

# 2020 VISION



**“Strategic Priorities for Growth by Investing in  
Our Community and People”**



## Region of Queens Municipality

Albany New, Bangs Falls, Beach Meadows, Beech Hill Farms, Brooklyn, Buckfield, Caledonia, Charleston, Danesville, Eagle Head, East Berlin, East Port l’Hebert, East Port Medway, Greenfield, Harmony Mills, Hibernia, Hunts Point, Kejimikujik National Park of Canada, Kempt, Labelle, Lake Rossignol, Liverpool, Medway River Reserve, Mersey Point, Middlefield, Mill Village, Milton, Molega, Molega North, Moose Harbour, Mount Pleasant, New Grafton, North Brookfield, Northfield, Pleasantfield, Pleasant River, Ponhook Reserve, Port Joli, Port Medway, Port Mouton, Riversdale, South Brookfield, South West Port Mouton, Summerville Centre, Tobeatic Wildlife Management Area, Wentworth Lake, West Berlin, West Caledonia, Westfield, Western Head, Whiteburn Mines, White Point, Wildcat Reserve

**Final Draft  
April 24, 2018**

## INTRODUCTION

Region of Queens Municipality encompasses 1000 square kilometres of land mass and is home to 10,351 permanent residents according to the 2016 national census and hundreds of seasonal residents. Permanent resident numbers have decreased by 5.6% since the last census. Our residents are as diverse as they are geographical separate. As such, their wants and needs are different, but similar. In less than four years, more than 37% of our population will be over the age of 65. Nearly fifty percent will be working age, and the remaining 13-14% will be under the age of 20. These numbers reflect no increase or decrease in population. Therefore, our priorities must lead to population growth.

Without an increase in young families throughout Queens County, more pressure will be placed on existing working families and seniors to bear the burden of increased costs for services. This pressure will require either more residents to be in the workforce longer or result in a strain on the current labour pool. Less population will mean fewer people available to volunteer and volunteers are crucial to our quality of life.

Despite these challenges, there are great opportunities. We all share the same hopes. Hope for a better community for themselves and their family. Hope for a meaningful job. Hope for a healthy lifestyle. Hope for a positive and optimistic future. And hope for a progressive, strong local government to hear their concerns and to fairly represent their interests everyday without bias or favouritism. To support our community's future growth and development, we must invest in ourselves and our communities with sustainable projects and approaches. All parts of our community must be involved and represented.

Over the next two years, Council will invest millions of dollars on programs, services, and infrastructure that are critical to our future success. Our success requires the efforts of all residents with the leadership of Council. We must consider how we can play a part by starting a small business, volunteering, encouraging our friends and family to move to Queens, or simply shopping locally more. And Council must lead by example.

I am pleased to share with our community, Council's plans and priorities for the next two years entitled **Vision 2020: Strategic Priorities for Growth by Investing in our Community and People**. These plans were developed through input from staff and Council, their conversations with residents and businesses over the past 18 months, provincial and federal funding program priorities, while respecting legislation requirements.

The plans outlined in this strategy build on the current positive progress taking place in Queens, while tackling other difficult issues. The Municipality does not create job growth, start businesses, or increase our population. We do however; play a crucial role in ensuring that our community is ready for private sector investment, our taxes are competitive, our infrastructure is modern, and developers are aware that Queens County is a desirable and profitable place to invest their money.

We welcome your ongoing feedback on our priorities and ask that you consider what you can do to support these important issues.

Yours truly,


David Dagley  
Mayor

**“Investing in Tomorrow’s Family’s Today”**

## Strategic Priority: INVESTING IN OUR CURRENT INFRASTRUCTURE

Investments in current infrastructure of the municipality are required to extend their useful life, to keep up with ongoing maintenance to reduce future capital costs, to refresh their current use or allow for additional uses, or a combination of these. Region of Queens Municipality currently has \$58.8 million in net book value capital assets and has invested approximately \$70 million in replacement or new capital assets since its incorporation and plans to invest a further \$17 million in 2018-2019 and 2019-2020.

Priority	2018-2019	2019-2020
Complete an independent engineering assessment of the Liverpool Waterfront with a goal of eliminating or significantly reducing future flooding problems for municipal lands and adjacent businesses.	\$75,000	N / A
Implement recommendations from engineering assessment of Liverpool Waterfront to eliminate or significantly reducing flooding.	N / A	TBD
Increase safe use of sidewalks by those with reduced visibility by painting splays of all sidewalks in Milton, Liverpool, and Caledonia.	\$7,500	\$7,500
When sidewalks materials near intersections need to be replaced, all sidewalks will have tactile paving replace current surfaces.	TBD	TBD
Review options and materials and prepare potential designs and costs to design, manufacture and install a sidewalk railing on one side of the Liverpool bridge.	\$1,000	TBD
Work with the Province of Nova Scotia to plan for a new location and financing arrangements for a replacement facility for Hillsview Acres in order to ensure the long-term provision of this service locally.	\$15,000	TBD
Replace all water and sewer lines on Union Street, Liverpool from Main Street to Church Street, including Mill Lane	\$885,000	N / A
Replace all water and sewer lines on Union Street, Liverpool from Church Street to Waterloo Street.	N / A	\$469,000
Continue expansion of sewer and water system in Brooklyn along Brooklyn Shore Road from Markland Avenue to Brooklyn Waterfront Park, including pump station to help replace dysfunctional on-site systems.	\$798,000	N / A

Priority	2018-2019	2019-2020
Continue expansion of sewer and water system in Brooklyn along Brooklyn Shore Road from Brooklyn Waterfront Park to Brooklyn Marina, to help replace dysfunctional on-site systems.	N / A	\$390,000
Purchase a replacement compactor for Queens Solid Waste Management Facility to ensure the facility continues to operate without equipment breakdowns or incurring excessive repair bills.	N / A	\$625,000
Replace all water and sewer lines on Jubilee Street, Liverpool.	N / A	\$580,000
Complete design work for sewer and water line replacement program for Waterloo Street, Liverpool, from School Street to Liverpool Harbour, including James Street, William Street, and Enos Collins Lane.	\$25,000	N / A
Request that Queens Place Emera Centre Board of Directors undertake a comprehensive review of fees, programs, and policies to ensure the facility is maximizing its potential.	No Cost	N / A
Install an appropriate power system on the Liverpool Waterfront for use by festivals, events, and vendors.	TBD	N / A
Upgrade Internet service at Queens Place Emera Centre and wireless connections, to allow for better mobile Internet access, webcasting and TV broadcasting.	TBD	N / A
Research ownership and work with Nova Scotia Transportation & Infrastructure Renewal to create a plan for stabilizing and rehabilitating Hunts Point Beach to mitigate future flood risks and Highway 3 road damage.	No Cost	TBD
Review, consult with local residents, and develop a preliminary plan and costing, if deemed appropriate, to connect 13 properties on Lakeview Road and Highway 8 to the Caledonia Sewer System.	No Cost	N / A
<b>TOTAL – INVESTMENTS IN CURRENT INFRASTRUCTURE</b>	 <small>Region of Chatham-Kent</small>	

## Strategic Priority: INVESTING IN LOCAL COMMUNITY DEVELOPMENT

A large part of our community participates in programs and services offered by various not-for-profit groups or public sector agencies that seek to enrich our lives with positive learning opportunities and activities. Festivals, events, volunteer training, heritage, culture, service organizations, community use of schools and local halls, recreational facilities, and support for, including funding, all contribute to a great reason why people want to live in Queens. We estimate there are nearly two hundred fifty community development groups and agencies throughout Queens.


Priority	2018-2019	2019-2020
Continue to invest in community festivals, events, facilities, and projects that enhance community pride, local access to social opportunities, and local economic development and tourism.	\$50,000	TBD
Facilitate the creation of a local committee of cultural facilities and event sponsors with a goal of developing of Municipal Cultural Policy to support the long-term sustainability of culture in our community.	\$1,000	N / A
Commit to an annual contribution to Greenfield Recreation Association to support their organization and offering of numerous recreational opportunities for Central Queens that the Municipality is unable to provide or support otherwise.	\$5,000	\$5,000
Support the re-development of Queens Place Emera Centre Advisory Committee Terms of Reference.	No Cost	N / A
Work with appropriate Internet Service Providers to determine the current state of broadband services throughout Queens County and develop a plan for the future expansion of broadband to meet federal CRTC requirements in the long-term.	TBD	TBD
Continuing support for our fire services through investments in the purchase of new vehicles and training initiatives.	\$215,000	\$215,000
Work with Region 6 Solid Waste to develop and implement a mobile phone application that will allow residents to learn sorting practices, view collection schedules and provide real-time notifications.	\$2,500	N / A
Develop a Recreation for All Policy to ensure that recreational opportunities are available to all regardless of age, income, location, or ability. #recreationforall	No Cost	N / A

Priority	2018-2019	2019-2020
Complete a review of all municipal grants and funding programs to ensure they are meeting their intended goals.	No Cost	N / A
Complete a review and renewal of the Municipality's Physical Activity Strategy through public engagement and investments in local facilities, programs, and services.	\$2,500	N / A
Support and partner with Queens County Transit Society in the development and offering of a community transit system.	\$15,750	\$22,000
Develop a corporate sponsorship program to permit businesses to invest in sponsoring residents or programs to allow more access to recreational opportunities for all.	No Cost	N / A
Support the current community ad hoc litter abatement committee through the development of a comprehensive litter strategy.	\$5,500	\$1,500
Facilitate the creation and operation of an equipment loan bank for all residents to access free of charge including helmets, skates, skateboards, scooters, bicycles, snowshoes, sleds, etc.	\$5,000	\$1,000
Development of an inclusive community strategy to support infrastructure changes, business accessibility, employment opportunities, social and recreation opportunities, inclusive practices, and age and ability friendly policies to support these initiatives.	N / A	\$2,500
Review opportunities with community partners to increase the safety and opportunities for youth walking to Dr. John C. Wickwire Academy.	N / A	No Cost
Development of a community enhancement plan for Privateer Park.	No Cost	TBD
Initiate discussions with TIR concerning potential developments for Western Head Lighthouse property as a community park.	N / A	No Cost
<b>TOTAL – INVESTMENTS IN COMMUNITY DEVELOPMENT</b>		

**Strategic Priority: STRENGTHENING READINESS FOR ECONOMIC DEVELOPMENT INVESTMENTS**

Region of Queens Municipality does not drive economic development investment in our community, but our competitive tax rates and availability of assets will contribute to attracting new business to Queens, and to encourage new investments in current businesses. We see smaller home-based businesses in our communities and fewer larger employers than we did even ten years ago. This is the same trend in all rural areas. We estimate that there were 422 registered businesses operating in Queens County in 2017, with a majority within the service sector.

Priority	2018-2019	2019-2020
Compile a comprehensive asset directory of available buildings, lands, and properties for future economic development purposes throughout Queens County.	\$15,000	N / A
Review current tax rates, licenses, user fees, area rates, and tax sale policies and procedures to determine if our tax system throughout Queens is fair and competitive to attract new private sector investments.	No Cost	N / A
Collaborate with South Queens Chamber of Commerce to strengthen their presence and role in economic development in South Queens including discussing a potential Business Improvement District fee.	\$1,000	\$2,000
Work with North Queens Board of Trade to strengthen their presence and role in economic development in North Queens.	\$1,000	\$2,000
Update and enhance our community profile in conjunction with community partners to showcase our assets and opportunities.	\$2,000	\$3,500
Establish a community pride and ambassador program to create a positive community and business environment for people to want to live, work, and shop in Queens.	\$2,500	\$5,000
Partner with current not-for-profit community development organizations to plan and develop opportunities for an increase in their presence in the community.	TBD	TBD
Initiate discussions with potential private sector developers interested in developing new housing within Queens, specifically affordable housing and housing for seniors.	No Cost	TBD

Priority	2018-2019	2019-2020
Complete a review of municipally-owned lands and recommend to Council lands that should be deemed surplus and sold for public sector or private development or use to generate increased tax revenue and potential employment opportunities.	No Cost	\$5,000
Decrease outstanding taxes and fees (accounts receivable) owed to the Municipality to under 7.5% in Year 1 and 6% in Year 2 to allow for these revenues to available for economic development investments and decrease amounts that are required to be written-off.	\$2,500	\$2,500
Partner with interested stakeholders in the re-development of the Liverpool Waterfront to make it an active focal point and destination for residents and visitors.	\$5,000	TBD
Work with Nova Scotia Department of Natural Resources and Environment to put the required developments and supports in place at Carter's Beach to ensure its safe use and long-term sustainability.	\$5,000	\$75,000
Facilitate opportunities for local entrepreneurs and businesses to develop more experiential tourism products and packages.	\$1,000	TBD
Prepare, produce, and unveil at the 2018 UNSM Fall Conference a 4-page brochure highlighting the Region of Queens amalgamation success and our ability to support similar success in other parts of Atlantic Canada.	\$2,500	N / A
Work with community stakeholders to develop a Queens County brand and marketing innovations to reduce the numerous brands currently in use into a solitary approach.	\$50,000	TBD
Development of an events strategy and measurement tools to strengthen our measurement of economic development initiatives and reporting.	No Cost	N / A
<b>TOTAL – INVESTMENTS IN ECONOMIC DEVELOPMENT READINESS</b>		


## Strategic Priority: INVESTING IN COMMUNITY ENGAGEMENT

Access to information is now instantaneous and the traditional expectation that municipal information sharing occurs mostly at Council meetings is no longer the case. Municipal council is where the final decisions for regular public engagement with council and staff are made, not initiated. Our priority must be to provide more opportunities for members of our community to have involvement and understanding of the key issues that face council and our communities on a regular basis throughout the year.

Priority	2018-2019	2019-2020
Development of a public engagement strategy to ensure consultation, communication, and collaboration with residents and businesses is clearly structured and established.	No Cost	N / A
Facilitate a meeting with local health care practitioners to better understand the current health care environment, what initiatives or leadership is required of the Municipality, and what is required to ensure everyone in Queens has access to a primary care provider.	\$750	N / A
Undertake a comprehensive review of our Region-wide Municipal Planning Strategy and Land Use Bylaw with a specific focus of community discussions to ensure long-term sustainability of our coastal lands and protecting the quiet residential aspects of our neighbourhoods.	\$100,000	\$100,000
Develop a schedule of activities and events to highlight the Municipality during Municipal Awareness Week in November, including hosting open houses and giving tours at our major facilities.	\$2,500	\$2,500
Establishment of a community engagement process and procedure to follow for all major capital infrastructure investment projects.	No Cost	N / A
Host a budget open house in January to allow residents to better understand and talk with as many government agencies and community groups that receive, or apply for, municipal funding.	\$2,500	\$2,500
Develop a youth engagement strategy in collaboration with youth, which may lead to the development of a youth advisory committee.	N / A	\$1,000
<b>TOTAL – INVESTMENTS IN COMMUNITY ENGAGEMENT</b>		

## Strategic Priority: INVESTMENTS IN LOCAL ECONOMY

Council must lead by example and whenever possible and financially responsibility provide more opportunities for local businesses to provide the services that we purchase and use every day. These opportunities must be regularly promoted and renewed to ensure the best value for our residents, and a fair chance for our businesses to be more competitive and have access to increased revenues in exchange for the taxes they pay and local residents they employ. There were 4337 people employed in Queens County in 2016.

Priority	2018-2019	2019-2020
Plan and host a local business trade show where local businesses and entrepreneurs can showcase their products to municipal departments and the general public, detailing where and when access to these products can be purchased and the costs.	\$2,500	\$2,500
Wherever possible and practical, seek to host or support others in the hosting of local, regional, provincial, national, and international meetings and events that will produce economic benefits for our community.	TBD	TBD
Every week during the year, select a local business to highlight and promote their existence and service on the Municipality's Facebook and Twitter accounts.	No Cost	No Cost
Complete a review of the Municipality's Purchasing Policy to ensure it encourages and provides opportunities for local businesses and entrepreneurs to seek opportunities to do business with the Region.	No Cost	N / A
Seek opportunities to partner with local professional firms to act on behalf of or provide services to the Municipality within their areas of expertise.	No Cost	No Cost
Work with local business sectors to plan and support initiatives to increase pedestrian traffic, special events, and activities in commercial areas at various times of the year.	TBD	TBD
Partner with Province of Nova Scotia to implement a Façade program for businesses in Liverpool and Caledonia.	\$50,000	N / A
<b>TOTAL – INVESTMENTS IN LOCAL ECONOMY</b>		

**Strategic Priority: INVESTMENTS IN COUNCIL AND STAFF**

While making investments in our community and businesses are important, so to are investments in the people that provide leadership and infrastructure to residents. We must provide ongoing training, mentoring, support, and diverse opportunities to learn from others and experience the various workplace activities. Cross training is an important part of the sustainability of great organizations. The municipality employs 113 full-time, part-time, temporary, and casual employees.

Priority	2018-2019	2019-2020
Provide opportunities for members of council to attend local, regional, and national meetings and conferences to learn about programs, services, infrastructure, and governance, in other areas.	\$35,673	\$50,000
Provide opportunities during the year for employees to cross-train and learn other jobs within their work area to prepare them for future job openings or temporary work assignments.	No Cost	No Cost
Support all staff with personal and professional development opportunities and training that are relevant to the employee’s job and will allow for the potential enhancement of service levels to the public, including visiting other municipalities where appropriate.	\$57,650	\$57,650
Hold budget meetings yearly to allow staff input into budgets and allow for cross-department understanding of plans and priorities.	\$1,000	\$1,000
Complete a review of all employee positions and develop appropriate succession plans to ensure a sustainable workforce.	No Cost	No Cost
Review the detailed budget with departments prior to its approval to ensure staff is aware of annual priorities and where financial investments will be made, including each employee’s contribution.	No Cost	No Cost
Engage and solicit the support of all staff and Council for Region-wide team building opportunities like building floats for parades, health and wellness programs, municipal awareness week activities, etc.	No Cost	No Cost
Ensure our workplaces are free of bullying, harassment and violence.	No Cost	No Cost
<b>TOTAL – INVESTMENTS IN COUNCIL AND STAFF</b>	