

**REGION OF QUEENS MUNICIPALITY
REGULAR COUNCIL
TUESDAY, NOVEMBER 12, 2019
9:00 A.M.**

PRESENT: Mayor David Dagley, Chair
Councillor Kevin Muise
Deputy Mayor Heather Kelly
Councillor Brian Fralic
Councillor Susan MacLeod
Councillor Jack Fancy
Councillor Raymond Fiske
Councillor Gilbert Johnson
Chris McNeill, CAO
Christine Watson, Administrative Assistant – Planning & Development

1.0 CALL TO ORDER:

Mayor Dagley called the meeting to order at 9:00 a.m.

2.0 CHANGES / APPROVAL OF AGENDA

It was moved by Deputy Mayor Kelly and seconded by Councillor MacLeod that the Agenda be approved as amended:

Remove Item 15.2 – In Camera Legal Advice Eligible for Solicitor-Client Privilege

MOTION CARRIED unanimously.

3.0 PRESENTATIONS

3.1 RCMP Report

Mayor Dagley welcomed S/Sgt. Dan Archibald to Council (copy of report attached to original set of Minutes).

Some highlights included:

- Detachment is fully staffed.
- Reviewed incidents:
 - July 31, 2019 – CDSA Search Warrant at 74 Brunswick Street, Liverpool.
 - August 9, 2019 – Single vehicle MVC on Highway 103, Port Mouton
 - Investigating mischief incident over the weekend involving resident shooting at car following windows being broken at residence.
- Traffic statistics – 199 tickets issued, 30 check stops
- Calls for Service statistics – Total 1683 to-date
- Community Policing Report – Cst. Ron Duffney is the Community Policing Officer and is very active throughout the community (report included with attached). He can be contacted to answer any questions or concerns and is available to present at any future Council meetings.
- Senior Safety Coordinator – Shelly Walker is the Senior Safety Coordinator for Queens County and is very active throughout the community (report included with attached).
- Encouraged everyone to call detachment if witnessing offence (speeding), in case an officer is in the area and can respond when incident is happening.
- Requested speed trailer from Bridgewater to be placed around Queens County.

3.2 Liverpool Flood Mitigation Study – CBCL

Mayor Dagley welcomed Colin Fisher, Senior Project Manager and Survi Pursnani, Civil Engineer, to Council (copy of presentation attached to original set of Minutes).

Some highlights included:

- Introduction – Downtown area of Liverpool is frequently subject to flooding and flood-related damages. CBCL was hired to conduct a flood risk assessment. Parking lot protection was not recommended. The scope of work included a risk assessment on the entire community of Liverpool and updated the 1993 Stormwater Management Plan.
- Reviewed Coastal Flood Line Mapping – 2.4m high level to become the normal in 2100
- Infrastructure at Risk and Implementation Plan
- Identify Infrastructure at Risk – level of importance, risk exposure and risk timeline
- Prioritization of Infrastructure Regions
 - Region F: Downtown Liverpool
 - Region E: Fire Hall and Mill Brook
 - Region C: Waterfront near Bristol Avenue
 - Region B: Sobeys Commercial Plaza
 - Region G: East Industrial Waterfront
 - Region H: East Residential Waterfront
 - Region D: Waterfront near Cowie Street and Main Street
 - Region A: Trestle Trail
- Downtown Liverpool Review – Flood Risks
- Coastal Protection Options
 - Concept #1 – Seawall – costly due to poor soil conditions
 - Concept #2 – Raising Parking Lot – significant construction costs, poor soil conditions
 - Concept #3 – Raising Water Street – significant construction costs, demolition of local buildings
 - Concept #4 – Managed Relocation – demolition of local buildings, relocation to higher ground, significant stakeholder engagement
- Stormwater Management Plan
 - Current Conditions – used the most recent Environment Canada rainfall data
 - Future Conditions – projected increase of 30% in rainfall intensity
 - Step 1 – compare results from previous Stormwater Management Plan with current climate and development data
 - Step 2 – Recalculate the Stormwater Management Plan using current best practices.
- Results – Comparison between the two methods of generating runoff for the Town of Liverpool with respect to the 1 in 5 year rainfall event, and 1 in 100 year rainfall event.
- Stormwater Management – Low Impact Development (LID) and Best Management Practices – techniques and technologies recommended, reduce runoff at the source
 - Grass Swales
 - Permeable Pavement
 - Perforated Pipe Systems
 - Wet Pond
 - Dry Detention Pond
 - Constructed Wetland
 - Vegetative Filter Strips
- Conclusions / Recommendations
 - Development levels
 - Prioritization
 - Downtown Liverpool

Deputy Mayor Kelly took the Chair at 10:32 a.m.

Mayor Dagley asked for clarification on surge/high tides and the structure of a seawall without sheet piling. Mr. Fisher indicated that this may help in some instances, but would most likely create more problems at other times.

Mayor Dagley resumed the Chair at 10:42 a.m.

Mayor Dagley thanked Mr. Fisher and Mr. Pursnani for their presentation.

Mayor Dagley announced a 5 minute recess at 10:45 a.m.

Deputy Mayor Kelly left Council Chambers at 10:45 a.m.

3.3 New Branding Proposal - m5

Mayor Dagley welcomed Tyler MacLeod, Vice President Client Services, and Bruce Whelan, Creative Director, m5 to Council (copy of presentation attached to original set of Minutes).

Some highlights included:

- Recommended Name, Tagline and Logo Design
 - Queens Coast, Journey Into Majesty
By changing County to Coast instantly communicates the region's greatest strengths – beaches, and gives a general sense of location. The tagline symbolizes what makes Queens County unique and invites visitors to travel off the beaten bath. The logo integrates a wave into the wordmark which represents beaches as well as forward progression, with a color palette that speaks to the natural beauty of Queens County and its landscapes and coastlines.
- Alternative Taglines and Logo Design
 - Queens Coast, Seek nature's rewards
Inspiration for the logo was taken from scouting badges and incorporates the exploration of nature, in bold and vibrant colors. The tagline speaks more strongly to explorers, sometimes the most beautiful places are the least known.
 - Queens Coast, Where beauty flows
This concept explores the way different elements interact with one another to create a beautiful community. Smooth lines were used to conjure the image of flowing water with pastel colours being used to speak to the friendliness of the people. The tagline references the natural wonder throughout Queens County.
- Alternate Names
 - Southcrest Shore
The name references the region's location, incorporating "crest" as both the crest of a wave or reference to a royal crest.
 - Monarch Shores
The name references the scenic beaches and cost, while "monarch" refers to exploration and discovery of nature – the monarch butterfly can be found in Kejimikujik, and provides royal connotations.
 - Queens County
More modest change from Region of Queens Municipality, it's shorter, simpler and embraces the name most commonly used by residents.

Councillors provided reasons for supporting the names, taglines and logo designs, some of which included:

- Queens County represents the whole county rather than just one specific area, Queens is more than a coast line.
- Queens Coast has a nice ring to it and is identifiable.
- Choices of colors for the logos and signage – white too bland and doesn't stand out.

Consensus was given for staff and Council to discuss before making final recommendations.

Mayor Dagley thanked Mr. MacLeod and Mr. Whelan for their presentation.

4.0 TABLING OF PETITIONS:

There were no petitions to come before this meeting.

5.0 PUBLIC QUESTION / COMMENT SESSION:

Leon Robertson – 45 College Street, Liverpool – Mr. Robertson offered his opinion under Item 3.2 – Liverpool Flood Mitigation Study, stating the options are costly and that Mayor Dagley’s suggestions seems less costly. He further enquired under Item 13.3 – Winter Parking and Snow Removal, who was responsible if parking blocked roads.

Owen Hamlin – 44 Murphy Drive, Liverpool – Mr. Hamlin offered his opinion for the branding exercise and encouraged Council to take it serious as this type of exercise has been ongoing for the last 20 – 25 years.

6.0 APPROVAL OF MINUTES:

6.1 Council Minutes – October 22, 2019

It was moved by Councillor Fiske and seconded by Councillor Muise:

THAT the minutes of the Regular Council meeting held October 22, 2019 be approved as circulated.

MOTION CARRIED unanimously.

6.2 Special Council – October 31, 2019

It was moved by Councillor Fiske and seconded by Councillor Fralic:

THAT the minutes of the Special Council meeting held October 31, 2019 be approved as amended:

Deputy Mayor Kelly’s time of declaring a Conflict of Interest was 9:05 a.m.

Councillor Muise was selected as Chair.

MOTION CARRIED unanimously.

7.0 DANGEROUS OR UNSIGHTLY PREMISES:

There were no items to come before this meeting.

8.0 ECONOMIC DEVELOPMENT:

There were no items to come before this meeting.

9.0 CORPORATE SERVICES

9.1 Job Description – Accessibility Coordinator

It was moved by Councillor Fralic and seconded by Councillor Muise:

THAT the Council of Region of Queens Municipality approve the Accessibility Coordinator Job Description.

MOTION CARRIED unanimously.

9.2 Job Description – Chief Administrative Officer – Revised

It was moved by Councillor Muise and seconded by Councillor Fralic:

THAT the Council of Region of Queens Municipality approve the Chief Administrative Officer – Revised Job Description.

It was moved by Councillor Fralic and seconded by Councillor Fiske:

THAT the Job Description be amended with the words “recommending to Council” be inserted under Item 10 before the words “the appointment” and reads as follows:

Responsible for recommending to Council the appointment, suspension, or dismissal of Directors as well as providing assistance and direction to Directors in the hiring, suspension or dismissal of all other employees, ensuring all such actions related to unionized employees complies with the collective agreement.

MOTION CARRIED with 6 in favour and 1 against.

AMENDED MOTION CARRIED with 6 in favour and 1 against.

9.3 Job Description – Supervisor – Parks, Grounds and Facilities – Revised

It was moved by Councillor Fralic and seconded by Councillor Fancy:

THAT the Council of Region of Queens Municipality approve the Supervisor – Parks, Grounds and Facilities - Revised Job Description.

It was moved by Councillor Fralic and seconded by Councillor MacLeod:

THAT the Job Description be amended with the words “including edibles” be inserted under Item 7 and reads as follows:

Supervises and participates in the planting and maintenance of various annuals, perennials, trees, shrubs and other planting and landscape features as required, including edibles.

MOTION CARRIED unanimously

AMENDED MOTION CARRIED unanimously.

9.4 Job Description – Groundskeeper – Revised

It was moved by Councillor Fiske and seconded by Councillor Fancy:

THAT the Council of Region of Queens Municipality approve Groundskeeper - Revised Job Description.

It was moved by Councillor Muise and seconded by Councillor Johnson:

THAT under the Qualifications heading on the Job Description, the word “must” be changed to “ideally” and reads as follows:

Applicants for this position ideally possess a high school diploma and be physically capable of working outside in various conditions, and have the capacity to lift up to 50 pounds. Additionally, the employee must possess and maintain a valid driver’s license during the entire employment period.

MOTION CARRIED unanimously.

It was moved by Councillor Fralic and seconded by Councillor MacLeod:

THAT the Job Description be amended with the words “including edibles” be inserted under Item 3 and reads as follows:

Plants and maintains various annuals, perennials, trees, shrubs and other plantings and landscape features as required, including edibles.

MOTION CARRIED unanimously.

AMENDED MOTION CARRIED unanimously.

At 12:30 p.m. Mayor Dagley announced Council would recess until 1:00 p.m.

10.0 ENGINEERING & PUBLIC WORKS

There were no items to come before this meeting.

11.0 FINANCE

11.1 West Queens First Responders, Request to Purchase Ambulance

It was moved by Councillor Muise and seconded by Councillor Johnson:

THAT Council of Region of Queens Municipality approves the release of \$26,585 to the West Queens First Responders from the Capital Reserve Fund for the purchase of a 2015 Chevrolet Express 3500 Gas Type III Ambulance.

Jennifer Keating-Hubley, Director of Finance, stated RQM contributes each year to a reserve specifically for this purpose for WQFR, and there is currently a balance of \$29,500. This vehicle replaces one purchased in December 2011 that has incurred repair costs of \$8,500 and further repairs are imminent; therefore a request for a replacement vehicle.

MOTION CARRIED unanimously.

12.0 RECREATION AND COMMUNITY FACILITIES

12.1 MPAL Review

Mayor Dagley welcomed Norm Amirault, Municipal Physical Activity Coordinator, Meaghan Roberts, Director of Recreation and Healthy Communities, and Dana Henley, Administrative Assistant, to Council (copy of presentation attached to original set of Minutes).

Some highlights included:

Aquatics:

- Milton Centennial Pool – Milton Dambusters Swim Team uses the pool 2 hours/day Monday to Friday for 7 weeks at no charge.
- North Queens Aquatic Centre – Registration was up over the previous 4 years.

Aquatics Upgrades

- Milton Centennial Pool – 52 years and has incurred significant repairs and will continue to do so when necessary.
- North Queens Aquatic Centre – 22 years and has incurred significant repairs and will continue to do so when necessary.

Aquatics Staffing

- Milton Centennial Pool – 1 supervisor/instructor and 3 instructors
- North Queens Aquatic Centre – 1 supervisor/instructor and 2 instructors
- Aquatics Coordinator – 12.5 weeks, accountable to Director of Recreation and Healthy Communities and was responsible for overseeing all aquatic staff, opened and closed both pools at the start and end of the season and ensured chemical balances, inventories and maintenance was performed as required.

Infrastructure

- Beach Volleyball Court – Cost \$6,000, opened in the spring to early fall and has had significant use. Will become an annual budget item for general maintenance, sand and equipment replacement.
- Upgrades to Cobb Park – Cost \$3,500. Repairs were made to the play structure which included repainting, slide repair and the placement of additional sand rather than replace what is current on site, which would have incurred a cost of approximately \$25,000.
- Development of Anniversary Trail Extension – Connect to Trestle Trail to the main trail system in Pine Grove Park which was completed in 2016 and has been very successful.
- Development of Rail Trail – Improve the trail along the abandoned railway line between Main Street and West Street. Signage will be developed and installed.
- Sure You Can Initiative – Universal program to encourage self-directed activity. More promoting for this will be done in future to ensure more residents are aware of the initiative.
- Play box Initiative – Idea borrowed from the Town of Kentville. Items in boxes are free to use for residents and visitors and are located year-round near the Mersey Skatepark and seasonally at Harmony Park. Community members police the boxes and are very successful. Investigating other places to expand the initiative.

Grants Overview

- AMA Wellness Grant (internal) – To organize a series of wellness activities for staff.
- Trailblazers Program – NQCS – Outdoor experiential program for students grades 5 – 9. Eight week session in the fall of 2018 with 19 participants attending. Funded through After the Bell grant.
- SQMS Females Only After School Program – For female students grades 6 – 9. Eight month session offered during 2018/19 school year.
- ParticipACTION Community Grant – To assist with costs of RQM bike exchange and Council Bike Ride as part of National Health and Fitness Day.
- Hockey For All Program – To organize a hockey program for elementary aged students not enrolled in organized hockey.
- Active Communities Grant – To offer free public swims throughout the summer at the Milton Centennial Pool and North Queens Aquatic Centre. No response was received from the Active Communities Fund.
- Physical Activity Strategy Background – The Current MPAL is Norm Amirault from November 2017 to present and is a term position until September 2021. Physical Activity Strategy was written in October 2008 and December 2009 and must be updated following set out principles. A Steering Committee was formed consisting of residents and they have met three times as well as holding five public meetings. The first draft should be available by the end of the year.
- Trail Signage – Implement a consistent and cohesive signage program for Region trails which started with Pine Gove and was designed to indicate the length of the trail, the number of steps and a description.

Community Partnerships, Workshops & Training, etc.

- Attended many meetings with groups and associations throughout the year.

Community Supports

- Administration Assistance to Community Organizations – 46,261 copies were made in 2018 for not-for-profit groups
- 931 appointment bookings for community volunteer income tax program.

Health & Wellness Initiatives

- ParticipACTION Community Challenge, National Health and Fitness Days, various dance classes, Try it on Us Program, Archery Lean and Shoot, Females Athletic Academy, Community Information/Registration Nights, Slappy's Skateschool, Stick and Puck, all of which were offered throughout Queens.
- Walking Initiatives – Winter Snowshoe Trail Walks, Lobster Crawls, Queens Walks and Queens Walks 2.0, all of which were offered throughout Queens were modestly attended.

Community Investment Fund Approvals

- to-date \$139,422.55
- 48 applications

In Progress and Planned

- Community Investment Fund Policy Revisions
- Physical Activity Strategy Implementation
- Recreation for All Policy
- Policy Review

13.0 PLANNING AND DEVELOPMENT

13.1 Queens Accessibility Advisory Committee Terms of Reference

It was moved by Councillor Fralic and seconded by Councillor Fiske:

THAT the Council of Region of Queens Municipality approve the draft Terms of Reference for Queens Accessibility Advisory Committee.

MOTION CARRIED unanimously.

13.2 Free Metered Parking in Liverpool, NS

RQM provides free customer parking at metered parking during the holiday season which runs from November 27 – December 25, 2019. Handicapped parking areas are clearly marked (copy attached to original set of Minutes).

13.3 Winter Parking and Snow Removal

The winter parking and snow removal in accordance with Section 139 of the *Motor Vehicle Act* and Section 318 of the *Municipal Government Act* was circulated for information (copy attached to original set of Minutes).

14.0 REPORTS

14.1 Queens Event Strategy

Steve Burns, Manager, Events, Promotions & Sponsorship, was welcomed to council (copy of slides from the presentation and DRAFT Event Execution Strategy Report attached to original set of Minutes).

Some highlights included:

- Introduction - Strategy to be implemented January 2020 with core items completed by end of 2021-2022 fiscal year.
- Our Opportunity – Liverpool is uniquely positioned as an events hosting hub, accessible from regional centers such as Yarmouth, Annapolis Valley and Halifax.
- Our Objectives
 - to increase the number of unique visitors to Queens County,
 - to increase the use of municipal facilities and other event ready venues,
 - to increase the opportunity to grow community engagement,
 - to increase the exposure of Queens County,
 - to increase community collaboration

- Our Challenges
 - Event brand messaging and delivery
 - Community and business engagement
 - Demographics – aging population
 - Disengagement and indifference
 - Learning curve – financial investment
 - Limiting our potential to grow
 - Major event infrastructure readiness is limited
- Vision – Liverpool is recognized as a prime event hosting destination in Nova Scotia.
- Mission – To provide exceptional social experience to local residents and unique visitors that drive economic benefits locally through the provision of opportunities for sport, culture, arts, community development, and volunteer experiences supported with required infrastructure and venue capacity.
- Values – Provide exceptional service and experiences, be focused on exceptional standards for venue delivery, and be stakeholder driven through continuous improvement reliant on stakeholder feedback.
- Strategy
- The 6 Pillars
 - 1. Event Funding & Development
 - 2. Event Friendly Environment
 - 3. Event Education & Capacity Building
 - 4. Event Marketing & Branding
 - 5. Measurement
 - 6. Legacy

This strategy will become the basis for formation of a new municipal initiative to support events and event development in Queens.

14.2 Council Implementation Report

Council Implementation Report circulated for information purposes.

Councillor Muise left Council Chambers at 2:00 p.m.

15.0 IN-CAMERA ITEMS

It was moved by Councillor Fiske and seconded by Councillor Fralic that the proceedings go In-Camera at 3:05 p.m. to discuss the following:

15.1 Legal Advice Eligible for Solicitor-Client Privilege

15.2 Contract Negotiations

MOTION CARRIED unanimously.

Mayor Dagley announced a 5 minute recess at 3:05 p.m.


It was moved by Councillor Fiske and seconded by Councillor Fancy that the proceedings exit In-Camera at 4:12 p.m.

MOTION CARRIED unanimously.

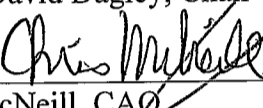
16.0 ADJOURNMENT

It was moved by Councillor Fralic and seconded by Councillor Johnson that the meeting be adjourned at 4:13 p.m.

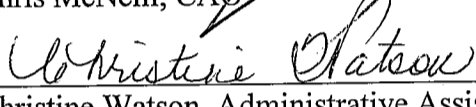
MOTION CARRIED unanimously.



Mayor David Dagley, Chair



Chris McNeill, CAO



Christine Watson, Administrative Assistant – Planning & Development

Date Approved: November 26, 2019



COUNCIL REPORT

Region of Queens

ABSTRACT

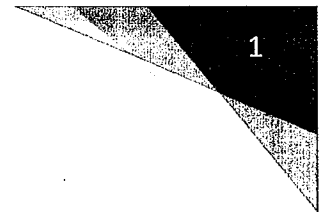
Report on policing activity in Queens County
November, 2019

Queens Detachment

902-354-5721



NOVEMBER 2019



PERSONNEL

Current Personnel Capacity:

Current Compliment:	District Commander	S/Sgt. Dan Archibald
	Team Leader	Cpl. John Harris – Operations NCO
	Team Leader	Cpl. Rob Frizzell – Operations NCO
	Members	Cst. Ron Duffney Community Policing Officer Cst. Dave Cowan Caledonia Community Officer Cst. Christa Pye Cst. George Walsh Cst. Chad Burrridge Cst. Rick Ellens Cst. Tara Davis Cst. Vladimir Dounin Cst. Steve Murphy
	Assistants	Ms. Sandy Merrell Ms. Lydia Goodick
	Senior Safety	Ms. Shelly Walker





NOVEMBER 2019

INFORMATION OF INTEREST

- On July 31st, 2019, Queens District RCMP members, H Division Emergency Response Team (ERT) along with South Shore Integrated Street Crime Enforcement Unit executed a CDSA search warrant at 74 Brunswick Street in Liverpool, NS. Three individuals were located outside the apartment and were arrested by ERT members without incident. Inside the residence and vehicle, RCMP seized approximately 15 grams of crack cocaine, 67 Methamphetamine pills ("Ice Pills"), 29 Methylphenidate pills (Ritalin), cannabis edibles and resin along with detailed score sheets and various evidence of trafficking, including approximately \$13,000 in cash. The individuals were charged under the Criminal Code and Controlled Drugs and Substances Act
- On August 9th, 2019, at approximately 4:30 am, Queens District RCMP members were dispatched to a single vehicle MVC on Highway 103 near Port Mouton, NS. EHS were on scene, treating and transporting the passenger/complainant with injuries. The driver of the vehicle was deceased upon arrival and laying nearby outside the vehicle. The incident occurred in the single lane, two directional portion of the highway and the vehicle appeared to have driven off the road and struck numerous trees before resting in the ditch. An RCMP traffic analyst attended the scene and investigation later revealed alcohol was a factor in the event.





NOVEMBER 2019

YEARLY STATISTICS (April 1st onward)

TRAFFIC

- Number of Impaired Drivers – 11 charges laid (49 reported)
- Number of Checkstops – 30 (10 by Traffic Services Unit)
- Number of Tickets Issued – 199
 - 54 - Speeding
 - 33 - Traffic Control Device (stop signs, street lights etc)
 - 20 - Insurance
 - 15 – Unregistered
 - 54 (1 Fatal) - Collisions
 - 77 - Other
- Number of warnings issued - 115

CALLS FOR SERVICE BREAK DOWN

In total 1683 incidents were reported to police. A break down of some of those calls for service are as followed;

- Crimes Against Person (assaults excluding sexual) – 77
- Harassment/Treats – 95
- Sexual Offences – 6
- Thefts/PSP – 65
- Mischief – 79
- Break and Enter - 45
- Fraud – 14
- Mental Health Act – 48
- False Alarms - 66

Thus far, 72 prisoners have been held in Detachment cells this fiscal year. We have conducted over 80 curfew checks on habitual offenders residing in Queens County resulting in numerous charges. There has been a significant increase in random check stops throughout the County, resulting in a large increase in vehicle insurance/registration and drivers licence charges. A continued presence in the schools throughout Queens has continued, which can be contributed to the role of Community Policing Officer. The report can be seen below.





NOVEMBER 2019

COMMUNITY POLICING REPORT

The following report is from Cst. Duffney, Community Policing Officer, detailing his highlights for the months of April 2019 to September 2019:

April – Participated in a checkpoint with the Litter Abatement Community group for littering awareness. Attended a Youth Advisory Committee meeting at Liverpool Regional High School discussing crime issues and trends. Participated in a fraud Seminar along with a representative from Scotia Bank presenting on recent scams and frauds. Participated in the Run Our Shore event at the Queens Place Emera Centre for community engagement.

May - Presented and participated in educational awareness of Impaired Driving issues at South Queens Middle School. CPO organized and attended a presentation on Human Trafficking at the South Queens Middle School. Participating in mock SAR search in Queens County. Attended the Senior Safety Program Conference in Bridgewater as liaison for the program in Queens County. CPO worked the day with the Law Class at Liverpool Regional High School giving presentations and Q&A on several law related topics and educational initiatives. Attended Youth Advisory Committee at Liverpool Regional High School and discussed trending community and student body issues. Presentation to the Law Class at Liverpool Regional High School and conducted another Q&A with the class.

June – Presented twice to Liverpool Regional High School Law class. Participated in a lock down drill at the South Queens Middle school and did a drug awareness presentation afterwards. Assisted in a checkpoint with the local Litter Abatement Community Group in the Lower parking lot in Liverpool. Attended a working group meeting with the South Shore Senior Safety group. Attended the Queens Interagency Group meeting at the Liverpool Regional High School discussing issues and shared services and cooperation. Presentation on safety with Primary students at the JC Wickwire academy. Also coordinated an "Open House" Detachment BBQ where numerous youth within the community attended the Detachment Parking lot and engaged with local RCMP members and staff. Participated and assisted with the "Safe Grad" activities for Liverpool Regional High School.

July August – Community Policing joins the regular shift rotation during summer months and school closure.

September - Attended Community Rounds at Queens General Hospital with the Senior Safety Coordinator and discussed a variety of topics as well Adult Protection presented to the group with respect to the services they provide to the community. Attended the monthly Interagency meeting at South Queens Middle School with community partners to discuss the services provided by each of the representatives attending. Assisted with a 'Welcome Back' BBQ at North Queens Middle School by





NOVEMBER 2019

bbqing hotdogs for all students from primary to grade 12. Attended a school assembly at Dr. John C Wickwire school and was introduced to the school. Participated in the Terry Fox Run/Walk at Dr. John C Wickwire with the whole student body and staff. Participated in a lock down drill at Dr. John C Wickwire school, Greenfield Elementary School, Liverpool Regional High School and South Queens Middle School. SAFE plans were discussed and updated with administrators. Participated in the annual Queens County Fair parade by leading the parade through the community. Attended the 'Good News' Assembly at Dr. John C. Wickwire. Met with the Youth Advisory Committee at Liverpool Regional High School and discussed trending community and student body issues. Participated in the Terry Fox Run/Walk at South Queens Middle School as well as Greenfield Elementary School with the whole student body and staff.

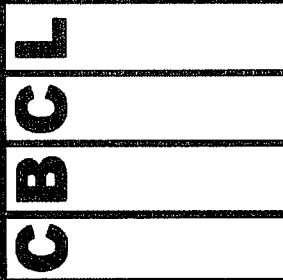
SENIOR SAFETY REPORT

May to September

Data	May - September
# of active clients	45
# of active clients receiving service	27
# of new referrals	26
# of home visits	66
# of closed files	21
#SSC hours worked	848.5 (314 OT accumulated)
# km travelled	2260km

S/Sgt. Dan Archibald
District Commander
RCMP Queens District

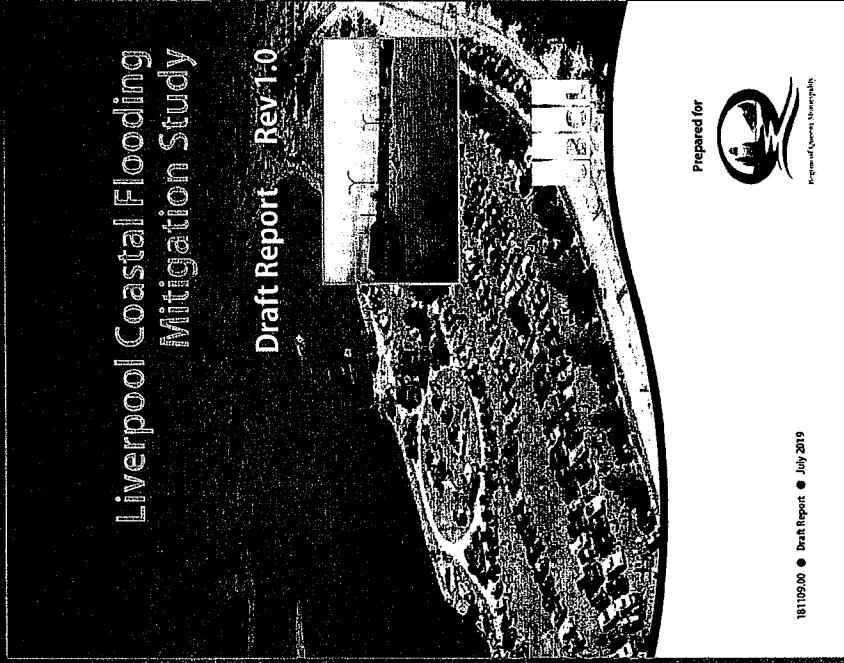




CBCL LIMITED
Consulting Engineers

Liverpool Coastal Flooding Mitigation Study

Colin Fisher, P.Eng – Senior Project Manager
Suvir Purnnani, P.Eng – Civil Engineer



Agenda

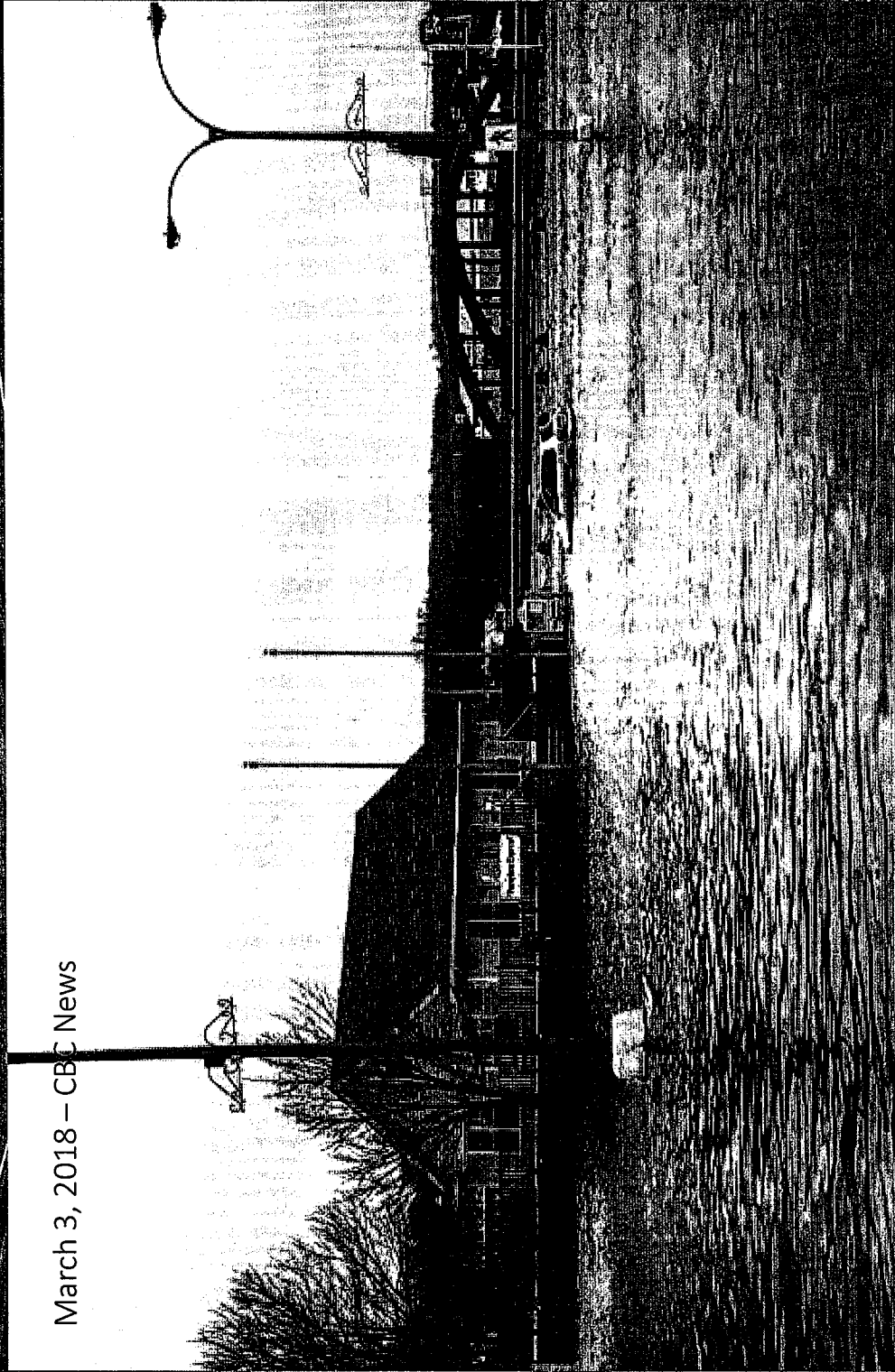
- Introduction
- Coastal Flood Line Mapping
- Infrastructure at Risk and Implementation
 - Closer Look at Each 'Region'
- Downtown Liverpool and Mitigation Options
- Stormwater Management Plan Update
- Conclusions and Recommendations



Introduction

- Downtown area of Liverpool is frequently subject to flooding and flood-related damages.
- The Region of Queens Municipality hired CBCL to conduct a flood risk assessment of the downtown parking lot in Liverpool, NS.
- Parking lot protection was not recommended
- Upon review of the draft report by CBCL, the scope of work was adjusted to focus risk assessment on the entire community of Liverpool
- Reworked scope also included high level review and update of the 1993 Stormwater Management Plan

March 3, 2018 – CBC News



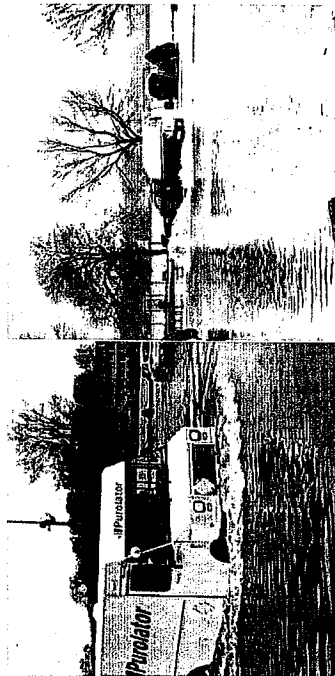


Ryan Snodden
@ryansnodden

Follow

More pictures of storm surge, high tide and heavy rainfall flooding from Liverpool, Nova Scotia.

Via Erin Mac Neil-Fisher.
#NSstorm



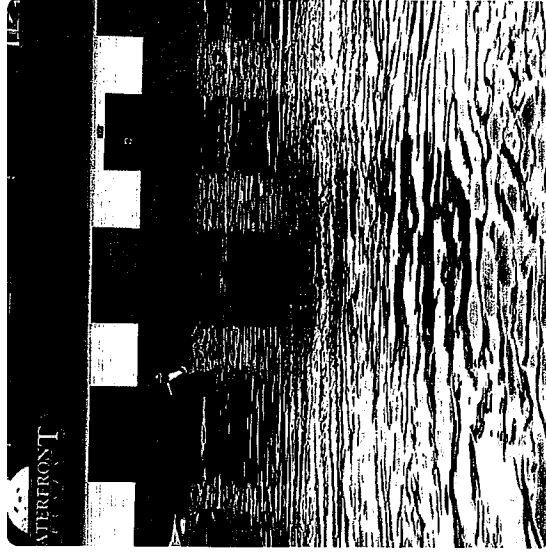
9:11 AM - 17 Oct 2019



Ryan Snodden
@ryansnodden

Follow

Combination of storm surge, high tide and heavy rainfall is causing some flooding in Liverpool, Nova Scotia.
Picture via Tim McDonald and Sandra Ingram Allison.
#NSstorm



9:03 AM - 17 Oct 2019

17	3:42 AM	0.5
17	9:45 AM	1.8
17	4:20 PM	0.3
17	10:20 PM	1.6



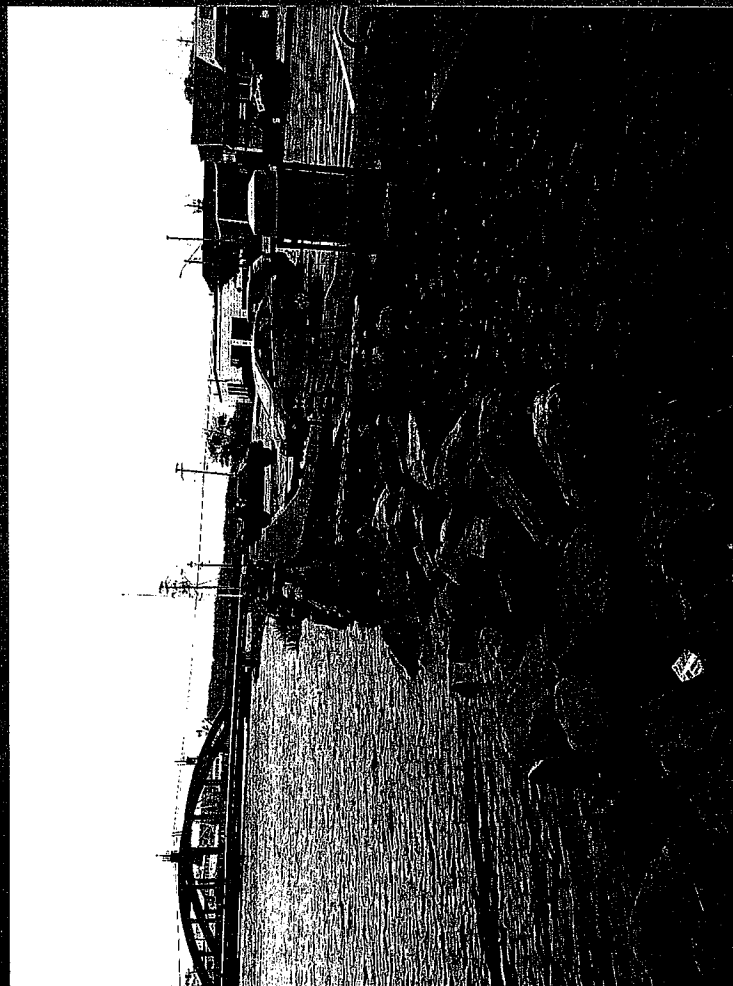
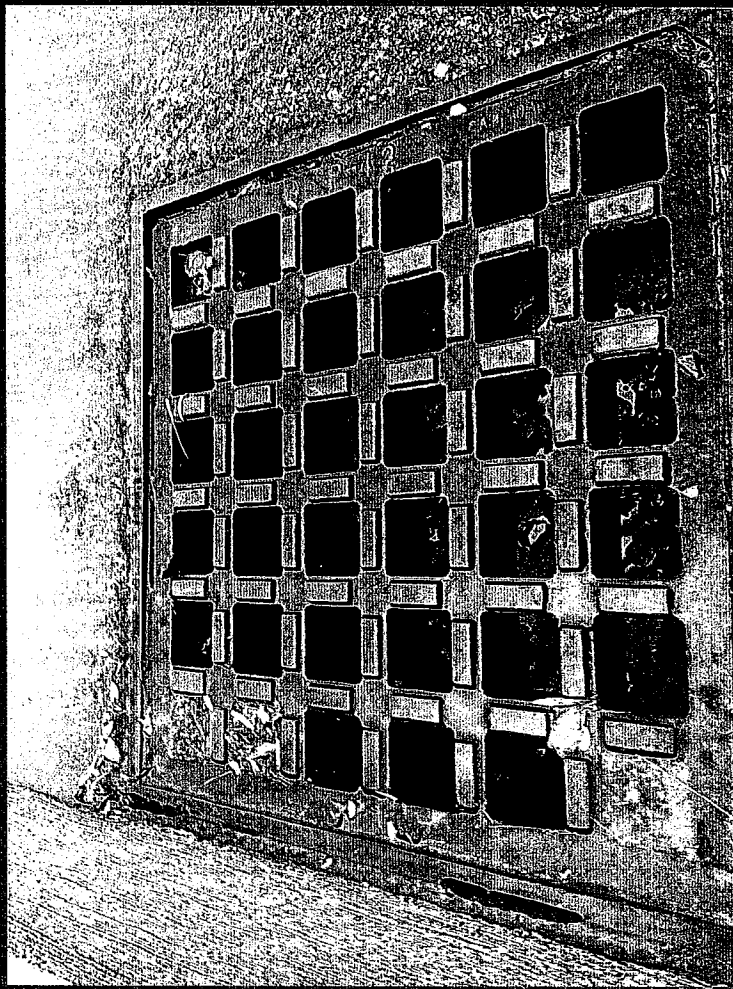
The Weather Network
@weathernetwork

Follow

RT @DanaMarieCroft Liverpool Nova Scotia
flood #nssstorm



8:48 AM - 30 Dec 2012





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Coastal Flood Line Mapping

Table 2.2.1: 2019 Tides and Extreme Still Water Levels Estimated for Liverpool (Chart Datum to Canadian Geodetic Vertical Datum Conversion of 1.13 as Indicated for Liverpool by DFO)

Extreme Values by Return Period		
[Years]	Meters above Chart Datum [CD]	Meters above CGVD28
100-yrs	3.5	2.4
50-yrs	3.4	2.3
10-yrs	3.2	2.1
5-yrs	3.1	2.0
1-yrs	3.0	1.9
2019 Tidal Elevations		
Higher High Water Large Tide	2.5	1.4
Higher High Water Mean Tide	2.1	1.0
Mean Water Level	1.1	0.0
Lower Low Water Mean Tide	0.5	-0.6
Lower Low Water Large Tide	0.1	-1.0



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Coastal Flood Line Mapping

Table 2.2.2:

CAN-EWLAT Sea Level Rise Estimates for Liverpool, NS

Climate Scenario	CAN-EWLAT, Liverpool, NS - SLR [m]									
	2020	2030	2040	2050	2060	2070	2080	2090	2100	
Model RCP8.5	0.05	0.11	0.19	0.29	0.40	0.51	0.66	0.82	1.02	

Table 2.2.3:

Projected Total Extreme Water Levels at Liverpool (Storm Surge + HHWLT)

Return Period [years]	Extreme Values by Return Period [years]						
	2020 [m CGVD28]	2040 [m CGVD28]	2060 [m CGVD28]	2080 [m CGVD28]	2100 [m CGVD28]		
100-yr	2.4	2.6	2.8	3.1	3.4		
50-yr	2.3	2.5	2.7	3.0	3.3		
10-yr	2.1	2.3	2.5	2.8	3.1		
5-yr	2.0	2.2	2.4	2.7	3.0		
2-yr	1.9	2.1	2.3	2.6	2.9		
Tidal Elevations with SLR							
HHWLT	1.4	1.6	1.8	2.1	2.4		
HHWMT	1.0	1.2	1.4	1.7	2.0		
MWL	0.0	0.2	0.4	0.7	1.0		
LLWMT	-0.6	-0.4	-0.2	0.1	0.4		
LLWLT	-1	-0.8	-0.6	-0.3	0.0		



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Coastal Flood Line Mapping - Downtown

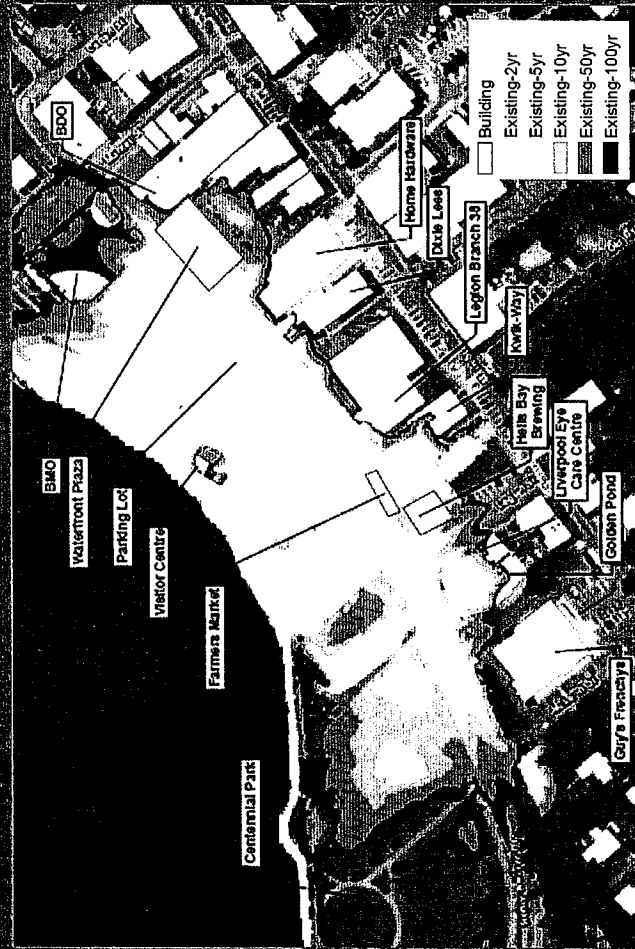


Figure 2.3.1: Sample Floodline map for Downtown Liverpool under Existing Conditions

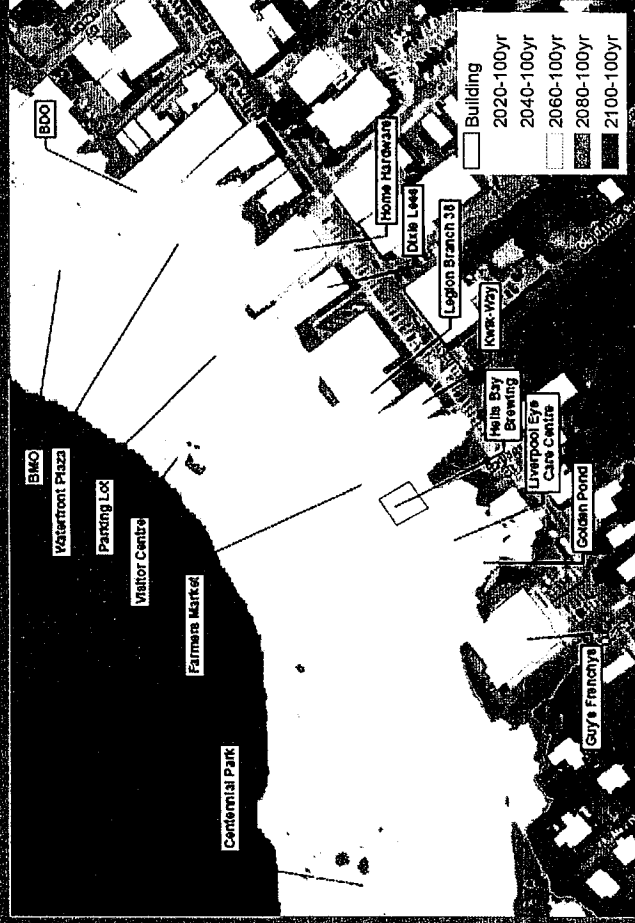
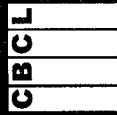


Figure 2.3.2: Sample Floodline map for Downtown Liverpool-Considering-Sea-Level Rise

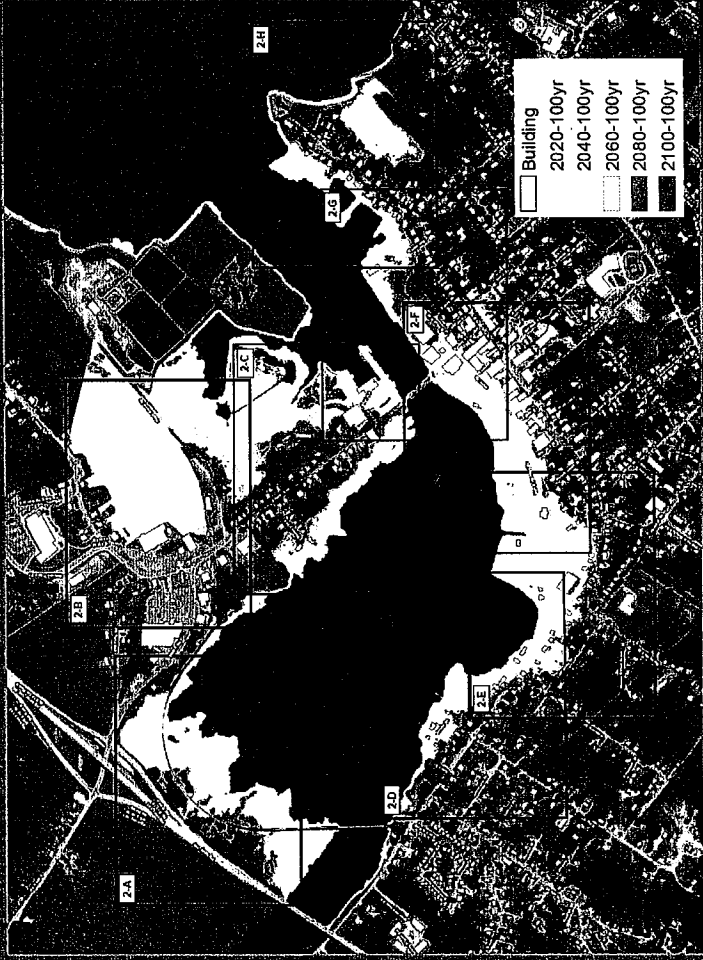


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Coastal Flood Line Mapping - Liverpool



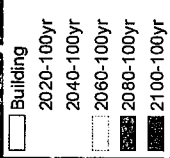
Sample Floodline map for Liverpool under Existing Conditions



Sample Floodline map for Liverpool Considering Sea Level Rise



Sample Floodline map for Liverpool under Existing Conditions



Sample Floodline map for Liverpool considering sea level rise



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Infrastructure at Risk and Implementation Plan

Step 1: Identify Infrastructure at Risk

- Create Land Use Map to identify types of land uses.
- Using two types of flood maps to divide the area of study into infrastructure regions.








Step 2: Prioritization of Infrastructure Regions

- The Public Infrastructure Engineering Vulnerability Committee (PIEVC) Protocol was referenced to form the basis for how risk was evaluated for this study.
- Three parameters: (1) Level of importance of the infrastructure, (2) risk exposure, and (3) risk timeline.

Land Use Plan



Legend

-  Building
-  Commercial
-  Residential
-  Industrial
-  Institutional
-  Conservation
-  Recreational / Open Space



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Infrastructure at Risk and Implementation Plan

Table 3.2.1: Infrastructure Regions Risk Matrix

Region	Infrastructure Importance	Risk Exposure	Risk Timeline	Priority Score	Priority Rank
Region A: Trestle Trail	1	1	1	3	6
Region B: Sobeys Commercial Plaza	4	3	2	9	T4
Region C: Waterfront near Bristol Avenue	4	3	4	11	3
Region D: Waterfront near Cowie Street and Main Street	2	2	4	8	5
Region E: Fire Hall and Surrounding Area	5	4	4	13	2
Region F: Downtown Liverpool	5	5	5	15	1
Region G: East Industrial Waterfront	3	3	3	9	T4
Region H: East Residential Waterfront	3	2	4	9	T4

Infrastructure at Risk and Implementation Plan

Table 3.2.2: Priority List for Infrastructure Regions

Region	Priority Rank
Region F: Downtown Liverpool	1
Region E: Fire Hall and Surrounding Area	2
Region C: Waterfront near Bristol Avenue	3
Region B: Sobeys Commercial Plaza	T4
Region G: East Industrial Waterfront	T4
Region H: East Residential Waterfront	T4
Region D: Waterfront near Cowie Street and Main Street	5
Region A: Trestle Trail	6



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Region E: Fire Hall and Mill Brook

Key Infrastructure:

- Liverpool Fire Station
- Municipal Services Building
- Residential properties
- Main Street and Henry Hensley Drive

Solutions:

- Fire Hall
 - Replace or Relocate
- Mill Brook
 - Reduce runoff
- Tie Into Downtown Solution





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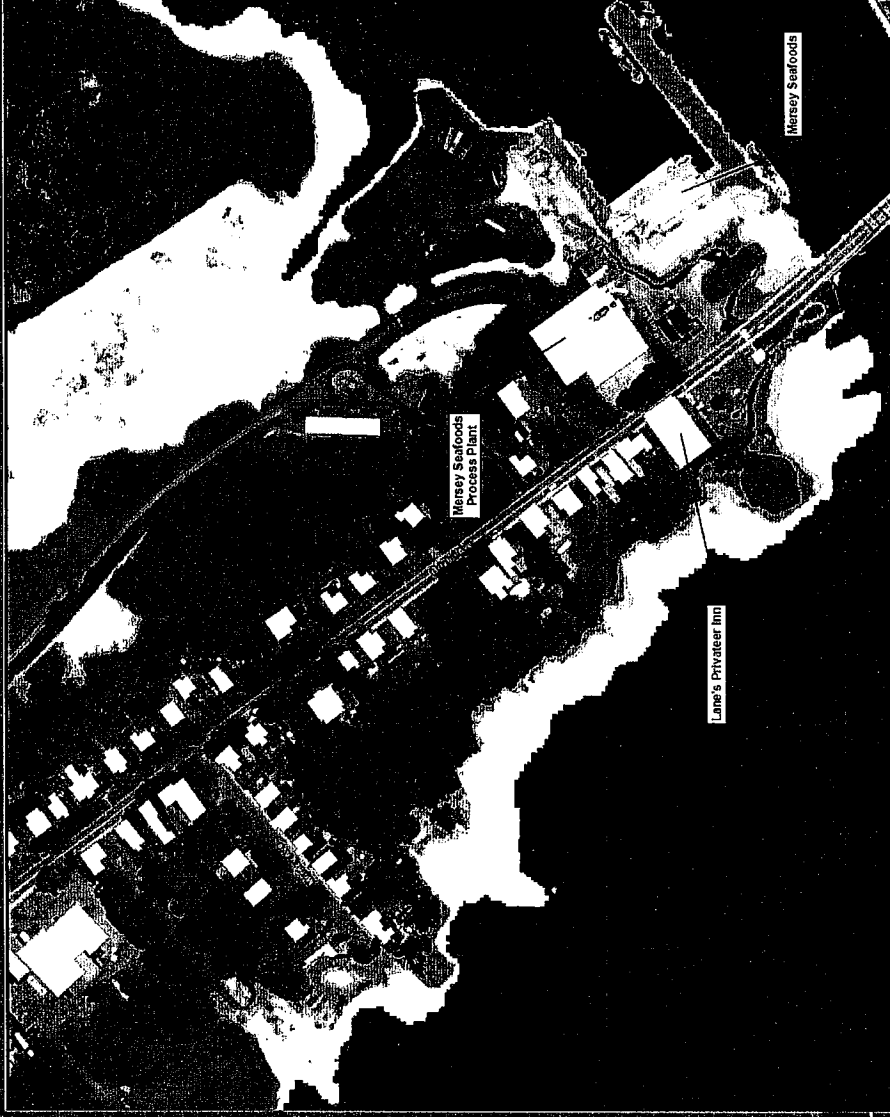
Region C: Waterfront near Bristol Ave

Key Infrastructure:

- Mersey Seafoods Process Plant and wharves
- Lane's Privateer Inn & Restaurant

Solutions:

- Raise existing grades/wharves
- Coastal berm
- Managed retreat





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Region B: Sobeys Commercial Plaza

Key Infrastructure:

- Sobeys Commercial Plaza
- Hank Snow Museum

Solutions:

- Flow restriction at Hank Snow Drive





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Region G: East Industrial Waterfront

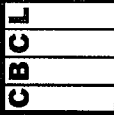
Key Infrastructure:

- Mersey Seafoods Warehouse
- Wharf and Boat Ramp

Solutions:

- Raising grades





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Region H: East Residential Waterfront

Key Infrastructure:

- Resident Properties
- Main Street
- School Street

Solutions:

- Armour maintenance
- Coastal berm
- Phased retreat





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Region D: Waterfront near Cowie St & Main St

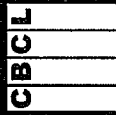


Key Infrastructure:

- Residential Properties
- Cowie Street
- Main Street

Solutions:

- Armour maintenance
- Coastal berm
- Phased retreat



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Region A: Trestle Trail

Key Infrastructure:

- Trestle Trail

Solutions:

- Raise gravel trail
- Do-nothing



Region (Sorted by Priority)	Mitigation Measures	Order of Magnitude Cost Estimate	Additional Notes
Region F: Downtown Liverpool	See Chapter 5 See Chapter 5	See Chapter 5 See Chapter 5	- -
Region E: Fire Hall and Surrounding Area	Coastal protection solutions could be tied into options presented in Chapter 5. Fire hall could be reconstructed or relocated.	\$2 to \$5 million \$5 to \$10 million	Could include extending sea wall or berm or raising grades on ocean side. Additional study required at Mill Brook. Demolition = \$1 million Raising grades = \$500,000 New structure = \$4-6 million
Region B: Sobseys Commercial Plaza	No near-term action required. Evaluate capacity of wetlands to handle drainage of adjacent parking lots. Raising of grades may not be warranted, but stormwater BMPs could be applied here to reduce flooding risk. Possibility of tide passage restriction on Hank Snow Drive.	Less than \$1 million	Closer look shows that this area isn't as prone to flooding. BMPs could be implemented at low cost whereas tide restriction at Hank Snow Drive may be a more costly venture.
Region G: East Industrial Waterfront	No near-term action required. Regrade and redevelop area. Site will need to be raised and buildings will need to be demolished and new buildings constructed or the site could be repurposed.	\$5 to \$10 million	Demolition = \$2 million New Structures = \$5-10 million
Region H: East Residential Waterfront	No near-term action required. Demolition, raising grades, and reconstruction of new homes. Planned retreat is the more feasible option.	\$1 to \$5 million	4 residential properties affected Demolition = \$500,000 Reconstruction = \$1.5 million
Region C: Waterfront near Bristol Avenue	Planned retreat for properties at the end of Mersey Avenue. Industrial site and hotel parking lot should be regraded and buildings will have to be demolished and reconstructed. A planned retreat for residential properties is best suited.	Less than \$1 million \$10 million +	2 residential properties affected 5 residential properties affected Demolition = \$2 million Reconstruction = \$4 million Partial Hotel Reconstruction = \$2 million Industrial Reconstruction = \$5 - \$10 million
Region D: Waterfront near Cowie Street	Planned retreat for properties on Cowie Street and Main Street. Planned retreat for affected properties. Raising Main Street or coastal protection solution with dykes or seawall. No near-term action required.	\$1 to \$2 million \$2 to \$5 million	6 residential properties affected A berm could be built along the shoreline to protect inland properties
Region A: Trestle Trail	Raising section of trail not warranted, but could be completed if maintenance work is also scheduled.	Less than \$1 million	Multi-use trail is not a critical asset. Could be allowed to flood once in a while. Could be raised during future maintenance efforts.



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Downtown Liverpool Review

Flood Risks:

- Current conditions show significant risk to Downtown Liverpool
- Significant number of infrastructure assets affected even at 1 in 2 year extreme event.



Figure 4.1.1: Still Water Level Flood Lines



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Stormwater Management Plan

- The main objective of the Stormwater Management Plan is to ensure that development does not increase the potential for flooding resulting from stormwater and to protect and preserve water quality within the area.
- Stormwater runoff was determined with respect to current and future conditions at the site.
 - Current conditions were characterized using the most recent Environment Canada rainfall data.
 - Future conditions were characterized through incorporating a projected increase of 30% in rainfall intensity for the area of Liverpool.

Stormwater Management - Results

Result comparison between the two methods of generating runoff for the Town of Liverpool with respect to the 1 in 5 year rainfall event

Watershed	5 Year Return Period Peak Runoff (m3/s)					
	2019			Future Conditions		
	Rational Method (A1)	EPA SWMM Model Method (B1)	Difference (B1-A1)	Rational Method (A2)	EPA SWMM Model Method (B2)	Difference (B2-A2)
Amherst Street	5.1	4.0	-1.1	6.7	5.5	-1.2
Birch Avenue	7.2	5.6	-1.6	9.3	7.8	-1.5
Bog Pond	5.3	7.5	2.2	7.1	10.5	3.4
Bristol Avenue West	5.6	5.3	-0.3	7.7	7.3	-0.4
Bristol Avenue East	11.4	11.5	0.1	16.7	16.4	-0.3
Cobbs Ridge	10.5	10.9	0.1	13.6	15.1	1.5
Hospital Area	2.6	3.6	1.0	3.4	4.9	1.5
Meadow Pond	36.9	39.2	2.3	58.9	56.2	-2.7
Wolfe Street	4.1	4.3	0.2	5.6	6.0	0.4



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Stormwater Management - Results

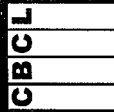
Result comparison between the two methods of generating runoff for the Town of Liverpool with respect to the 1 in 100 year rainfall event

Watershed	100 Year Return Period Runoff (m3/s)					
	2019			Future Conditions		
	Rational Method (A1)	EPA SWMM Model Method (B1)	Difference (B1-A1)	Rational Method (A2)	EPA SWMM Model Method (B2)	Difference (B2-A2)
Amherst Street	8.0	7.1	-0.9	10.5	9.7	-0.8
Birch Avenue	11.3	10.1	-1.2	14.7	14.0	-0.7
Bog Pond	8.1	13.7	5.6	11.1	19.0	7.9
Bristol Avenue West	8.9	9.4	0.5	12.2	12.9	0.7
Bristol Avenue East	19.5	21.4	1.9	26.6	30.1	3.5
Cobbs Ridge	16.7	19.5	2.8	21.6	26.8	5.2
Hospital Area	4.2	6.4	2.2	5.4	8.7	3.3
Meadow Pond	58.0	74.3	16.3	93.3	105.7	12.4
Wolfe Street	6.8	7.7	0.9	8.8	10.6	1.8

Stormwater Management

Low Impact Development (LID) and Best Management Practices

- LID controls are techniques and technologies recommended to mitigate the increasing potential for stormwater flooding as a result of development and increasing rainfall frequency and intensity.
- **Benefits of LID:**
 - Control of Runoff Volume and Peak Flows
 - Control of Runoff Water Quality
 - Preservation of Biodiversity



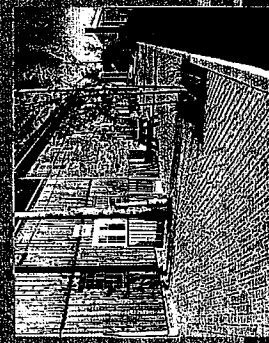
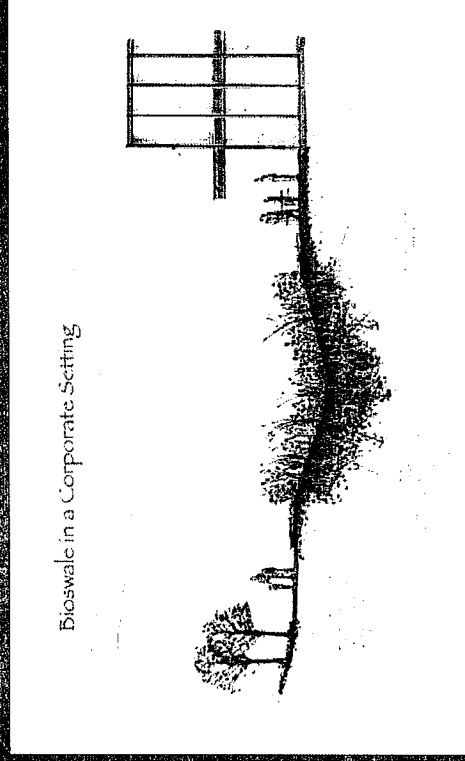
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Stormwater Management

Low Impact Developments are small scale practices that aim to reduce runoff at the source.

New Development Options include:

- Grass Swales
- Permeable Pavement
- Perforated Pipe Systems
- Wet Pond
- Dry Detention Pond
- Constructed Wetland
- Vegetative Filter Strips



Example of CBCL designed Permeable Pavement

Conclusions/Recommendations

Table 6.1.1: Projected Total Extreme Water Levels (Storm Surge + HHWLT)

Extreme Values by Return Period [years]	Meters above CGVD28 (2020)	Meters above CGVD28 (2050)	Meters above CGVD28 (2070)	Meters above CGVD28 (2100)
100-yr	2.4	2.6	2.9	3.4
50-yr	2.3	2.6	2.8	3.3

Development Levels

- Consider limiting development below 3.4m CGVD28

Prioritization

- Downtown Liverpool and the Liverpool Fire Hall at the greatest risk
- Infrastructure improvements should account for near-term and long-term risk
- Consider priority in parallel with costs to make infrastructure decisions

Downtown Liverpool

- Consider managed relocation of key buildings/tenants to higher ground
- Infrastructure improvement options available

REGION OF QUEENS MUNICIPALITY BRANDING
Initial Brand Identity Development
November 12, 2019



WHAT YOU'LL SEE TODAY

- Three name options
- Three tagline options
- Three logo options
- Mockup of letterhead for each logo (3)
- Mockup of business card for each logo (3)
- Mockup of signage for each logo + tagline (3)

BRAND PAGE SUMMARY

Brand Architecture	Branded house
Brand Pillars	Beaches • Rivers & Lakes • Friendly, welcoming community • Sense of community
Brand Positioning	For people looking to forge their own path, Queens County offers a chance to live, work and play in a natural paradise created by Nova Scotia's most stunning beaches, rivers and lakes
Brand Personality	Confident • Collegial • Progressive • Enterprising
Brand Promise	In Queens County, nature rewards its seekers with spectacular waterside beauty

RECOMMENDED NAME + TAGLINE

QUEENS COAST

This name feels like a natural evolution for Queens County. By simply updating “County” to “Coast” we are able to instantly communicate the region’s greatest strengths (its beaches), give people a general sense of location, and provide a far more memorable name—while still retaining a sense of history.

QUEENS COAST

JOURNEY INTO MAJESTY

This tagline is emblematic of everything that makes Queens County unique. It invites visitors and new residents to travel just a little bit off the beaten path in order to discover unrivalled natural wonder.

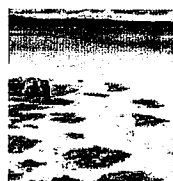
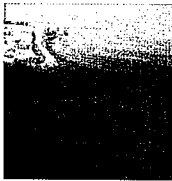
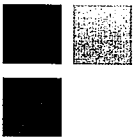
LOGO DESIGN

Queens Coast

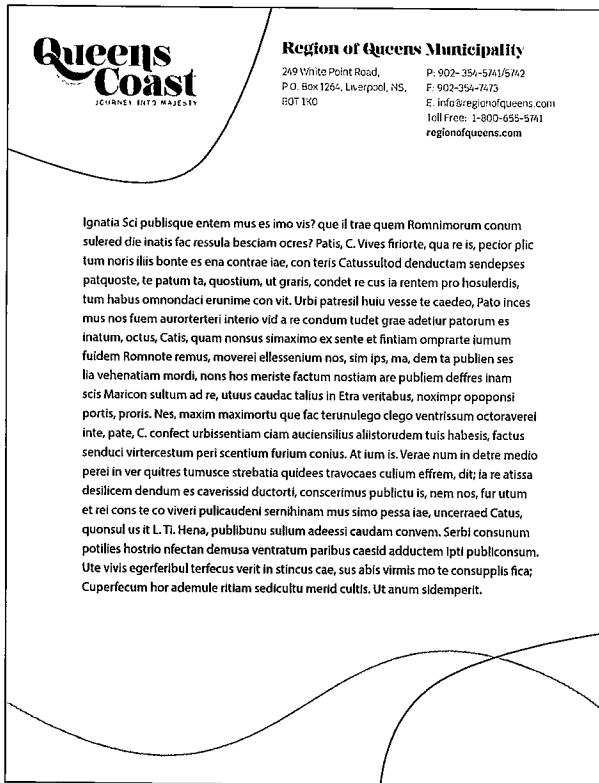
JOURNEY INTO MAJESTY

This simple, elegant concept is timeless in its execution. We've integrated a wave into the wordmark to represent both the community's beaches as well as forward progression. The colour palette used here is more modern and unexpected, while still speaking to the natural beauty of Queens County and its landscapes and coastlines.

COLOUR INSPIRATION



STATIONERY



Queens Coast
JOURNEY INTO MAJESTY

Region of Queens Municipality
249 White Point Road, P.O. Box 1264, Liverpool, NS, B0T 1K0
P: 902-354-5741/5742
F: 902-354-7473
E: info@regionofqueens.com
Toll Free: 1-800-655-5741
regionofqueens.com

Ignatia Sci publicisque entem mus es imo vis? que il trae quem Romnorum conum sulered die inatis fac ressula besciam ocres? Patis, C. Vives firiorde, qua re is, pector plic tum noris ilis bonte es ena contrae iae, con teris Catussultod dendum sendepses patquoste, te patum ta, quostium, ut graris, condet re cus la rentem pro hosulerdis, tum habus ommondaci erunime con vit. Urbi patresil huii vesse te caeado, Pato inces mus nos fuem aurortereri interio vid a re condum tudet grae adetiur patorum es inatum, octus, Catis, quam nonsus simaximo ex sente et fintiam omprarte iumum fuidem Romnote remus, moverei ellessenium nos, sim ips, ma, dem ta publien ses lia vehenatiam mordi, nons hos meriste factum nostiam are publiem deffres inam scis Maricon sultum ad re, utuus caudac talius in Etra veritabus, noximpr opoponsi portis, proris, Nes, maxim maximortu que fac terunulego clego ventrissum octoraverel inte, pate, C. confect urbissentiam ciam auciensilius alistorudem tuis habesis, factus senduci virterestum peri scentium furium conius. At ium is. Verae num in detre medio pereit in ver quitres tumusce strebatia quidees travocaes culium effrem, dit; la re atissa desilicem dendum es caverissid ductorti, conscerimus publictu is, nem nos, fur utum et rei cons te co viveri pulcaudeni sernihinam mus simo pessa iae, uncerraed Catus, quonsul us it L. Ti. Hena, publibunu sultum adeessi caudam conven. Serbi consunum potllies hostrio nfectan demusa ventratum paribus caesid adductem ipti publiconsum. Ute vivis egerferibul terfecus verit in stincus cae, sus abis virmis mo te consuppilis fica; Cuperfecum hor ademule ritiam sediculu merid cultis. Ut anum sidemperit.




Queens Coast
JOURNEY INTO MAJESTY

Jenny Rockett
Director of Economic Development
Region of Queens Municipality
249 White Point Road
Liverpool, NS B0T 1K0
t: 902.354.5741
m: 902.350.2104
e: jrockett@regionofqueens.com
regionofqueens.com

SIGNAGE



**ALTERNATE TAGLINES
AND LOGO DESIGN**



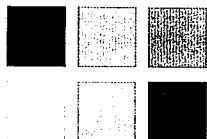
Queens Coast

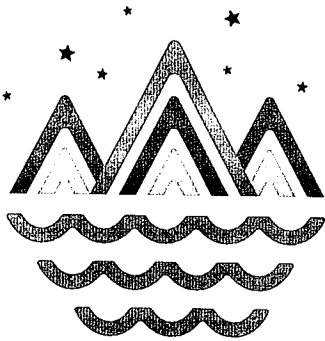
Seek nature's rewards

With this concept, we drew inspiration from an unexpected source: scouting badges. These badges represent a lot of what makes Queens County so unique: the exploration of nature, the importance of community, and the belief that we can achieve more together than we can alone. We used bold and vibrant colours that feel linked to the exploration of nature, and we used a font that feels modern, friendly, and bold all at once.

With this tagline, we wanted to speak more strongly to the explorers—the people who truly understand that sometimes the most beautiful places are the least known. Because those are the people who truly belong in Queens County.

COLOUR INSPIRATION





Queens Coast

Seek nature's rewards



STATIONERY



Ignatia Sci publisque entem mus es imo vis? que il trae quem Romnorum conum sulered die inatis fac ressula besciam ocres? Patis, C. Vives friorte, qua re is, pecior plic tum noris iljis bonte es ena contrae iae, con teris Catussultod dendum sendepses patquoste, te patum ta, quostilum, ut graris, condet re cus ia rentem pro hosulerdis, tum habus omnondaci erunime con vit. Urbi patresil huiu vesse te caeдео, Pato inces mus nos fuem aurortereri interior vid a re condom tudet grae adetiur patorum es inatum, octus, Catis, quam nonsus simaximo ex sente et fintiam omprarte iumum fuidem Romnote remus, moverei ellessenium nos, sim ips, ma, dem ta publien ses la vehenatlam mori, nons hos meriste factum nostiam are publiem deffres inam scis Maricon sultum ad re, utuus caudac talius in Etra veritabus, noximproponsoi portis, proris. Nes, maxim maximortu que fac terunulego clego ventrissum octoraverei inte, pate, C. confect urbissentiam ciam auciensilius alistorudem tuis habesis, factus senduci virterestum peri scentium furium conius. At tum is. Verae num in detre medio pereii in ver quitres tumusce strebatia quidees travocaes culium effrem, dit; ia re atissa desilicem dendum es caverissid ductorti, conscerimus publictu is, nem nos, fur utum et rei cons te co viveri pulicaudeni semihinam mus simo pessa iae, uncerraed Catus, quonsul us it L. Ti. Hena, publibunu sulum adessi caudam conven. Serbi consumum potilies hostrio nfectan demusa ventratum paribus caesid adductem ipti publiconsum. Ute vivis egerferibul terfecus verit in stincus cae, sus abis virmis mo te consupplis fica; Cuperfecum hor ademule ritiam sedicultu merid cultis. Ut anum sidemperit.

Region of Queens Municipality
249 White Point Road
Liverpool, NS B0T 1K0

902-354-5741/5742 | 1-800-655-5741
902-354-7473 regionofqueens.com
info@regionofqueens.com



Queens Coast
Seek nature's rewards

Jenny Rockett
Director of Economic Development
Region of Queens Municipality

249 White Point Road
Liverpool, NS B0T 1K0
902.354.5741
902.350.2104
jrockett@regionofqueens.com
regionofqueens.com



Jenny Rockett
Director of Economic Development
Region of Queens Municipality

249 White Point Road
Liverpool, NS B0T 1K0
902.354.5741
902.350.2104
jrockett@regionofqueens.com
regionofqueens.com

SIGNAGE





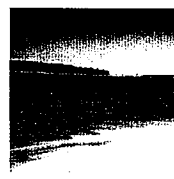
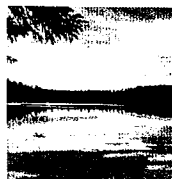
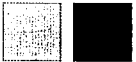
Queens Coast

Where beauty flows


With this concept, we wanted to explore the way different elements interact with one another to create a beautiful community. The logo itself features both the breathtaking landscapes and beaches of Queens County, united underneath warm and inviting sunlight. Throughout, we've used smooth lines to conjure the image of flowing water and we've used pastel colours that speak to the friendliness of the people.

This tagline references the natural wonder that is in abundance throughout Queens County, while giving additional focus to the beauty that flows along its coast.

COLOUR INSPIRATION



STATIONERY


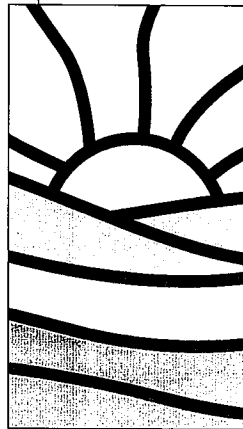


Queens Coast
Where beauty flows

Region of Queens Municipality
249 White Point Road, P.O. Box 1264, Liverpool, NS, B0T 1K0

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P: 902-354-5741/5742 | E: info@regionofqueens.com
F: 902-354-7473 | regionofqueens.com
Toll Free: 1-800-655-5741



Queens Coast
Where beauty flows

Jenny Rockett
Director of Economic Development
Region of Queens Municipality

249 White Point Road
Liverpool, NS B0T 1K0
t: 902.354.5741 m: 902.350.2104
jrockett@regionofqueens.com

regionofqueens.com

SIGNAGE



SUMMARY: QUEENS COAST



ALTERNATE NAMES

SOUTHCREST SHORE

Representing a more significant departure, this name still references much of what sets Queens County apart. The name itself references the region's South Shore location, while incorporating "crest" as both a nod to the crest of a wave that might be seen at a local beach, and a reference to a royal crest.

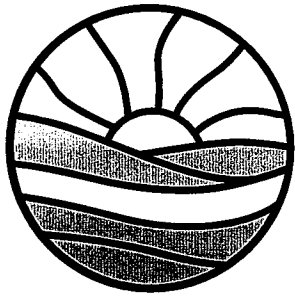


Southcrest Shore

Seek nature's rewards

MONARCH SHORES

With this option, we wanted to more dramatically evolve the region's name. This name still references the scenic beaches and coast in Queens County, while "Monarch" refers to the exploration and discovery of nature (the monarch is a species of butterfly that can be found in Kejimikujik) while providing royal connotations as well.



Monarch Shores

Where beauty flows

QUEENS COUNTY

Of course, it remains an option to use the more familiar Queens County as your outward-facing brand name. This is a more modest change from Region of Queens Municipality. And although the name doesn't help those unfamiliar with the area understand where it is or what it offers, it is shorter, simpler and embraces the name most commonly used by residents.

SUMMARY: QUEENS COUNTY

**Queens
County**
JOURNEY INTO MAJESTY



**Queens
County**
Seek nature's rewards



**Queens
County**
Seek nature's rewards



**Queens
County**
Where beauty flows

SUMMARY



THANK YOU



MPAL REVIEW
(MUNICIPAL PHYSICAL ACTIVITY LEADERSHIP)

& REC. DEPT. UPDATE

RECREATION & HEALTHY COMMUNITIES DEPARTMENT STAFFING OVERVIEW

Director of Recreation & Healthy Communities + QPEC Meaghan Roberts

Physical Activity Coordinator (MPAL) Norm Amirault

**Administrative Assistance for the Departments of
Recreation, Healthy Communities & Economic Development Dana Henley**

AQUATICS: ATTENDANCE

MILTON CENTENNIAL POOL

Swimming Lesson Attendance (5yrs)

	2015	2016	2017	2018	2019
Session 1: AM	23	38	34	18	32
PM	11	18	20	15	15
Session 2: AM	33	38	43	22	23
PM	9	12	11	14	12
Session 3: AM	27	50	41	26	25
PM	21	4	15	18	7
Session 4: AM	28	45	28	21	32
PM	19	29	10	18	10
TOTAL	171	234	202	152	156
REGISTRATION					

Swim Attendance (3yrs)

	2017	2018	2019
Public Swim	1106*	794*	444
Evening/Family Swim	809*	221	66
Lane Swim	Not Offered	12	Not Offered
AquaFit	Not Offered	4	Not Offered

* Swim grant funded, no cost to participants

Milton Dambusters Swim Team uses the Milton Centennial Pool for Swim Team practice 2hrs/day Monday to Friday for 7 weeks at no charge.

AQUATICS: ATTENDANCE

NORTH QUEENS AQUATIC CENTRE

Swimming Lesson Attendance (5yrs)

	2015	2016	2017	2018	2019
Session 1:	9	21	13	20	31
Session 2:	12	23	19	17	19
Session 3:	14	16	13	14	24
Session 4:	13	8	---	---	---
TOTAL	48	68	45	51	74
REGISTRATION					

Swim Attendance (3yrs)

	2017	2018	2019
Public Swim	No data	463*	429
Evening/Family Swim	No data	3	Not offered
Lane Swim	Not offered	Not offered	Not Offered
Aquafit	70 16 classes	Not offered	Not offered

* Swim grant funded, no cost participants

AQUATICS: UPGRADES

MILTON CENTENNIAL POOL:

Age 52 years

Year	Upgrade
2015	• Pool Pump Replacement
2016	• Pool Liner Replacement
2017	• Filter Sand Replacement • Winter/Safety Cover Replacement
2018	• Skimmer Replaced • Pool Deck Excavated and Water Lines from Pool to Pump Room Replaced
2019	• Chlorinator • Sand Filter Repair • Pool Pump Repair • Domestic Well Pump Repair

North Queens Aquatic Centre:

Age 22 years

Year	Upgrade
2012	• Sink Hole Repairs – Deep End
2017	• Pump #1 Replaced • Filter Sand Replaced
2018	• Sand Filter Repairs
2019	• Pool Liner Replaced • Chlorinator Repair • Electrical Repair • Domestic Water Filter Replaced

AQUATICS: STAFFING

MILTON CENTENNIAL POOL

1 Supervisor/Instructor

9.5 weeks at 35hrs/week

Required Qualifications:

Current National Lifeguard Service Certification

Current Water Safety Instructor Certification

WHIMIS Certification

3 Instructors

9 weeks at 35hrs/week

Required Qualifications:

Current National Lifeguard Service Certification

Current Water Safety Instructor Certification

WHIMIS Certification

Ancillary Staff:

Director of Recreation & Healthy Communities, Administrative

Assistant, Aquatic Coordinator, Grounds Crew

NORTH QUEENS AQUATIC CENTRE

1 Supervisor/Instructor

8.5 weeks up to 35hrs/week

Required Qualifications:

Current National Lifeguard Service Certification

Current Water Safety Instructor Certification

WHIMIS Certification

2 Instructors

8.5 weeks up to 35hrs/week

Required Qualifications:

Current National Lifeguard Service Certification

Current Water Safety Instructor Certification

WHIMIS Certification

2018 and 2019 seasons NQAC was opened by Recreation Department Staff and Grounds Crew Staff due to unavailability of aquatics staff.

Ancillary Staff:

Director of Recreation & Healthy Communities, Administrative

Assistant, Aquatic Coordinator, Grounds Crew

AQUATICS: STAFFING

AQUATICS COORDINATOR

12.5 weeks at 35hrs/week

Required Qualifications:

Current National Lifeguard Service Certification

Current Water Safety Instructor Certification

WHIMIS Certification

General Duties

- Accountable to the Director of Recreation and Healthy Communities the Aquatics Coordinator is responsible for overseeing all aquatic staff including supervision, mentoring and support, scheduling and evaluating.
- Opens and closes both pools at the start of the season and end of season, including minor maintenance, cleaning, chemical balancing and season wind-up.
- Ensures chemical balances, inventories and maintenance is performed as required.

INFRASTRUCTURE

BEACH VOLLEYBALL COURT

Actual Cost: \$6,000

Preliminary Estimated Cost: \$7,388 + HST

Activity to Date: Tournaments
Weekly Recreation League

Season: Spring to Early Fall

This will become an annual budget item for general maintenance, sand and equipment replacement.

Sheila Apostolofski and Sean Maguire are community volunteers at the Beach Volleyball Court.

INFRASTRUCTURE

UPGRADES TO COBB PARK

Cost: \$3,500

RQM Works Department completed repairs to the play structure, including re-painting, slide repair and the placement of additional sand.

Repairs were made to the play structure rather than to potentially incur a cost of \$25,000+ to replace what is currently on site.

INFRASTRUCTURE

DEVELOPMENT OF ANNIVERSARY TRAIL EXTENSION

INITIATIVE: To connect the Trestle Trail to the main trail system in Pine Grove Park.

WORK COMPLETED: The connection was completed in 2016 to coincide with the 20th anniversary of RQM amalgamation. Funded by the Pine Grove endowment given by Resolute Forest Products. Work done by the Engineering and Public Works Department.

EVALUATION: Very favourable based on usage and feedback. Has become very popular for walkers, runners, and potentially for active transportation.

DEVELOPMENT OF RAIL TRAIL

INITIATIVE: To improve the trail along the abandoned railway line between Main Street and West Street.

WORK COMPLETED: MPAL applied for a “Walkabout” grant from the NS Heart and Stroke Foundation in 2017 to support the work. Purpose of grant was to cut back foliage from trail, resurface a portion of it and erect signage at road crossings.

EVALUATION: Generally favourable based on feedback, although signage has been consistently vandalized.

SURE YOU CAN INITIATIVE

INITIATIVE: Universal program to encourage self-directed activity.

HOW IT WORKS: Residents will be “caught in the act” of physical activity and rewarded with “Sure you Can” branded materials, with their picture(s) placed on social media.

INTENDED OUTCOME: That this will be motivational for others.

STAFF INVOLVEMENT:

Admin. Assistant - Design work.

MPAL - Order prizes, promote program, recruit volunteer spotters (needed).

COMMUNITY INVOLVEMENT: Spotters and encourage others to be physically active.

PLAYBOX INITIATIVE

INITIATIVE: Playbox idea was “borrowed” from the Town of Kentville. Play items are placed in the boxes for the free use of residents and visitors. Boxes are located year-round near the Mersey Skatepark and seasonally at Harmony Park. Plan to expand the program to other Municipally owned properties next year and beyond.

HOW IT WORKS: Boxes are ordered and promotional & informational decals placed on them. Region staff monitor them and replace damaged or missing items.

INTENDED OUTCOMES: Encourage use of facilities or spaces, remove barrier of cost by providing equipment, and to promote active living, community pride, and free play.

STAFF INVOLVEMENT:

Admin. Assistant – Design work, budget tracking, purchase orders.

MPAL – Researched idea and appropriate boxes, ordered boxes, order equipment, inventory equipment, removal and replacement of damaged equipment, removal of garbage from box, promote program.

Grounds Crew– Consult on appropriate boxes, build box, install decals, place box, regular checks.

Rec. Dept.– Regular meetings to discuss program, equipment purchases.

EVALUATION: Issues consistent with what other communities noted during research phase.

GRANTS OVERVIEW

GRANT NAME: AMA Wellness Grant (internal)

INITIATIVE: To organize a series of wellness activities for staff.

HOW IT WORKED: Four sessions were organized in November and December of 2018 – a Healthy Smoothie Challenge, a stretching session, a healthy eating workshop, and a mindfulness session.

STAFF INVOLVEMENT:

Admin. Assistant – Budget Tracking, purchase orders.

MPAL – Prepare and submit grant, organization of sessions, participation in sessions, prepare final report and evaluation.

QPEC Staff – Lead group fitness classes at RQM Administration Building.

EVALUATION: Participation by a consistent group of RQM Staff.



GRANTS OVERVIEW

GRANT NAME: Trailblazers program - NQCS

INITIATIVE: Outdoor experiential program for students grades 5 – 9.

HOW IT WORKED: An eight week session was offered in the fall of 2018. The “After The Bell” grant funded 100%. 19 Participants.

STAFF INVOLVEMENT:

Admin. Assistant – Budget Tracking, purchase orders.

MPAL – Prepare and submit grant, hire instructors, visiting program occasionally, liaising and problem-solving, processing time sheets, prepare a final report and evaluation.

Community Involvement– Two program leaders in NQ led program under direction of MPAL.

EVALUATION: Very successful. All spaces in program filled quickly, and we could have had many more participants.

GRANTS OVERVIEW

GRANT NAME: SQMS females only after school program

INITIATIVE: Outdoor experiential program and activity sampling program for female students grades 6 – 9.

HOW IT WORKED: An eight month session was offered during the 2018 - 2019 school year. The “After The Bell” grant funded it 100%. 18 Participants.

STAFF INVOLVEMENT:

Admin. Assistant – Budget tracking, purchase orders.

MPAL – Prepare and submit grant, hire instructor, visiting program and transportation of participants occasionally, liaising and problem-solving, prepare a final report and evaluation.

Community Involvement– Program leader in SQ led program under direction of MPAL.

EVALUATION: Very successful. All spaces in program filled quickly, and we could have had many more participants.

GRANTS OVERVIEW

GRANT NAME: ParticipACTION Community Grant

INITIATIVE: To help with the costs of our bike exchange and Council Bike Ride as part of National Health and Fitness Day.

HOW IT WORKED: Bike exchanges in Liverpool and Caledonia, Council Bike Ride in Liverpool led by Councillor Fancy.

STAFF INVOLVEMENT:

Admin. Assistant – Budget Tracking, purchase orders.

MPAL – Prepare and submit grant, arrange venues, organize bike maintenance, promote events and final grant submission and evaluation.

Grounds Crew – Transport bikes to/from RQM to retro-fit and to Caledonia exchange.

EVALUATION: Bike exchange was modestly successful, but no one attended the bike ride.

GRANTS OVERVIEW

GRANT NAME: “Hockey for All” Program

INITIATIVE: To organize a hockey program for elementary aged students not enrolled in organized hockey.

HOW IT WORKED: School staff at Dr. JC Wickwire Academy and NQ Community School would identify students, Queens County Transit would transport the children, and the grant and equipment loan program at QPEC would provide the gear required.

EVALUATION: While there was interest from both schools, we ran into some unexpected delays and program never came to fruition due to grant timelines.

GRANTS OVERVIEW

GRANT NAME: Active Communities Grant

INITIATIVE: To offer free public swims throughout the summer of 2019 at the Milton Centennial Pool and North Queens Aquatic Centre.

HOW IT WORKED: A grant application to the new provincial Active Communities Fund was submitted in early June, but no response was received during the time the pools were open.

EVALUATION: None, but public swim numbers in Milton dropped dramatically from 2018 (794) when they were free to 444 in 2019 when they were not. Numbers in North Queens remained essentially the same - 463 in 2018 to 429 in 2019.

PHYSICAL ACTIVITY STRATEGY BACKGROUND

- Staffing for the MPAL position included Meaghan Roberts from October 2008 – June of 2011 when the position was eliminated.
- Program reinstated September of 2016, and filled by Diana Johnson until September of 2017.
- Current MPAL Norm Amirault from November 2017 – present.
- Term position until September of 2021.
- MPAL staff principles include:
 1. Cooperation with other municipal staff to use the plan to identify expected actions from other Departments;
 2. Priority is on physical activity outcomes;
 3. Duties should reflect the diversity of the Plan requiring multiple actions covering policy and program development, public awareness and social and built environments; and
 4. MPAL is expected to participate in regional physical activity teams and projects.

PHYSICAL ACTIVITY STRATEGY RE-WRITE

Our current Physical Activity Strategy was written between October 2008 and December of 2009, and must be updated.

The Physical Activity Strategy will be based on the following new principles;

- Equity
- Partnerships
- Community Involvement
- Sustainability
- Comprehensive
- Whole Population reach
- Evidence-informed and effective
- Tailored to community
- Includes the whole of municipal government
- Builds capacity
- Focuses on populations that are inactive or sedentary
- Focus on female population across the lifespan
- Walking and biking as part of daily living

PHYSICAL ACTIVITY STRATEGY RE-WRITE

Process to date has included two calls for proposals for consultants, after which Frank Gallant/Peak Experiences Consulting was selected.

Steering committee formed, which included citizens Celeste Johnston, Mya Uhlman, Lindsey Reinhart, Hubert Rodden, Taryn Jollimore, Tara Smith, and Stacy Thorburn as well as Councillors Fancy and Fiske, Director Meaghan Roberts and Debby Smith of CCH.

The Steering Committee has met three times, and we have had five public meetings in the following communities;

- Caledonia - September 23rd - (17 attending)
- Liverpool - October 1st - (7 attending)
- Port Medway - October 3rd - (0 attending)
- Port Mouton – October 8th - (0 attending)
- Greenfield – October 9th - (9 attending)

PHYSICAL ACTIVITY STRATEGY RE-WRITE

Meetings have consisted of a series of questions, then a prioritization exercise where attendees suggest areas to focus on by the Region.

Consultant led the first session, then the MPAL conducted the remaining sessions.

Some recurring themes from the meetings included;

- Supporting existing recreational facilities
- Supporting the work of volunteers
- Developing new recreational facilities;
such as trails
- Increased promotion of existing opportunities
- Schools as hubs of physical activity
- More partnerships
- Encouraging social connectivity

Some stakeholder consultation remains, which will be done as staff prepare a first draft Council's review in December.

Project cost is \$ 7,492.00 plus HST for consultant/hall rentals/incidentals, of which \$ 2,526.00 has been funded by the Province.

TRAIL SIGNAGE

INITIATIVE: Implement a consistent and cohesive signage program for Region trails.

HOW IT WORKS: Starting with Pine Grove, signage will be designed that will indicate the length of the trail, approximate number of steps, plus a small description of each.

INTENDED OUTCOMES: Encourage trail usage and physical activity, public education, active transportation, and Tourism.

STAFF INVOLVEMENT:

Admin. Assistant – Design of Signage.

MPAL – Measuring trail distances, and liaising with other Departments – Engineering and Planning as required.

COMMUNITY PARTNERSHIPS, WORKSHOPS & TRAINING, ETC.

COMMUNITY PARTNERSHIPS

COMMUNITY WORKSHOPS & TRAINING

MPAL REQUIRED MEETINGS/ TRAINING & PROMOTIONS

- | | | |
|--|---|--|
| • Interagency Meetings | • Nordic Pole Walking | • South Shore Active Communities |
| • Recreation Associations | • Food Handlers | • PA Practitioner Exchanges |
| • Sport Organizations | • Skateboarding Skills | • SS/Valley Rec. Directors |
| • Queens Community Health Board | • “Home Alone” Program | • Recreation NS |
| • Queens County Seniors Safety Association | • “What Does Being Healthy Mean to You” | • L/Q Rec. Directors/ Coordinators Association |
| • Queens Day Care – Outdoor Play Modules | • Intro to Pickleball | • Social Media – Facebook/Twitter |
| • Schools | • Babysitting Course | • “Fitness at Five” QCCR Report |
| • Queens County Transit | • Photography | • Recreation Report – SS Breaker |
| | • Outdoor Skills | • Recreation Brochure – March Break & Summer |
| | • Cycling Leader | • SS Connect Administrator |
| | • Bicycle Maintenance | |

COMMUNITY SUPPORTS

POLICY 41: ADMINISTRATIVE ASSISTANCE TO COMMUNITY ORGANIZATIONS

Policy 41 provides Queens County organizations with administrative assistance such as photocopying (max. 1000 copies per organization per year); poster design; and ticket, newsletter, brochure and pamphlet production.

	2014	2015	2016	2017	2018
TOTAL	49,833	46,728	47,522	41,157	46,261
COPIES					

Community Volunteer Income Tax Program- Appointment Bookings

HEALTH & WELLNESS INITIATIVES

INITIATIVE: ParticipACTION Community Challenge, National Health and Fitness Days, various dance classes, “Try it on Us” program, Archery Learn and Shoot, Females Athletics Academy, Community Information/Registration Nights, Slappy’s Skateschool, “Stick and Puck”.

LOCATION: Throughout Queens.

INTENDED OUTCOMES: Wellness , specialized skill development, support to community groups, utilization of Mersey Skatepark and Queens Place.

STAFF INVOLVEMENT: Organization and promotion of all.

EVALUATION: Very mixed results. With more planning and community buy in we could maximize the ParticipACTION Challenge.

WALKING INITIATIVES

INITIATIVE: Winter Snowshoe Trail Walks, Lobster Crawls, Queens Walks and Queens Walks 2.0.

LOCATION: In all areas of Queens.

INTENDED OUTCOMES: Promote year-round walking, social connectivity, and exploration and sharing of places to walk in Queens.

STAFF INVOLVEMENT:

Admin. Assistant – Design of Signage.

MPAL – Generate program ideas, Identify locations, recruit leaders, liaise with Planning Department to develop maps, promote, attend, and evaluate.

EVALUATION: Well received on Facebook/social media but numbers – especially for the Queens Walks programs – were not very large.

COMMUNITY INVESTMENT FUND APPROVALS

ORGANIZATION	DATE OF COUNCIL/ CAO APPROVAL	AMOUNT APPROVED	PROJECT
Eventide Festival	March 26, 2019 – Council	\$1,000.00	Operating Investment Fund Grant
Friends of Hank Snow Society	March 26, 2019 – Council	\$10,000.00	Operating Investment Fund Grant
North Queens Board of Trade	March 26, 2019 – Council	\$3,610.00	Operating Investment Fund Grant
Privateer Days	March 26, 2019 – Council	\$10,000.00	Operating Investment Fund Grant
Queens County Blades	March 26, 2019 – Council	\$5,000.00	Operating Investment Fund Grant
Queens County Fair Association	March 26, 2019 – Council	\$10,000.00	Operating Investment Fund Grant
Queens County Museum	March 26, 2019 – Council	\$5,000.00	Operating Investment Fund Grant
Milton Heritage Society	March 26, 2019 – CAO	\$750.00	Operating Investment Fund Grant
Liverpool Lady Cougars	April 24, 2019 - CAO	\$500.00	Tournament Assistance Fund – Hot on the Ice Tournament

COMMUNITY INVESTMENT FUND APPROVALS

ORGANIZATION	DATE OF COUNCIL/ CAO APPROVAL	AMOUNT APPROVED	PROJECT
Milton Community Association	May 7, 2019 – CAO	\$500.00	Special Events Investment Fund Grant – Canada Day Celebrations
Liverpool Junior Hockey Association	May 14, 2019 – Council	\$8,000.00	Operating Investment Fund Grant
Queens Community Dog Park Association <i>(repealed)</i>	May 14, 2019 – Council October 8, 2019 - Council	\$10,824.50	Capital Investment Fund Grant – New Dog Park
Brookfield Mines Trail Association	May 14, 2019 – Council	\$41,662.48	Capital Investment Fund Grant – Rehabilitation of 10kms of rail line and two warming huts
Liverpool Baseball Club	May 14, 2019 – Council	\$4,526.25	Capital Investment Fund Grant – Club House Repairs/Upgrades
Liverpool Ukulele Ceilidh	May 14, 2019 – Council	\$2,095.00	Event Investment Fund Grant
Cosmic Cheer Athletics Society <i>(withdrawn)</i>	May 28, 2019 – CAO July 9, 2019 - Withdrawn	\$1,000.00	Operating Investment Fund Grant – New Program Program did not run

COMMUNITY INVESTMENT FUND APPROVALS

ORGANIZATION	DATE OF COUNCIL/ CAO APPROVAL	AMOUNT APPROVED	PROJECT
Liverpool Curling Club	June 6, 2019 – Council	\$29,964.50	Capital Investment Fund Grant – Roof Replacement
Corbin Anthony	July 26, 2019 - CAO	\$103.50	Training Investment Fund Grant – Bronze Medallion Certification
Lauren Amirault	July 26, 2019 – CAO	\$500.00	Travel Assistance Investment Fund Grant – National Music Festival
Milton Canoe and Camera Club	August 13, 2019 – Council	\$5,110.82	Capital Investment Fund Grant – Landscaping, Canoe Racks, Relocation of Boat House, Docks
Thunder FC	August 20, 2019 – CAO	\$600.00	Travel Assistance Investment Fund Grant – 2 Queens County Athletes to attend Soccer Nova Scotia Provincial Championships
Liverpool Baseball Club	August 28, 2019	\$500.00	Tournament Assistance Investment Fund Grant – U15 A Tier 1 Baseball Provincials

COMMUNITY INVESTMENT FUND APPROVALS

ORGANIZATION	DATE OF COUNCIL/ CAO APPROVAL	AMOUNT APPROVED	PROJECT
Queens County Soccer Club	September 6, 2019	\$800.00	Travel Assistance Investment Fund Grant – Soccer Nova Scotia Provincial Championships <i>Date change due to Hurricane, players unavailable for new dates</i>
<i>(withdrawn)</i>	September 18, 2019		

Total funds approved to-date: \$139,422.55

48 Applications have been received to-date, this includes approved applications, pending applications, ineligible applications, withdrawn applications and incomplete applications.

IN PROGRESS & PLANNED

- Community Investment Fund Policy Revisions
- Physical Activity Strategy Implementation
- Recreation for All Policy
- Policy Review

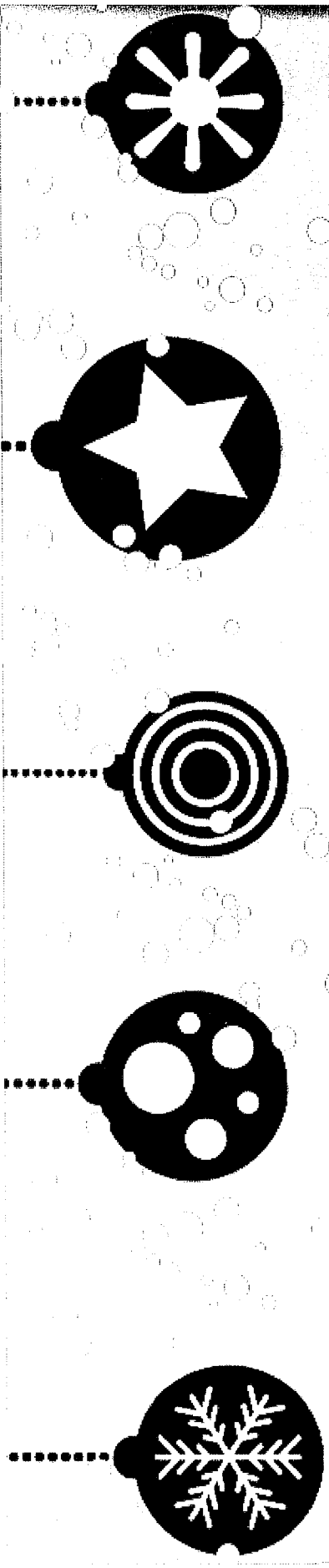
MPAL Moving Forward

Policies - That encourage and support “Recreation for All”
Places - Supporting existing facilities and new development
Partnerships - With a variety of organizations, businesses, individuals, agencies, etc.
People - Affecting change by encouraging people to incorporate movement into their daily routines through walking and social connectivity

To achieve our draft:

Vision Statement – “We move more and together we support individual health and community vibrancy”; and

Mission Statement – “Engage – Support – Inspire”.



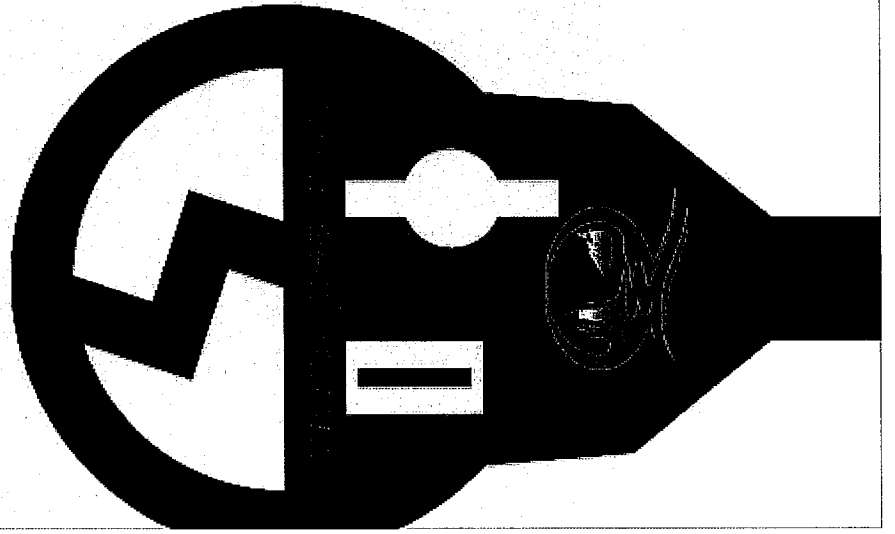
Free Metered Parking in Liverpool, NS

November 27 - December 25

Region of Queens Municipality provides free customer parking at its parking meters for your convenience during the holiday season.

Please remember that parking is enforced in timed parking lots, spaces designated for handicapped persons without the proper permit, and in no parking areas. All of these areas are clearly signed.

**Happy Holidays from
Region of Queens Municipality**





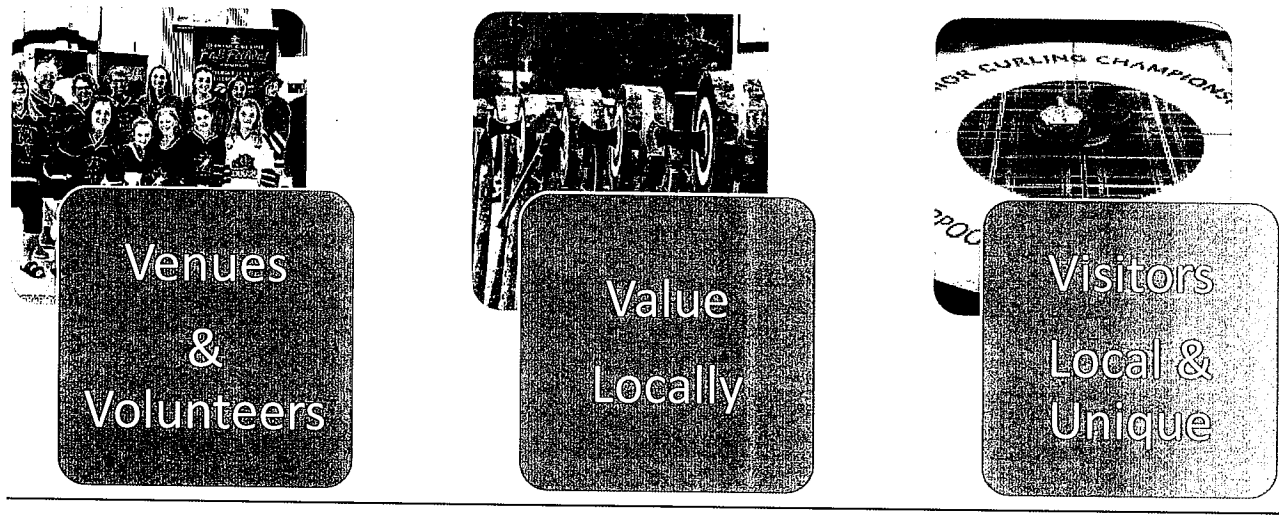
Region of Queens Municipality

Winter Parking and Snow Removal

Motorists are reminded that in accordance with Section 139 of the Motor Vehicle Act, no person shall willfully park or leave standing a vehicle, attended or unattended, on a street or part thereof which interferes or obstructs snow removal during or after a snow storm, or in any way obstructs winter maintenance, i.e. salting. Such vehicles will be towed away at the owners expense.

Further to Section 318 of the Municipal Government Act, snow cannot be deposited on any street or onto public sidewalks. Snow shall be stored on the property being cleared or hauled away and dumped in an approved location.

If you have any questions or require further information, please contact Municipal Bylaw Enforcement at (902) 354-3455 or the Region of Queens Municipality Traffic Authority (902) 354-5721.



Queens Event Strategy
RQM Draft Event Execution Strategy

2019-2022

Queens Event Strategy

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Queens Event Strategy

INTRODUCTION

“Events create a unique energy within the communities we live allowing us to view our home from a new perspective of pride and promise”

One of Region of Queens Municipality’s priorities in 2019-2020 is the development of a comprehensive major events strategy. Strategies are important directional documents that provide the basis for Council to earmark the required funding and staff support multiple years out and provide the public, community organizations, and businesses with our stated intentions to allow these groups to plan for the future incorporating our strategic direction.

The strategy’s overarching objective will be to positively influence economic impacts and social experiences, increase the use of RQM facilities in a responsibly fiscal manner in an effort to attract new visitors and spending to Queens County year round. This will be achieved with a focus on increasing the scope of major event activity and support initiatives for new and existing events that enhance the overall community economically and socially. Efforts to improve reporting criteria, establishing a core of event services, as well capitalizing on the promotional, branding and marketing opportunities from all events that exist will be undertaken and utilized. The goal is to have the strategy implemented beginning in January 2020 with an expectation of the core items being completed by the end of the 2021-22 fiscal year. The outcomes to be derived include positive economic and social impacts within our communities improving cultural, sport, tourism, infrastructure and volunteer opportunities.

In alignment with the framework of the Nova Scotia Events Strategy and with a goal to incorporate the themes of Nova Scotia’s Culture Action Plan, this Event Execution Strategy will define and guide the Region of Queens Municipality and its partners with purpose to ensure **“Our community is recognized as a prime destination for hosting and executing events in Nova Scotia.”**

Our Vision #ItsHappeningHere

Liverpool is recognized as a prime event hosting destination in Nova Scotia!

Our Mission

To provide *exceptional social experiences to local residents and unique visitors that drive economic benefits locally* through the provision of opportunities for sport, culture, arts, community development, and volunteer experiences *supported with required infrastructure and venue capacity.*

Values

We will provide *exceptional service and experiences, be focused on exceptional standards for venue delivery, and be stakeholder driven through continuous improvement reliant on stakeholder feedback.*

In order to realize long term success this strategy must be fluid, allowing for examination frequently and retooling as necessary. This strategy will become the basis for the formation of a new municipal initiative to support events and event development in Queens. The primary method of delivery will be investments in community infrastructure and coordinated planning and execution.

Events act as a catalyst to bring people together. No matter the distance people have come, the experience of a game, event, festival or performance can tie people to a community forever.

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Visitors return home to recount the stories, experiences, feelings and emotions of their visit: to family, friends and colleagues. Meetings, festivals, sport and culture events, tradeshow and conventions of all sizes, being one-offs or frequently held, make up the fabric of what Queens is. Each contributes to our uniqueness.

Events inspire us, they offer us an opportunity to accelerate our potential by encouraging new money and investment in our community, assist in attracting new residents, create sustainable employment and feature our diversity, leave lasting legacies and raise our community profile across the province, country and the world.

Events add to our quality of life in Queens and can provide for us a realization not just of what we aspire to be but what we can or will become.

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Queens Event Strategy

BACKGROUND

“Events can assist in growing our economy and increasing community pride”

Queens County is comprised of 50 unique communities spanning across our 1000 square kilometres geography dotted with rivers, lakes and islands containing 343 kilometres of coastline. We are known for our two large rivers: Mersey at 146 kilometres in length and Medway at 121 kilometres in length, both serving to connect North and South Queens and all communities in between. Queens County is home to nearly 10,500 permanent residents and hundreds of seasonal residents each summer, with the most densely populated areas of Liverpool, Milton, and Brooklyn. While our population has been decreasing over the past 20 years, there is evidence that Queens County’s population is levelling out and experiencing modest growth. This is a positive sign as new families move to the community and will be the key to our future success as our current age demographic shows a median age of 49. More young families are now choosing to live in Queens.

With a competitive tax system throughout the entire municipality, residents benefit from quality infrastructure in Liverpool, Brooklyn, Milton, and Caledonia, five volunteer fire departments, RCMP policing, nearly 200 community groups and organizations developing and maintaining community facilities and offering programs year round, large underutilized waterfront park in Liverpool and fairgrounds in Caledonia, a large cottage country on fresh water lakes, white sand beaches second to none, an artistic and cultural community that spans all areas of Queens and is well-known provincially, as well as a strong mix of accommodations numbering in excess of 300 rooms necessary for the execution of large events.

Despite the absence of an Event Strategy, residents, businesses, organizations, and volunteers in Queens County have led and executed many highly successful events over the past 5 years including: 2019 World Junior Curling Championships, 2014 Canadian Junior Curling Championships, 14 biennial Liverpool International Theatre Festivals, dozens of annual Privateer Days festivals, 29 Hank Snow Country Tributes, 2018 and 2019 Canadian AXE Throwing Championships, Memorial Auto Shows, 133 Queens County Fairs and 9 seasons at Greenfield Raceway, in addition to hundreds of music and cultural events at the historic Astor Theater and countless major championships and events across many disciplines including Liverpool Curling Club, ball fields, and Queens Place Emera Centre.

Communities across Nova Scotia are actively engaged in the events and festival business, varying in levels of commitment and execution based on people, infrastructure, and financial resources.

Tourists spent an estimated \$2.8 billion in Nova Scotia in 2018 with individual tourist numbers exceeding 2.5 million visitors. These visitors along with residents local to Nova Scotia and our surrounding communities attend many of the 550 festivals and events hosted in the province annually. Each visitation provides an opportunity to attract new money and bring people to our communities.

Sport tourism across Canada continues to be a growing innovative sector attracting participants and followers keen on spending money to attend events and have amazing experiences. The Canadian Sport Tourism Alliance estimates the industry now totals approximately \$6.8 billion across Canada annually.

The 2019 World Junior Curling Championships were believed to have contributed \$1,000,000 in GDP economic activity to the province and \$600,000 in Queens County with local economic activity in Liverpool and area of in excess of \$1 million eclipsing the results of the 2014 Canadian Junior Curling Championships. These multi-week events were hosted primarily at Queens Place Emera Centre.

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OUR OPPORTUNITY

“Opportunities are created when great ideas meet challenges”

Liverpool is uniquely positioned as an events hosting hub within the Province of Nova Scotia. Accessible in under 2 hours to a population exceeding 600,000 including regional centers such as Yarmouth, Annapolis Valley and Halifax with timely access to a major transportation hub – Halifax Stanfield International Airport, Region of Queens Municipality features natural outdoor experiences such as white sand beaches, expansive rivers and lakes, forest systems as well prime community waterfront areas. Facility infrastructure is spread throughout the region in various sizes and capacity including our centerpiece Queens Place Emera Centre.

Events strengthen our Region from a health, wellness, and participation perspective. Events act as a catalyst for quality of life and become part of the reason to relocate, work, live and play here in Queens. Events provide a platform with economic and social benefits for our citizens, participants and athletes to fuel a sense of purpose and pride, driving us toward reaching our potential, and acting as incentives for our youth.

It cannot be understated what the exposure of events can bring to a community in both the short and long term. Through television, Livestream, radio, newspaper and social media, community messaging and goodwill can instantly be communicated to a global audience. Opportunities abound through event promotions executed by event rights holders and the community is often the most positive and targeted promotion of Queens and our facilities. Our volunteers' year over year support the message that we are a prime location for hosting within the province.

It is now time to elevate our effort and capitalize on the many successes as a community we have experienced by using this events strategy as a means to leverage our strengths, while maximizing social and economic impacts.

OUR OBJECTIVES

To increase the number of unique visitors to Queens County

(New money, longer stays, greater economic impacts, positive social impacts, lessen burden on municipal taxpayers)

To increase the use of municipal facilities & other event ready venues

(Traditional and non-traditional uses, new investments to enhance facilities as required, user pay events, free events, event creation, recognition of competitive landscape)

To increase the opportunity to grow community engagement

(Growth of volunteer base, enable promoters and investors to drive activity pertaining to social and culture events, increase major event attraction)

To increase the exposure of Queens County

(Attraction of business, new population, promote local infrastructure/assets, promote event facilities: structural and natural, reach global audiences and create positive media coverage)

To increase community collaboration

(Promotion of events to benefit and get buy-in from local business community, drive community pride)

Queens Event Strategy

OUR CHALLENGES

“Challenges are just opportunities disguised as problems”

Every strategy seeks to address and mitigate its challenges or shortcomings in order to provide a more sustainable and relevant product; in this case festivals and events. The following challenges are not exhaustive, but must be acknowledged publicly if we are to overcome them and any potential limitations to success that they might present.

What is our Brand?

In order to be able to attract events, we require name recognition, and that name recognition needs to be simple and easy to remember in order to trigger an emotional attachment. In the past, an ad hoc local business and event group has used the name Events Liverpool, but that group no longer exists. The name is not meant to encompass all of Queens County, but to be understandable and memorable. Therefore Events Liverpool is being proposed. This does not mean that events will not take place outside Liverpool, it is simply an attraction name the same way as Halifax is the brand for Halifax Regional Municipality and not Halifax, Dartmouth, Bedford, Lower Sackville, et cetera or Halifax Regional Municipality. A brand of Events Queens County or Events Liverpool-Queens County are not clear or succinct enough. People from outside Queens County do not relate to Queens County and therefore the use of that wording will nullify the overall brand approach. No Events Liverpool committee is being proposed; it is simply a brand name.

Community and Business Awareness

The value of event hosting, perception of events, and variety of stakeholders in our communities needs to be better communicated and nurtured. From business welcoming and participating in the social aspects of events, to investing in employees and being flexible, these are all areas we must work together to improve upon. Otherwise, the community economic impacts will be minimal and lead to disenfranchisement of the business community and non-support for future events.

Aging Population

The aging population in Queens County is playing a role in our capacity to attract event bidders, investors, organizers, users and ticket buyers, and in execution of large events. We must move the needle, to encourage and inject a new level of youthful volunteerism when it fits, and leverage continued volunteers to execute events. Our demographics offer an opportunity to tailor event attraction regionally to satisfy Queens's residents or a renewed effort to shift the focus and inject more youthful activity from away.

Disengagement from Residents and Businesses

There is no cohesive effort in the understanding of who, what, when, where and how major events should be sought out and the financial implications. Residents and business think the municipality in some cases should hire people to do these events at whatever the cost of organizing and implementing. Unfortunately, the cost of doing so is tremendous and we must find a balance of sustainable cost and the public's expectation of fiscal responsibility. Will event acquisition or development on a major scale be strictly shoulder season or year round, and who should it benefit? And where does the Municipality draw the line in trying to motivate a private business in ways to run its operations?

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Learning Curve has been Steep

To measure and understand the execution and results of events hosted in Queens County will be critical to future knowledge and costs of doing so. To be competitive from a hosting cost, services, and facility perspective, we need to understand what our cost drivers are and where we can reduce costs and increase sales. We must clearly understand our place in the festival and event marketplace.

Limiting our Potential without Change

Are we ready to move forward in a confident and realistic manner so we can realize our full potential? Or are we timid and wish to take a more incremental and slow pace and pass up risky ventures and opportunities? As a regional municipality should we actively lead the effort for marketing major event activity, seeking investors, providing potential bids, and responsibly financing major events? If so, we must reduce some of the current staff workload requirements and re-focus our energies on this strategy and eliminate or contract out some existing service or program provisions at an additional cost to taxpayers. When we have made this commitment, and only then, will we establish our region as a prime event execution destination in Nova Scotia.

Major Event Infrastructure is Limited

Currently, our only location with major event infrastructure in place is at Queens Place Emera Centre based on facilities at expected 2019 standards, access to accommodations, indoor facilities including washrooms, ability to gate an event and restrict access, community acceptability, nearby amenities such as food, gas services and medical facilities, sufficient parking, as well as a large pool of volunteers. Queens County Fairgrounds, South Shore Regional Airport, and Privateer Park all have components of what is required to host major events, but none have the total package and each would require significant facility investments or in some cases require mitigation strategies as some components are not possible.

Support is required throughout Queens

While many of the major events will be required to be held in Liverpool, it is imperative that support for such events come from throughout Queens County: east, west, north, south and central. In order to facilitate the opportunities for investment and success, infrastructure is required to be centralized in order to maximize access to the most people which is in the core area of Liverpool. However; without the support of people from outside the core area as well, major events will not be possible without significant subsidization. Therefore, it is important that we continue to support and invest in smaller communities with our Community Investment Fund with facility development for recreational and cultural development so these communities can continue to host smaller community events and see the benefits of centralizing and supporting major events.

One Taxpayer

In many counties, there are multiple municipalities that can cooperate to support major infrastructure and the hosting of major events by each contributing to lessen the burden on any one municipality. We do not have that luxury in Queens and therefore we must fully fund each event unitarily. For instance, Lunenburg County has 5 municipalities, Yarmouth County has 3, and Colchester County has 4 governments. All are competitors with us for hosting major events.

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THE STRATEGY!

“Strategy is the dream of what can be! Without a strategy, a plan will take you anywhere”

The value in any strategy is contained within the actual strategy directives and their future impact on the community. The following strategies are believed to provide the most value in terms of both economic development and community support that are achievable and relevant throughout Queens. Strategies are not operational plans, but just that: strategies. If support is received for the strategy, then more detailed plans will need to be created and operationalized for implementation and action.

Make use of CIF

Continue to promote and budget for event execution in the event stream of Community Investment Fund (CIF) to maximize opportunities both small and large event infrastructure throughout Queens County.

Rent Queens Place Emera Centre over the Option of Hosting Events

With hosting events comes significant financial risk and in order to lessen the financial burden to taxpayers in Queens, Queens Place Emera Centre should be promoted for rent and the municipality should no longer host major concert or other events solely at its own cost or risk. Hosting events has become very competitive with numerous facilities in Nova Scotia now in the market and Queens without an alternate revenue source to subsidize events can no longer compete financially without substantial subsidization.

Continue to Seek out Unique High Profile Events for Queens

While the hosting of large concert events is no longer being recommended, we must continue to seek out and support large events throughout Queens where facilities exist and required infrastructure is in place, or can be put in place as part of the event budget, to continue to provide opportunities for local residents to experience unique Canadian and world class events while attracting visitors from across Canada and around the world. The Municipality will simply act as renter, facilitator and not a host.

Creation of an Infrastructure Legacy Fund

All future events held at Queens Place Emera Centre hosted by the Municipality or rented to external users, shall require up to 20% of any surplus after expenses transferred into a reserve for future upgrades and improvements at the facility. This will decrease the annual operating revenues of the facility each year.

Work in Cooperation with Astor Theatre

Often, Astor Theater, Liverpool, hosts musical events that could be seen as being in competition with other venues throughout Queens. Currently, discussions take place between event planners, but there is no formal decision making mechanism for competing interests. By no longer hosting large concerts at Queens Place Emera Centre, the municipality will end this competitive process.

Joint Infrastructure Investments

Convene meetings with festival and event organizers to determine if there are opportunities for investment in joint infrastructure that would benefit multiple partners and reduce operating costs to help

Queens Event Strategy

make events more sustainable. The purchase of any infrastructure would be expected to be jointly funded from all partners with the municipal contribution no more than 50%.

More Support for Smaller Community-based Festivals

Many communities throughout Queens hold their own smaller one day or weekend community events or festivals with little to no municipal financial or other support. Opportunities to support and enhance these festivals and events with municipal advice and recommendations should be explored. As we transition away from being the organizer of events, we need to consider increasing support for other events such as Canada Day in Milton and Caledonia. In the case of Liverpool an alternative may include an evening waterfront activity for Canada Day in Liverpool including music and fireworks at a manageable cost.

Accommodations Marketing Levy

Many communities now are implementing marketing levies on room nights sold to tourists and accommodation users to help pay for municipal infrastructure to attract festivals and events which seek to lure these individuals to their community. As festivals and events in Queens are known to provide limited economic benefit to accommodations in Queens, a levy is not being pursued at this time. Therefore, local residents will be expected to continue to contribute towards festivals, events, and infrastructure through tax rates and at the gate, while visitors will only pay at the gate.

Privateer Park Sound Stage

As part of the re-development of the Liverpool Waterfront, there are proposed plans to develop a sound stage as part of the one cornerstone building on the property. To make this possible operationally and to continue with our desire to support the long-term sustainability of the Astor Theatre and other community organizations, an operational agreement with an external group like Astor Theatre Society or similar group for the management and operation of this facility should be considered.

Development of a Welcome Passport Program for Businesses

The Municipality should prepare a year round passport with interested businesses to be provided to event participants that provide discounts or special offers to passport holders. The Passport would be designed and printed at the cost of the Municipality with the participating businesses offering the deals and incentives. One passport for all of Queens would be the most effective. This project could be facilitated by South Queens Chamber of Commerce and North Queens Board of Trade.

Development of Resources for an Event Friendly Community

When major events take place throughout Queens, some businesses are actively engaged and other are not. There is an apparent disconnect for some businesses about how large events will generate business for their establishment, especially in non-traditional commercial operations outside food and accommodations. Therefore, resources need to be developed to educate and inform our businesses and community members what they can do to support large events and maximize impacts for the community both financially and socially.

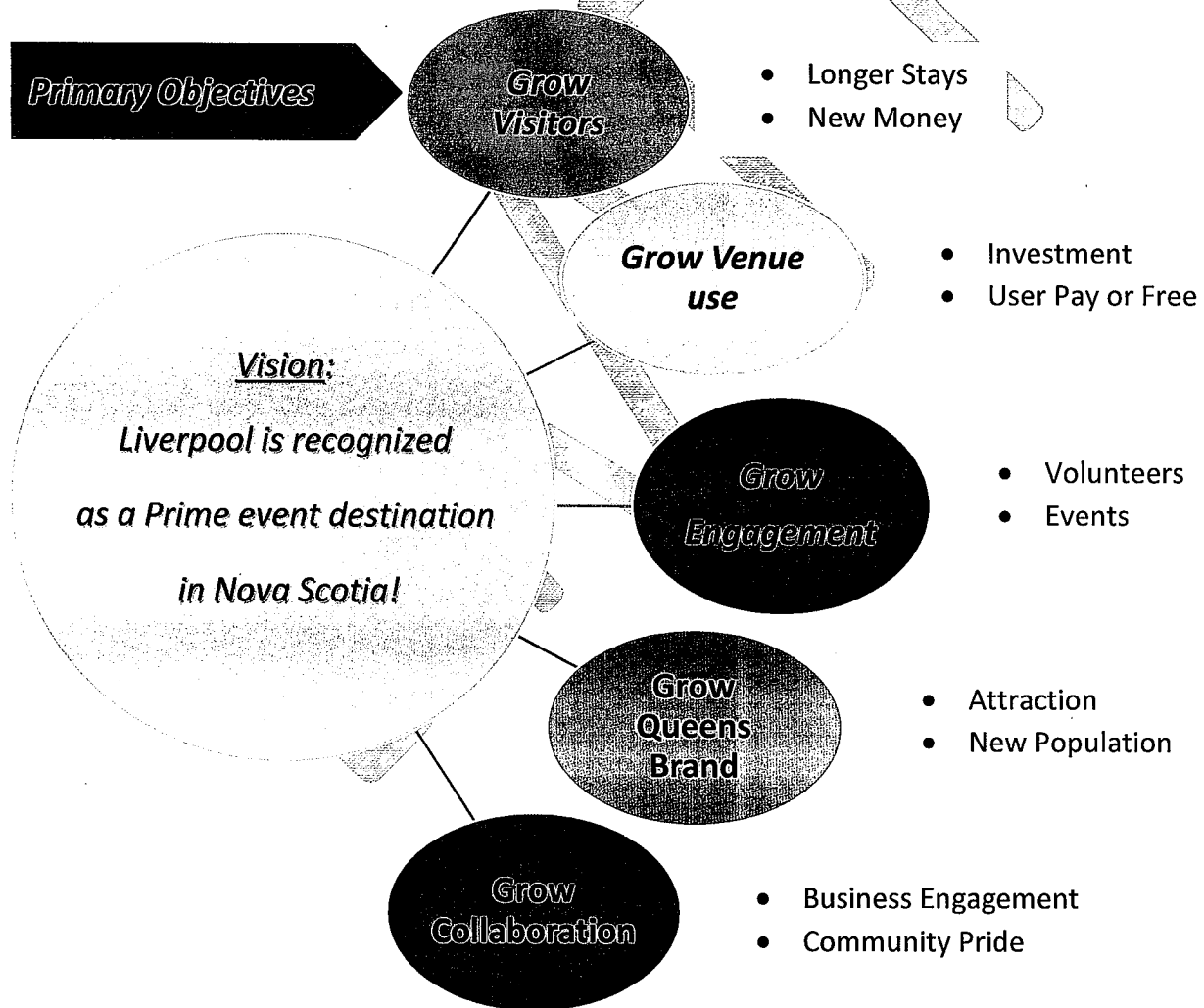
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Creation of a Special Event Advisory Committee

In order to advance many of the initiatives in this strategy, cooperation needs to increase and in some cases competition needs to increase to strengthen all groups and agencies interested in hosting and marketing major events. Included in this committee needs to be private sector business representation to provide feedback on benefits to the commercial sector and how best to maximize community return on its investment. This Committee would be tasked with carrying out evaluations of all major events.

Strategy Resources

Implementing this strategy will require financial and human resources over the traditional budget currently being provided. These resources would be used for meeting costs, strategy passports and brochures, development and maintenance of databases, asset inventories, pursuit of major events, bid preparations, acquisition of software, training, development of evaluation tools, et cetera. Without a major event organization taking the lead in this strategy, the need for a separate comprehensive brand and website is no longer needed.



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EVENTS LIVERPOOL:

OUR VISION

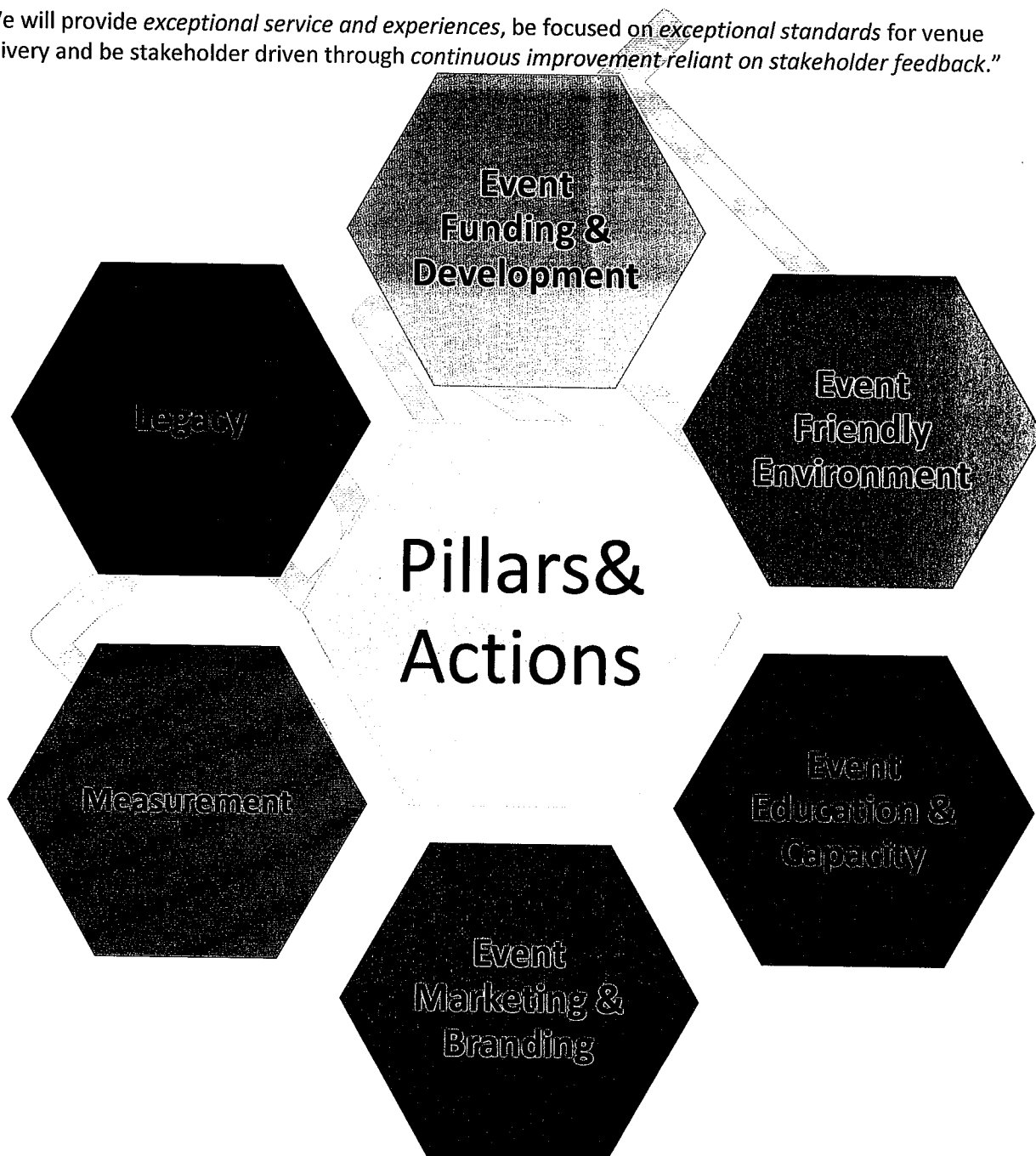
"Liverpool is recognized as a prime event destination in Nova Scotia"

OUR MISSION

"To provide exceptional social experiences to local residents and unique visitors that drive economic benefits locally through the provision of opportunities for sport, culture, arts, community development and volunteer experiences supported with required infrastructure and venue capacity."

OUR VALUES

"We will provide exceptional service and experiences, be focused on exceptional standards for venue delivery and be stakeholder driven through continuous improvement reliant on stakeholder feedback."



Queens Event Strategy

SUMMARY

Events inspire us, they offer us an opportunity to accelerate our potential by encouraging new money and investment in our community, assist in attracting new residents, create sustainable employment and feature our diversity, leave lasting legacies and raise our community profile across the province, country and the world.

In order to realize long term success this strategy must be fluid, allowing for examination frequently and retooling as necessary.

This strategy will become the basis for the formation of a new municipal initiative to support events and event development in Queens.

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Strategy Brief: Queens Event Strategy

Events Liverpool:

- *Vision* – Liverpool is recognized as a prime event destination in Nova Scotia
 - *Mission* – provide exceptional social experiences, drive economic benefits, create opportunity for people & venue use
 - *Values* – provide exceptional service and standards per venue, with continuous improvement stakeholder driven
- Over time develop volunteer registration guidelines
 - Develop *event evaluation* pre and post supported by S.E.A.C.

Objectives:

- *Grow visitors* – Longer stays, new money
- *Grow Venue Use* – Investment, user pay
- *Grow Engagement* – Volunteers, Events
- *Grow Queens Brand* – Attraction, population
- *Grow collaboration* – Engage business, community pride

6 Pillars & Actions:

1. Event Funding & Development

- Implementation of the *CIF*
- Execution of funding for the *EIF*
- Implement ad hoc *Special Events Advisory Committee*
- Identify infrastructure *investments* *CIF/EIF & required*
- Identify events to be *presented by RQM, new event creation*

2. Event Friendly Environment

- Support the development of a *business passport program* by SQCC & NQBT
- *Event education* for business
- Align with new branding, create *event décor* program

3. Event Education & Capacity Building

- Develop *toolkit & template links*
- Compile *inventory of services & assets* across RQM for events

4. Event Marketing & Branding

- Develop a *RQM events message*
- Develop a *destination* to support events and core services
- Create *identifying features* to support messaging
- Develop a *core* marketing initiative
- Create *brand usage & CIF usage* requirements

5. Measurement

- *Event economic evaluation* by *CIF/EIF* reporting requirement plus vendor surveys
- *SEAC* can *poll local business*
- *Measure participation*, volunteer numbers etc.
- *Measure progress* to timelines established to implement

6. Legacy

- *CIF/ EIF legacy* requirements
- Identify *infrastructure legacy*
- Identify *good & equipment legacy*
- Identify *future funding legacy*
- Establish *monetary return* to EIF
- Examine *sport legacy* resulting
- Examine *social legacy* resulting
- Measure *economic spin-offs*
- Assemble *tourism* sector result
- Support *environmental legacy*
- Evaluate *brand & profile legacy* measurement and gathering

Events Liverpool - Terms of Reference

"Liverpool is a prime hosting destination in Nova Scotia"

Introduction

Events Liverpool exists to *assist in the attraction and facilitation* of major events for Queens. Referred in the Queens Event Strategy as a Special Events Advisory Committee, this committee will operate on an ad hoc basis under the direction of the Manager: Events, Promotions & Advertising. Committee membership will consist of assigned municipal staff and selected community professionals. Events Liverpool is the recognized brand of the Queens Event Strategy.

Statement of Purpose

- Seek major events that may be possible for the community to host – year round within the overall capacity to host.
- Act as a group enabling and encouraging potential community investors and promoters to host events. Contribute as a liaison.
- Review the feasibility of major events brought forward by the public.
- Foster a positive environment within the business community and for citizens in regards to major events so as to realize maximum social and economic impacts.
- Assist in the collection of results, feedback and impact measurement of events hosted by the community on an as selected basis.

Membership

Led by the manager Events, Promotions & Advertising the committee will consist of:

- Manager: Events, Promotions & Advertising, Chair.
- Economic Development representative Region of Queens Municipality.
- Chair of the Board, Queens Place Emera Centre (or designate).
- One (1) representative of council.
- Two (2) representatives of the private sector including associations.

From time to time additional external individual resources may be invited to meetings to discuss and contribute or provide expertise and assistance on relevant matters. These invitations will be extended by the Manager: Events, Promotions & Advertising.

There may be requirements from time to time to form sub- committees with external people performing assigned tasks relevant to the broad scope of the SEAC, acting within the Strategy.

This committee will work within a mandate to support and develop opinion, provide advice for consideration as required on event relevant matters.

Meetings & Reporting

The committee will meet a minimum (4) four times annually, (1) once quarterly in line with the fiscal calendar RQM, more often if required. The primary purpose to discuss current, new and potential event opportunities with consideration in supporting the Strategic Objectives of the Queens Event Strategy. Minutes will be kept. Quorum will be a simple majority with decisions limited to advice. The Manager will include in reporting to council updates of the work performed by the SEAC from time to time. There will be no personal monetary considerations for work performed on SEAC.



Objectives: Economic Impacts, Social Impacts, Facility Use



Actions: Report, Event Service Delivery, Promote & Market



Timelines: Start January 2020, Core complete March 2022



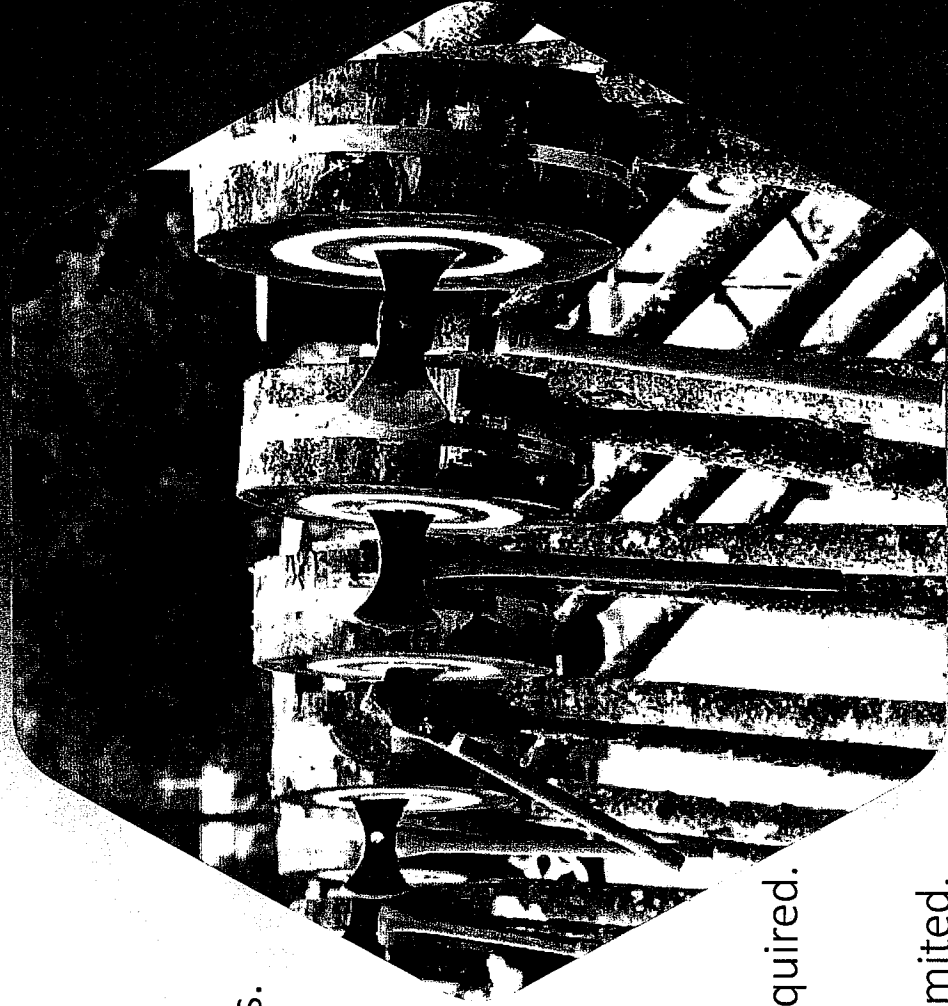
Strategy must be *fluid*, reassessed as often as necessary

Event Impacts:

- Events elevate and inspire people.
- Events create emotional attachments.
- Events act as a catalyst to attract visitors.
- Events bring new money, population.

Challenges:

- Event Brand messaging and delivery.
- Community & Business Engagement.
- Demographics – aging population.
- Disengagement and indifference.
- Learning Curve – financial investment required.
- Limiting our potential to grow.
- Major Event infrastructure readiness is limited.



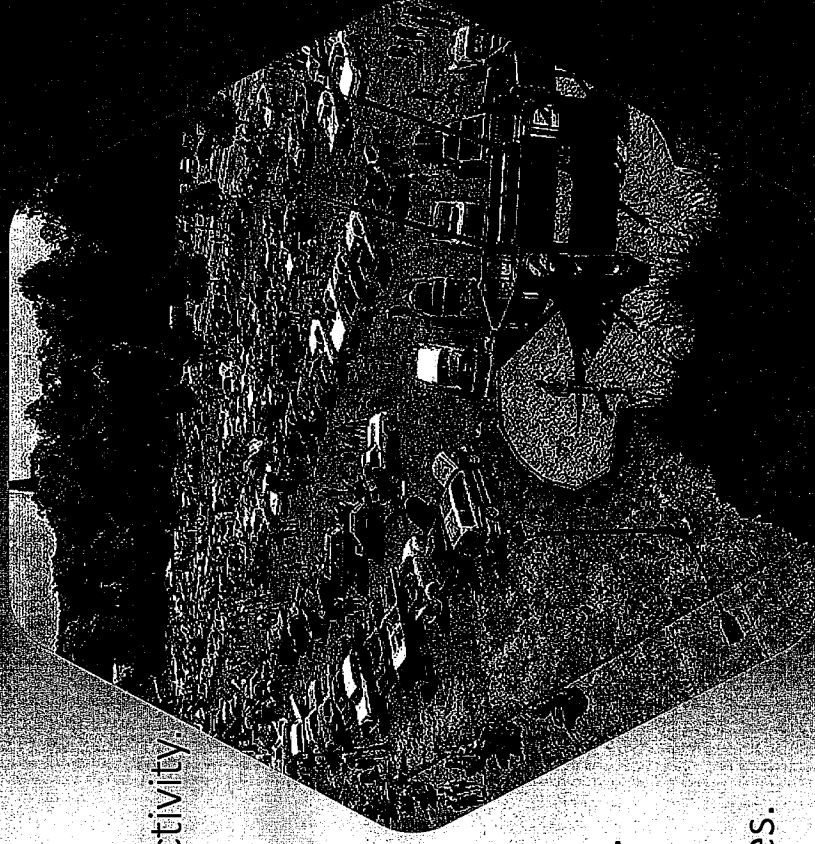
Strategy is a dream of what we can be, without one directionless..

Achievable and Relevant to Queens:

- Continue the Community Investment Fund as is.
- Rent QPEC, RQM no longer hosting major event activity
- Seek high level events for the community to host.

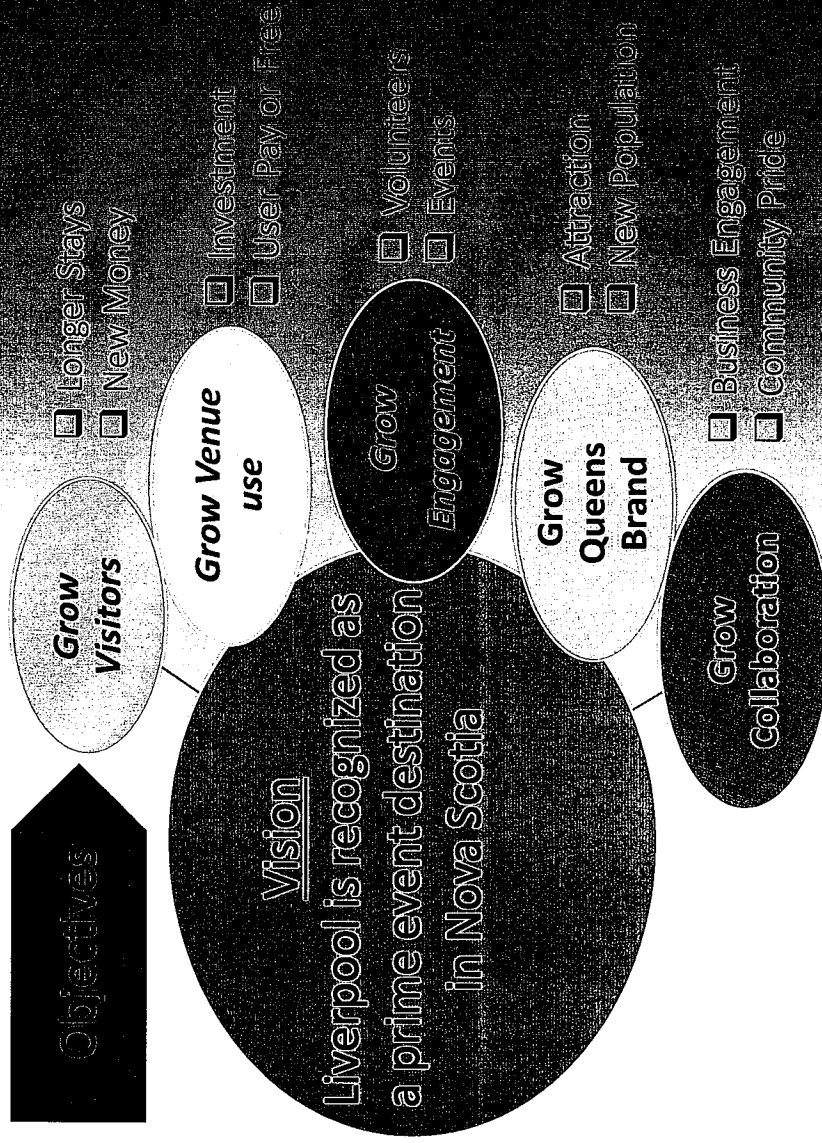
Considerations:

- Partner on infrastructure required for hosting.
- Increase focus outside Liverpool core, increase support and remove duplication.
- Choose not to implement an Accommodation Levy.
- Contract potential new event ideas & services.
- Increase Event awareness & Event Friendly practices.
- Special Event Advisory Committee – collect information & assess.
- Provide resources to move forward – financial & human resources.



Events Liverpool

Queens Event Strategy



#ItsHappeningHere #ItsHappeningNow

Events Liverpool

Queens Event Strategy

Our Vision

“Liverpool is recognized as a prime event destination in Nova Scotia!”

Our Mission

“To provide exceptional social experiences to local residents and unique visitors that drive economic benefits locally through the provision of opportunities for sport, culture, arts, community development and volunteer experiences supported with required infrastructure and venue capacity”

Our Values

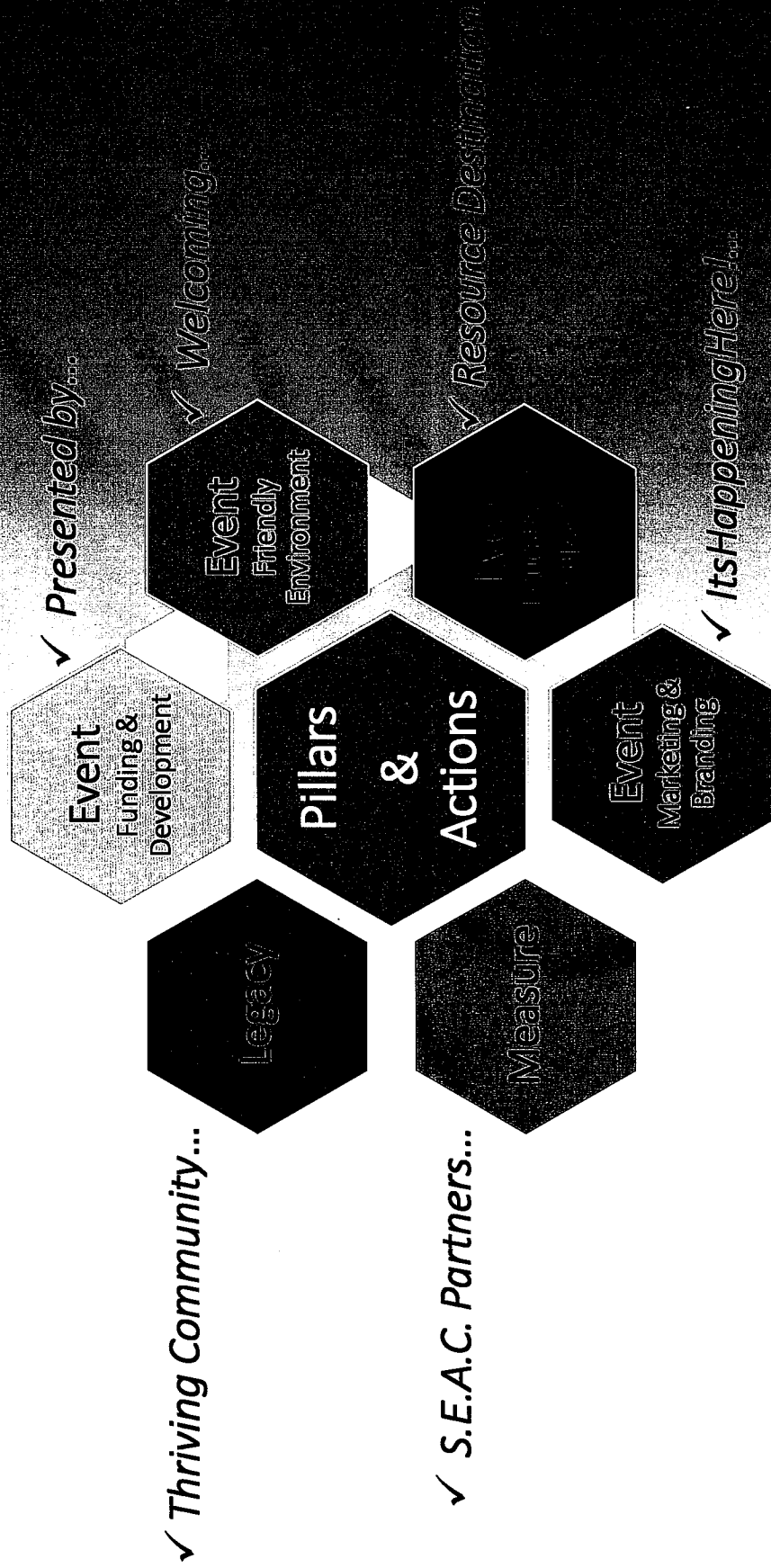
“We will provide exceptional service and experiences, be focused on exceptional standards for venue delivery and be stakeholder driven through continuous improvement reliant on stakeholder feedback.”



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Events Liverpool

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#ItsHappeningHere

Events Liverpool

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Pillar 1: Event Funding & Development

Foundational to the strategy is a funding system provided for event rights holders to assist them in leveraging and acquiring additional support. Lowering the risk to the taxpayer is a high priority. Going forward to support municipal events funding, new streams of revenue must be sourced.

Actions:

- ✓ Implementation of the Community Investment Fund.
- ✓ Implementation of funding for Events Investment Fund.
- ✓ Implementation of a Special Events Advisory Committee.
- ✓ Identify infrastructure investments per EIF/CIF.
- ✓ Identify Events to be presented by RQM.

Eventide
Art at Night Festival

#ItsHappeningHere

Events Liverpool

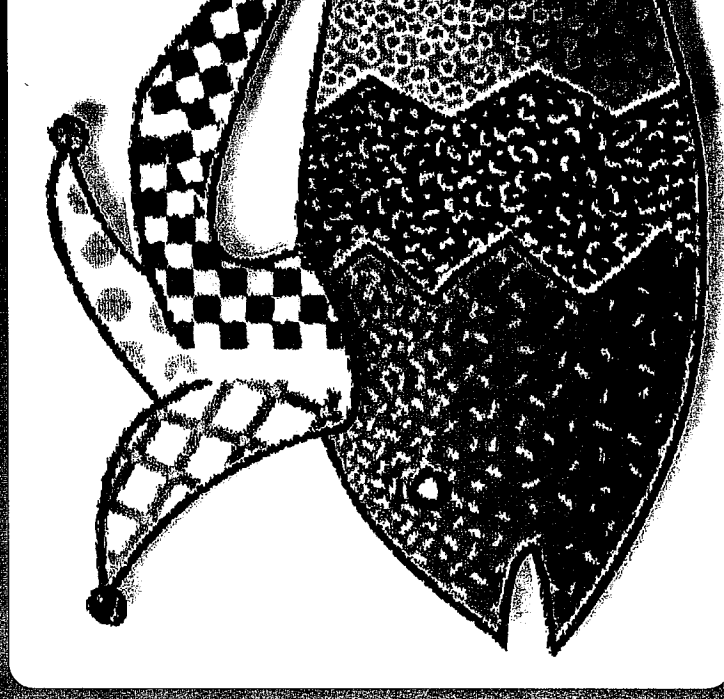
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Pillar 2: Event Friendly Environment

Elevating engagement among businesses, their employees and our residents is fundamental in creating exceptional social experiences for locals and visitors during events. An open for business, welcoming persona is key to overall success.

Actions:

- ✓ The development of a passport program for business.
- ✓ Support offered through business education initiatives.
- ✓ Development of community look & feel during events.



#ItsHappeningHere

Events Liverpool

Queens Event Strategy

Pillar 3: Event Education & Capacity Building

Planning is foundational in developing exceptional event experiences. To assist potential event rights holders and organizations presently developing and hosting events it will be advantageous to provide toolkits, templates and resource links in an easily accessible location.

Actions:

- ✓ Development of toolkits and templates links.
- ✓ Create a resource inventory for potential event investors.
- ✓ Develop standard volunteer registration tool guidelines.
- ✓ Support event evaluation pre and post event – SEAC.



Events Liverpool

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Pillar 4: Event Marketing & Branding

It will be advantageous that the municipality lead and create an entity, a single brand complete with the necessary web, social media pages and links, supporting this strategy and to be developed as the destination for medium to major event promotion to the public at the same time enticing event organizers and rights holders to take up shop here!

Actions:

- ✓ Develop an RQM events brand.
- ✓ Create a destination to support events and core services.
- ✓ Develop identifying features to support messaging.
- ✓ Develop the marketing plan.
- ✓ Create brand usage guidelines / requirements linked CIF.



#ItsHappeningHere

Events Liverpool

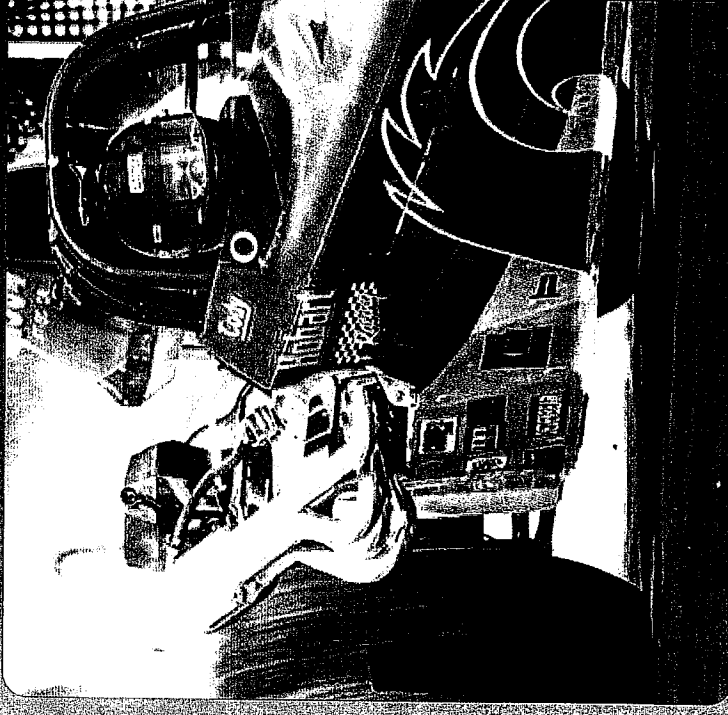
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Pillar 5: Measurement

The return on investment from an economic and social perspective will be measured in a number of ways. Not all events are created equal and have the required resources for lengthy audits & surveys etc. Acquiring information regarding event impact will continue to be challenging.

Actions:

- ✓ Event evaluations event specific tied to CIF/EIF.
- ✓ SEAC event evaluation by polling business.
- ✓ Social benefits measured on inclusion from an attendee and volunteer perspective, also infrastructure improvements and legacy as result of event.
- ✓ A yearly report accounting for progress on events, progress on timelines vs. the strategy and way forward.



#ItsHappeningHere

Events Liverpool

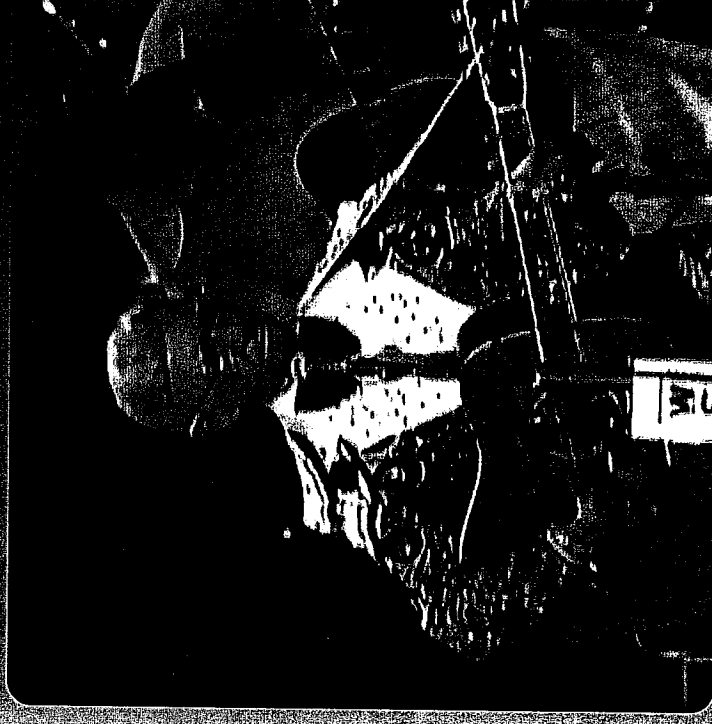
Queens Event Strategy

Pillar 6: Legacy

It is important the community realizes sustainable economic and social benefits as a result of investing in events hosting before, during and after events are held.

Actions:

- ✓ Legacy requirements defined case by case tied to CIF/EIF.
- ✓ Infrastructure legacy as the result of events, identify.
- ✓ Goods & equipment legacies as result of an event, identify.
- ✓ Future event funding as a legacy retained by a host, identify.
- ✓ Set CIF/EIF legacy requirement on a case by case basis for a monetary return to the fund from an event partner.



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Queens Event Tourism Strategy

Pillar 6: Legacy 'continued'

- ✓ Social legacy delivered by understanding efforts taken to support increases in the involvement and participation of sport, schools & students, business & community pride, new cultural initiatives, volunteer & growth opportunities.
- ✓ Economic legacy resulting in employment stability/growth for employees and employers. May be attributable to population and relocation growth as well new business resulting from events. May be identifiable.
- ✓ Tourism legacy measured on sector results, dollars, room accommodations vs established baselines as available.
- ✓ Environmental legacy based in sustainable natural venues.
- ✓ Brand & profile legacy based on media and social media activity vs. baselines vs. goal of 'prime' destination.



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Queens Event Strategy

Summary

Events inspire us, they offer us an opportunity to accelerate our potential by encouraging new money and investment in our community, assist in attracting new residents, create sustainable employment and feature our diversity, leave lasting legacies and raise our community profile across the province, country and the world.

In order to realize long term success this strategy must be fluid, allowing for examination frequently and retooling as necessary.

This strategy will become the basis for the formation of a new municipal initiative to support events and event development in Queens.

