

**REGION OF QUEENS MUNICIPALITY
COMMITTEE OF THE WHOLE
TUESDAY, FEBRUARY 21, 2017
9:00 a.m.**

PRESENT:

Mayor David Dagley, Chair
Councillor Kevin Muise
Councillor Heather Kelly – Arrived 9:45 a.m.
Councillor Brian Fralic
Deputy Mayor Susan MacLeod
Councillor Jack Fancy
Councillor Raymond Fiske
Councillor Gilbert Johnson
Richard MacLellan, Chief Administrative Officer
Anne MacDonnell, Municipal Clerk & Coordinator
Christine Watson, Recording / Management Secretary

1.0 CALL TO ORDER:

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

Mayor Dagley stated there are two additions to the agenda:

- 1.1 Approval of Agenda
- 1.2 Public Comment

- 1.1 Approval of Agenda

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

THAT the Agenda be approved as presented.

MOTION CARRIED unanimously.

1.2 Public Comment

Leon Robertson – 45 College Street, Liverpool – Mr. Robertson offered his opinion under Item 3.1 – Attraction Strategy, Page 7 - Health & Wellness, stating the need for senior assisted living and nursing home care facilities, and the need for these facilities to be centrally located.

Mary White, Beach Meadows – Ms. White stated that as part of Economic Development, she provided Deputy Mayor MacLeod a copy of her ideas to share with Council and staff.

Ms. White offered her opinion as a follow-up to Mr. Robertson's comment, that with an added annex to any new facility, it could be used as a training facility for medical staff and receive government funding. This in turn would help aid in the Economic Development and population.

2.0 NEW BUSINESS

2.1 COW Meeting Protocol

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

THAT Mayor David Dagley be permitted to participate in discussion during Council of the Whole meetings without the requirement of having to vacate the Chair, provided that The Mayor hold himself to a higher standard than other Councilors regarding duration and frequency of speech, meaning:

- 1. The Mayor does not seek to bias the direction of discussion, and**
- 2. The Mayor limits himself to no more than three minutes of speaking time in each instance of participating in discussion, and**
- 3. The Mayor does not participate in discussion more than two times unless each Council Member has also had and acted upon their opportunity to speak.**

It was moved by Deputy Mayor MacLeod and seconded by Councillor Muise:

THAT the following amendment be made to the motion:

Change the word "Council" in the second sentence to read "Committee".

AMENDMENT CARRIED unanimously.

MOTION AS AMENDED CARRIED with 6 in favour and 1 against and reads as follows:

THAT Mayor David Dagley be permitted to participate in discussion during Committee of the Whole meetings without the requirement of having to vacate the Chair, provided that The Mayor hold himself to a higher standard than other Councilors regarding duration and frequency of speech, meaning:

- 1. The Mayor does not seek to bias the direction of discussion, and**
- 2. The Mayor limits himself to no more than three minutes of speaking time in each instance of participating in discussion, and**
- 3. The Mayor does not participate in discussion more than two times unless each Council Member has also had and acted upon their opportunity to speak.**

3.0 ECONOMIC DEVELOPMENT

3.1 Attraction Strategy

Ms. Jill Cruikshank, Director of Economic Development, made a presentation to Council on the Queens Attraction Strategy (copy of presentation attached to original set of Minutes).

Some highlights included:

- Reviewed the Mission Statement
- Reviewed the Milestones
- Reviewed the framework for the 3 pillars: Health & Wellness, Research and Arts/Culture and provided a breakdown for each pillar.
- Reviewed the Process for action items
- Reviewed the Region's goals and objectives within each pillar
- Provided an Update of what has happened with each pillar since 2013
- Reviewed ideas for Future Attraction Strategy and how to prioritize

Councillor Fralic commented on the amount of work completed on the Attraction Strategy in 2012, stating that not everyone involved bought into the strategy, and it wasn't followed up on and he felt the general public was unaware of the strategy. Mayor Dagley stated that the 3 pillars are listed under Economic Development on our website and is a work in progress.

Councillors discussed options to provide information to newcomers to the area and a suggestion was brought forward to create a budget to welcome them. Some suggestions on how to track and meet newcomers to the area included: when water / sewer hookups are made, to provide the Economic Development department with the names for follow-up and to communicate and work with realtors.

Mr. Richard MacLellan, CAO, stated that there would be public updates on the attraction strategy at the South Queens Chamber of Commerce and the North Queens Board of Trade meetings.

4.0 FINANCE

4.1 Grants to Organizations

Mr. MacLellan stated that in December Council gave pre-budget approval for Grants to Organizations, a call for applications was advertised, and eighteen were received.

All members of Council will receive the list of submissions and a table to make recommendations for the allocations. The consolidated report with the table will be brought back to Council for deliberations and decisions in March.

5.0 IN-CAMERA ITEMS

It was moved by Councillor Muise and seconded by Councillor Fralic that the proceedings go "In-Camera" at 10:25 a.m. to discuss the following:

- 5.1 Contract Negotiations, MGA 22(2)e
- 5.2 Contract Negotiations, MGA 22(2)e

MOTION CARRIED unanimously.

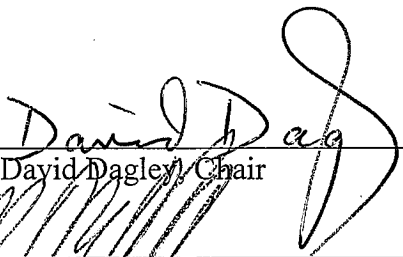
Council recessed for 10 minutes.

It was moved by Councillor Kelly and seconded by Deputy Mayor MacLeod that the proceedings exit the "In-Camera" session at 12:25 p.m.

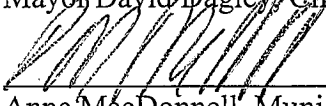
MOTION CARRIED unanimously.

6.0 ADJOURNMENT

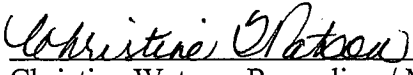
There being no further business, the meeting adjourned at 12:25 p.m.



Mayor David Dagley, Chair



Anne MacDonnell, Municipal Clerk & Coordinator



Christine Watson, Recording / Management Secretary

Date Approved: March 21, 2017

Queens Attraction Strategy

Background – Update - Future

February 21, 2017

BACKGROUND Mission Statement

- WE RESOLVE TO STRATEGICALLY AND EFFECTIVELY REVITALIZE THE ECONOMIC SUSTAINABILITY OF QUEENS WHILE SPURRING GROWTH THROUGH A COLLABORATION OF ENERGIES AND EFFORTS.
- OUR AIM IS TO INCREASE THE POPULATION AND OVERALL WEALTH WHILE MAINTAINING OUR VALUED QUALITY OF LIFE.



OBJECTIVE:
**GROWTH &
SUSTAINABILITY**



ATTRACTION
Immigration & Migration
Sustainable Existing Businesses
New Business
Tourism



Milestones

- **November 23, 2011 – Queens Revitalization Committee formed**
- **June 12, 2012 – Attraction Strategy Concept presented to Council & SQCC Executive**
- **June 25, 2012 – Presentation to SQCC AGM, inc. representatives from North Queens**
- **July 17, 2012 – SQCC presented to Transition Team**
- **July/early August 2012 – Focus Groups for each pillar**
- **August 30, 2012 – Funding approved by NS ERDT**

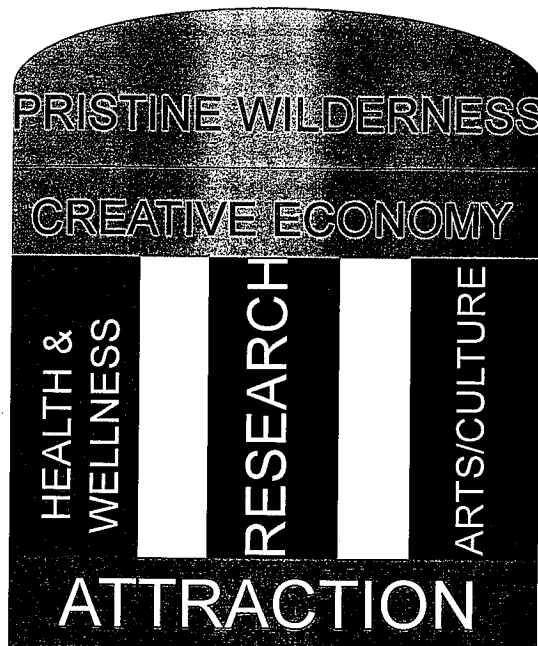


Milestones

- Sept 9, 2012 – Presentation to NQBOT
- September – Stakeholder Meetings – all 3 Pillars
- October – Two Public Meetings & Meetings with 3 Action Teams
- October – External Consultants engaged to work on Action Plan
- November 28, 2012 - First proper Draft of Action Plan for Steering Committee
- February 2013 – Consultants Present Final Report to the Community



FRAMEWORK :



Health & Wellness

- **Queens Place**
 - Walking, Fitness, Skating
- **Queens General**
 - Collaborative healthcare team
 - Team Spirit
- **North Queens Community Health Centre**
- **Queens Manor/North Queens Nursing Home**
- **Family Doctors → Lifestyle**
- **Spa/Wellness**
- **Fitness Classes**
 - Zumba, Yoga, Bootcamps
- **Farm Markets**
- **Local Food – Blueberry Juice/Fish**
- **Trails & much more**



ACADEMIC RESEARCH & DEVELOPMENT

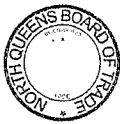
- **Medical**
- **Mersey Tobeatic Research Institute**
- **Harrison Lewis Coastal Discovery Centre**
- **Friends of Port Mouton Bay**
- **Canadian Museum of Civilization**
- **Thomas Raddall Provincial Park**
- **Kejimikujik National Park & National Historic Site**
 - Main Park
 - Seaside

UNESCO Southwest Nova Biosphere Reserve



Arts & Culture

- Artisans
- Music
 - Nova Scotia Music Week
 - Local Musicians
- Writers
 - Port Medway Readers' Festival
- Theatre
 - Liverpool International Theatre Festival
 - Winds of Change
 - Astor Theatre Society
- Festivals & Events
 - Privateer Days
 - Queens County Fair
- Filming
- Photography
- Graphic Design
- Web Design
- Museums
- Heritage
- History
- Culinary Tourism
- & much more

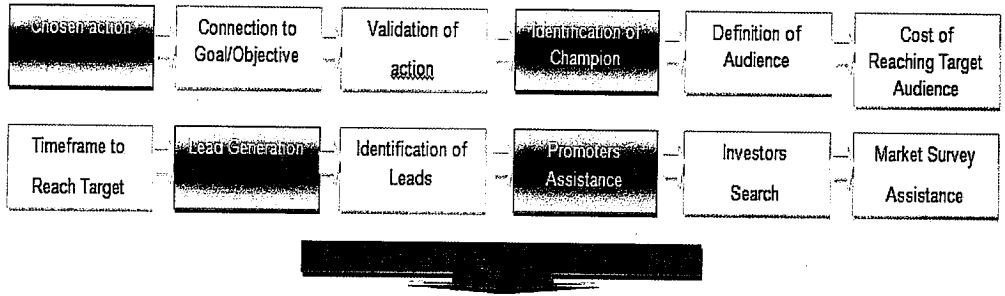


PROCESS

- Validation → Actionable Items
- Champion: Person/organization that introduces a promoter to potential local investors (non-risk taking person)
- Promoter (Entrepreneur): Takes a risk bringing it from an idea to reality
- Investor: Risk-taking person that finances a promoter to bring idea to fruition



PROCESS



Health & Wellness

Overall Goal:

Develop & promote Health & Wellness opportunities as an integral part of the Queens County Attraction Strategy.

By creating a hub of health services & a centre of excellence, we will attract new residents, create new jobs, lay the foundation for attracting new ventures & realize the benefits of becoming a healthier community.



Health & Wellness

Objective: Establish Queens County as a Centre of Healthcare Excellence

Action 1 : Extend the collaborative care model that has been used to attract physicians to include related **health care professions** based on existing and emerging best practices within Queens

Action 2: Develop an **assisted living facility** & strategy for a campus approach that supports aging in place
To transition through all life stages – both to retain seniors & attract zoomers

Action 3: Build Queens County's capacity to promote Health & Wellness – Housing needs survey of residents suggested as a first step, then defining Queens as a healthy community, focusing on Smart Growth principles



Goal #2 - Academic Research & Development

Overall Goal:

Promote Academic Research & Development as a tool to trigger new ventures in the industrial & commercial value chain that will increase value added jobs in the region.



Goal #2 - Academic Research & Development

Objective: Develop academic research & related opportunities through cooperative efforts

Action 4: Develop the scope, sites, locations, natural assets, facilities & research projects associated with the Biosphere

Objective: Develop & Commercialize New Resource Based Products

Action 5: Undertake research into commercialization opportunities for haskap berries (example for any local food)

Objective: Continue to promote the North Queens Technology, Business & Social Innovation Centre

Action 6: Promote to potential tenants and partners.



Goal #3 - Arts & Culture - Actions

Overall Goal:

Develop and promote Arts & Culture as a strong destination / attraction / investment tool.



Goal #3 - Arts & Culture

Objective: Establish a Co-operative Promotional/Marketing Centre for the Arts

Action 7: Consider all options to expand & promote Queens County's niche arts festivals

Objective: Build an Arts & Culture Virtual Branding for Queens County.

Action 8: Build, promote & animate a joint virtual presence.

Objective: Waterfront Development – make use of existing waterfront parks to hold more events.

Action 9: Promote the use of the Liverpool waterfront for festivals and events.



UPDATE
So what has happened
in each of the three Pillars
since 2013 ?



Health & Wellness

- Queens General Hospital expansion opened
- Queens Care Society formed
- Centennial Trail created to link with Pine Grove
- Housing Needs Assessment (2016)
- Queens Community Aquatic Society
- Community Gardens & Edible Landscaping
- Physical Activities Co-ordinator appointed
- Mersey Skatepark & Bike Trail construction
- Port Grocer & others featuring local foods
- Social enterprise in Downtown Liverpool
- Run Our Shore – Run Nova Scotia race
- Privateer Farmers Market established
- Agriculture Day held in Queens – March 2016
- Queens Place has hosted some major events



Academic Research & Development

- Innovacorp Demonstration Centre
- Port Mersey Commercial Park
- Si'pukel Gallery displaying artifacts from archeological work at TR Park
- MTRI – Forestry Innovation Lab. Project
- Woodlands Conference being hosted
- North Queens Business Hub is open & is being used
- Community Forest is established
- CERA Project – TV White Space for Rural internet



Arts & Culture

- Town Hall Arts & Cultural Centre
 - Si'pukel Gallery & Astor Theatre Society
 - East Coast Paracon – new event
 - Concerts at Queens Place Emera Centre
 - Port of Privateers brand being rejuvenated
 - Queens County Museum Liverpool Packet exhibit
 - Hosted the South Shore Multicultural Festival
 - The Court House potentially being utilized for A & C
 - Queens County Community Choir
- And Much More.....



Council's Strategic Priorities

NOW:

1. 2017 Budget Development
2. Communications Strategy Revision
3. Develop Clean Water and Waste Water Fund Projects
4. Revision to Vending ByLaw (Food Trucks)
5. Fill Recreation Director Vacancy

NEXT:

1. RQM Tourism Tactical Plan
2. Attraction Strategy Renewal
3. MPS Review
4. Main St Redevelopment Incentive

Advocacy Priorities:

1. Rural Internet Funding
2. Replacement of Hillside Acres
3. Carters Beach management approach

Council Priority: Well Governed

Financial Stewardship:

- 2017 Budget development
- Asset Management Capacity Building and Baseline data

Communications:

- Revise Communications Strategy for new Council
- Develop communications actions for residents (newsletter, radio interviews)

Planning:

- Complete new vending bylaw (Food Trucks)
- Develop MPS Review Project Scope and Charter

Council Priority: Economically Prosperous

Attraction:

- Develop promotion strategy focusing on attracting new residents
- Update Attraction Strategy and re-engagement for renewal

Tourism:

- Clarify Region's role in Tourism and Attraction
- RFP for operation of Fort Point Lighthouse
- Queens County Museum Sports History Display at QPEC

Small Business Support:

- Examine opportunities for Queens PACE program
- Introduce Main Street Redevelopment Tax Incentive Bylaws (Liverpool and Caledonia)

FUTURE

So where do we go next with the Attraction Strategy?



Ideas For Future Action

- 1. Promote what the community has achieved (update our asset lists) & make connections between:**
 - Queens Attraction Strategy
 - Council's Strategic Priorities
 - Revised Communications Strategy
 - Revised Municipal Planning Strategy
 - Align with Recreation Department activities
 - Finance Dept. provide welcome info to newcomers who contact them
 - Municipal Matters Newsletter – Regular Report Card or Update Feature
- 2. Prioritize Future Actions, depending on:**
 - Council's Strategic Priorities
 - Determination of Target Markets
 - Finding Champions, Promoters & Investors



Ideas For Future Action

3. Overall Marketing Strategy for Queens

- Determine a Brand for Queens
- What is our USP?
- Determine Target Markets
- Engage with Newcomers
- Create a collaboration with Realtors
- Ensure the resources are in place to deliver the Marketing Strategy



DISCUSSION

www.regionofqueens.com/3pillars

