-hunting game with the use of a GPS), and Vita Parcours (exercise fitness trails). Other seasonal activity will include, but will not necessarily be limited to the following:

Spring	Summer	Fall	Winter
Hiking / Sight Seeing	Hiking / Sight Seeing	Hiking / Sight Seeing	Downhill Skiing
Biking (recreational, downhill, mountain)	Biking (recreational, downhill, mountain)	Biking (recreational, downhill, mountain)	Snowboarding
Boating / Canoeing / Kayaking	Boating / Canoeing / Kayaking	Boating / Canoeing / Kayaking	Cross Country Skiing
Camping	Camping / Swimming	Camping	Snow Shoeing
Fishing	Fishing	Fishing	Tubing
Festivals / Concerts / Events & Programs			
Education / History / Culture / Eco Tourism	Education / History / Culture / Eco Tourism	Education / History / Culture / Eco Tourism	Education / History / Culture / Eco Tourism

Project Cost

Capital costs for the Keppoch Beaver Mountain facility are expected to total around \$28.7 million. These are preliminary figures for a first class recreational facility. The project is a multi-phased initiative where components of the overall concept will be implemented in phases. Funding will be provided by all three levels of government and through private investment. It is crucial that the facility is operationally sustainable.

Project Benefits

Summary of Healthy Living Outcomes:

- Increased participation in outdoor and other active-living activities leading to better health profiles in the community, resulting in diminished dependency on the health-care system, particularly acute-care facilities;
- Increased general health and well-being of the general population as evidenced by several studies linking physical activity at all levels to better health outcomes and associated economic benefits to individuals, governments and employers;
- Increased opportunities for youth to be actively engaged in safe, positive activities in a community setting;
- Increased attractiveness of the community as a place to either relocate to or remain based on more opportunities for, especially, family activities;
- Increased opportunities for a growing senior population to get outdoors, enjoy nature, and walk in a safe environment;
- Increased opportunities to attract competitive athletes to the area for training, etc;
- Enhance or contribute to the learning experience and regional educational systems

Summary of Economic Related Outcomes:

- Strengthen rural community infrastructure for a more sustainable economy;
- Improved skills in the community either through training or attracting professionals to the community;
- Improved access to the skills needed in a community that is challenged to retain skilled workers due to pressures from the west;
- Increased collaboration among partners (individuals, public or private). The operational model offers opportunities for all partners to succeed;
- Increased tourism visitation or spending by extending the stays of tourists already passing through the community and attracting others that may not have considered Antigonish a destination;
- Increased local business revenues or efficiencies through increased attractions and tourism in the area;
- Job creation during both the development phase and operations of the facility;
- Increased investment in the area created through economic activity during both the development and operational phases of the project.

Summary of Direct & Indirect Economic Spinoffs (through a multiplier):

	<u>Direct</u> Economic Spinoffs	<u>Indirect</u> Economic Spinoffs
Development Phase (Estimates):		
Local Procurement	\$5.8 M	\$4.6 M
Local Labor	\$6.3 M	\$5.0 M
Full Time Equivalents	190	151
Operation (Estimates):		
Employment (salary)	\$880,000	\$700,000
Full Time Equivalents	40	31

Professional Services

Professional services and studies that have been completed are as follows (The consultant or source is provided in parenthesis with a brief summary or conclusion from the report):

- **Keppoch Beaver Mountain Municipal Planning Strategy and Land-use Bylaw** (*Eastern District Planning Commission & Community Area Advisory Committee*): Provided the community the ability to control and direct future development. The ski hill area has been zoned as Tourism/Commercial.
- **Keppoch Beaver Mountain Economic Outlook** (*Antigonish Area Partnership*): The recreational area presents significant economic opportunities for the entire Antigonish area as well as surrounding communities.
- **Keppoch Ski Area Preliminary Master Plan** (*the Tourism Company*): A preliminary master plan for the ski area in sufficient detail to enable preliminary capital costing with a focus on “greening strategies”. Additional professionals were assembled to provide specific expertise, including:
 - **Snowmaking and Lighting Design** (*Alford Design Group*): Design was configured to ensure priority ski trails will be covered with adequate machine made snow prior to the Christmas holidays, independent of natural snow. Temperature analysis, trail lighting, and all related technical considerations have been included in this study.
 - **Keppoch Ski Area Facilities Study** (*TSH Architects*): Preliminary design and costing for the buildings with a goal of achieving LEED certification for the Centre.
- **Trail Specifications and Cost Estimates** (*CORVID Enterprises Inc.*): Preliminary trail analysis and costing for trail development outline a proposal for 428 kms of multi-purpose trails for hiking, biking, snowshoeing and x-country skiing.
- **Engineering Reports** (*C.J. MacLellan & Associates Inc.*): Design considerations, development options, concept level drawings and capital cost estimates for the following:
 - **Water & Snowmaking**
 - **Wastewater Treatment**
 - **Keppoch Centre/Lodge**
 - **Transportation Access and Parking**
 - **Beaver Meadow River Flows**
- **Environmental Study Report** (*Dalhousie School of Planning*): Areas within the planned boundaries are highly sensitive to development due to wildlife habitats and existing waterways. The proposed Centre should not have a detrimental impact on the environment as the plateau at the summit is not highly sensitive to development.

Appendix 3: ATCCHB Vision of a Healthy Community

Antigonish Town and County Community Vision...

... is one of a dynamic and changing community where assets and diversity are valued and where people work together to improve the overall health of the community.

A healthy community is a dynamic community, which includes:

- Participation
- Community leadership (from women and men)
- People having control over decision-making that affects their lives
- Institutional support

A healthy community is a changing community, which means:

- It is evolving, not stagnant
- It is open to embracing new ideas, people and approaches
- It is prepared for change
- It encourages intergenerational activities

In a healthy community, assets are valued, which means:

- People's various talents and skills are fully utilized
- People feel that they are listened to and that their opinions are respected
- Special attention is given to those not normally heard

In a healthy community, diversity is valued, which means:

- Valuing the things that different groups can bring to the community, not just focusing on what can be "done" for them
- Acknowledging that policies and programs can affect different groups in different ways
- Consciously integrating different groups and cultures into our work

In a healthy community, people work together, which means:

- There is collaboration (between churches, organizations, municipal governments, etc.)
- Efforts are made to foster cooperation and overcome community "turf" protection
- Leadership and participation skills are supported
- Communication uses clear language

In a healthy community, the goal is the overall health of the community, which means:

- Health includes all aspects of people's lives (economic, social, spiritual and cultural, as well as physical)
- The health of people and the community is influenced by a broad range of factors generally called the "determinants of health"
- Primary health care (including health education, health promotion, disease prevention, rehabilitation, and the support and treatment of illness and injury including palliative care) is alive and well and available to all with no gaps.