

**REGION OF QUEENS MUNICIPALITY
REGULAR COUNCIL
TUESDAY, AUGUST 22, 2017
9:00 a.m.**

PRESENT: Mayor David Dagley, Chair
Councillor Kevin Muise
Councillor Heather Kelly
Councillor Brian Fralic
Deputy Mayor Susan MacLeod
Councillor Jack Fancy
Councillor Raymond Fiske
Councillor Gilbert Johnson
Richard MacLellan, Chief Administrative Officer
Jennifer Keating-Hubley, Director of Finance
Christine Watson, Recording / Management Secretary

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 MacLeod and seconded by Councillor Fiske that the Agenda be approved as presented:

MOTION CARRIED unanimously.

3.0 PRESENTATION(S):

3.1 Events Liverpool Update – Melissa Robinson / Steve Burns

Melissa Robinson and Steve Burns were welcomed to Council to provide an update on Events Liverpool.

Ms. Robinson stated Events Liverpool is a collaboration of business and industry, and functions as a sub-committee of the Chamber of Commerce; and work in a supporting role or community champion for major events and sport in Queens. The primary focus of the group is to bring medium to large events to Queens that have a positive impact on the community.

Mr. Burns stated that he is a member of Events Liverpool and his role as Major Events and Promotion Coordinator, is to offer advice to stakeholders who may want to become involved, seek advice and feedback, as well as assist organizations and their liaison with government agencies.

4.0 TABLING OF PETITIONS:

There were no petitions to come before this meeting.

5.0 PUBLIC QUESTION / COMMENT SESSION:

Bill Cox – 121 Bog Road, White Point – Mr. Cox commented that he was pleased to see Item 13.2 Veterans Parking on the agenda. He further commented that he felt Items 15.3 and 15.4 were divisive issues.

6.0 APPROVAL OF MINUTES:

6.1 Council Minutes – August 8, 2017

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

THAT the minutes of the Regular Council meeting held August 8, 2017 be approved as circulated.

MOTION CARRIED unanimously.

7.0 DANGEROUS OR UNSIGHTLY PREMISES:

There were no items to come before this meeting.

8.0 ECONOMIC DEVELOPMENT:

8.1 Municipal Marketing Strategy – Current Situation

Jill Cruikshank, Director of Economic Development, stated this report (copy attached to original set of Minutes) is an information report. Part of the Strategic Priorities was to develop a strategy to inform 2018 budget and actions required to market the municipality.

This report is the first step in the process and addresses current marketing efforts, which does not have a cost, but requires time to produce. The second part will be looking at the future and developing marketing strategies and the budget.

9.0 CORPORATE SERVICES:

There were no items to come before this meeting.

10.0 ENGINEERING AND WORKS:

10.1 Works Department Loader –PW04-2017/2018

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

THAT the Council of the Region of Queens Municipality approve the purchase of a 2017 Caterpillar 938 Loader from Atlantic Tractors & Equipment for a purchase price of \$226,691.00 plus HST.

Brad Rowter, Director of Engineering & Works, stated the purchase of a new loader is a scheduled replacement, which is usually done after 15 years of use. The purchase includes an extended warranty of 7 years/7000 hours. The low bid was Atlantic Tractors & Equipment Ltd. and is within budget.

MOTION CARRIED unanimously.

Capital Works Projects Update

Town Hall – Roof and wall repairs are ongoing. Shingling is progressing well.

Main & School Street Upgrades – Underground piping installation is nearing completion. Installation of services and manhole at the School and Church Street intersection are underway, following that will be to charge and chlorinate the water main. Once this is complete, works will remove the temporary water line, and then disconnect the bypass at the bottom of School Street and Main.

Work will continue with the curb, gutter and sidewalk installation on School Street, catch basins and road surface preparation.

Miscellaneous Jobs – There are numerous jobs on this list and work will be completed as resources permit.

11.0 FINANCE:

There were no items to come before this meeting.

12.0 RECREATION AND COMMUNITY FACILITIES:

12.1 Tournament & Special Event – Liverpool Baseball Club

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

THAT the Council of the Region of Queens Municipality approve a Tournament / Special Event Assistance Grant in the amount of \$500.00 to the Liverpool Baseball Club to be funded from the Community Grants and Programs budget line of the Recreation and Healthy Communities Department.

Richard MacLellan, CAO, stated an application was received from the Liverpool Baseball Club for assistance with the umpire fees, groundskeepers and equipment. The request meets the criteria of the grant program.

MOTION CARRIED unanimously.

13.0 PLANNING

13.1 Sale of Municipal Land – King Street, Liverpool

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

THAT the Council of the Region of Queens Municipality enter into a purchase and sale agreement with Sandra Allison and Jimmy Jeddry for the sale of a ten (10) foot wide strip of Municipal land in front of their property on King Street in Liverpool.

Mike MacLeod, Planner, stated that we received a request to acquire a ten (1) foot wide strip of Municipal land located at 153 King Street in Liverpool. In 1997 the Municipality closed a 10 foot wide section of King Street with intent of conveying that to some of the abutting property owners as it was an unutilized portion of the King Street right of way. This item was previously brought before Council in 2016; however, there were technical difficulties with the parcel of land and the closing date was not met. The technical issues have since been rectified and they have asked that this request be again brought before Council for approval.

MOTION CARRIED unanimously.

13.2 Veteran Parking at Municipal Parking Meters

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

THAT the Council of the Region of Queens Municipality give first reading for a revision of Bylaw 9, A Bylaw Respecting Parking Meters.

Mr. MacLellan stated, following a request from Council to recognize veterans in our community, a report was completed that reviewed the practice in other municipalities and found that though the practice was not readily adopted in other municipalities, we believe the financial implications to be nominal.

MOTION CARRIED unanimously.

13.3 Friends of Hank Snow Society Lease Renewal

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

THAT the Council of the Region of Queens Municipality renew a lease with the Friends of Hank Snow Society for the former rail station in Liverpool for the continued operation of the Hank Snow Home Town Museum.

Mike MacLeod, Planner, stated the lease with the Friends of Hank Snow Society for the land and building utilized for the Hank Snow Museum which was entered into in 1994 has expired. This is simply a renewal of that lease, for a period of 20 years.

MOTION CARRIED unanimously.

13.4 Appointments to the Heritage Advisory Committee

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

THAT the Council of the Region of Queens Municipality appoint Lisa Conway, Chris Mansfield, Danielle Robertson, Linda Rafuse, Linda Moulton, Stephanie Miller-Vincent and Brian Vincent to the Heritage Advisory Committee.

Mr. MacLeod stated under the Heritage Bylaw, the Heritage Advisory Committee is to be approved by Council and have representatives from the Queens County Historical Society and the North Queens Heritage Society.

MOTION CARRIED unanimously.

14.0 REPORTS

- 14.1 Building Official's Monthly Report – July 2017
- 14.2 Bylaw Enforcement Officer's Monthly Report – July 2017
- 14.3 Traffic Authority Report
- 14.4 RCMP Monthly Report – April 2017
- 14.5 RCMP Monthly Report – May 2017

15.0 OTHER:

15.1 Council Attendance at Nova Scotia Regional Enterprise Network Conference

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

THAT Council of the Region of the Queens Municipality approve the registration of the Mayor and Deputy Mayor for the Nova Scotia Regional Enterprise Network Conference in Baddeck, Nova Scotia for September 7 and 8, 2017.

Mr. MacLellan stated that a provincial conference of Nova Scotia's Regional Enterprise Networks (RENs) and their various partners is scheduled for September 7 and 8, 2017 in Baddeck, NS and will be a learning opportunity. There will be presentations from Nova Scotia's five RENs on key projects, as well as updates from the Department of Municipal Affairs, guest speakers, and roundtable discussions.

MOTION CARRIED unanimously.

15.2 Union of Nova Scotia Municipality – Councillor Johnson

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

THAT the Council of the Region of Queens Municipality direct staff to prepare a report outlining options for the consideration of Council regarding opportunities for participation, managing participation and determining selections and appointments from the municipality on UNSM.

Councillor Johnson stated this item aligns with Item 15.1. The benefits of being part of the Union of Nova Scotia Municipality, and how the Region coordinates with them to make the best of the opportunities, to be more involved and learn from other municipalities, is appropriate.

MOTION CARRIED unanimously.

15.3 Flag Policy – Councillor Fancy

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

THAT the Council of the Region of Queens Municipality direct staff to develop a Flag Policy for the Region of Queens Municipality.

Councillor Fancy offered his opinion on the following for consideration in the development of flag policy:

- The Region manages flags at Fort Point, Visitor Information Center, Bridge, Privateer Park, Port Medway and the Municipal Building
- Would like to see 3 flags poles with flags – Canada, Nova Scotia and a third “Optional”
- “Optional” flag could be chosen through an application request through the Region and be in recognition of provincial events, and flown for a set period of time, e.g. Aboriginal Month, Privateers Days, etc.
- “Optional” flags could be purchased by the applicant
- Standardization of what qualifies for Mast flags

MOTION CARRIED unanimously.

15.4 Policy 8 – Proclamations – Councillor Fancy

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

THAT the Council of the Region of Queens Municipality request a staff report examining policy options to enable council to review Policy 8 Proclamations.

Councillor Fancy offered his opinion for consideration for proclamations, stating it would be an opportunity to celebrate people and events such as African history, Aboriginal history, Autism Awareness, etc.

MOTION CARRIED unanimously.

16.0 IN-CAMERA ITEMS

It was moved by Councillor Muise and seconded by Councillor Fiske that the proceedings go In-Camera at 10:13 a.m. to discuss the following:

- 16.1 Contract Negotiations MGA 22(2)e
- 16.2 Property Matters MGA 22(2)a
- 16.3 Litigation Matters MGA 22(2)f
- 16.4 Personnel Matters MGA 22(2)c

MOTION CARRIED unanimously.

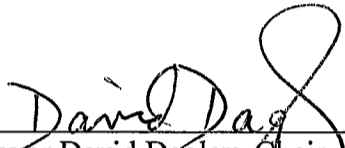
COUNCIL RECESSED FOR 10 MINUTES AT 10:13 A.M.

It was moved by Councillor Muise and seconded by Councillor Fancy that the proceedings exit the In-Camera session at 12:55 p.m.

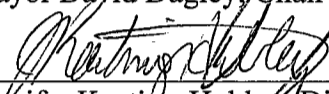
MOTION CARRIED unanimously.

17.0 ADJOURNMENT

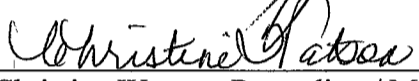
There being no further business, the meeting adjourned at 12:55 p.m.



Mayor David Dagley, Chair



Jennifer Keating-Hubley, Director of Finance



Christine Watson, Recording / Management Secretary

Date Approved: Sept. 12 / 17



ITEM 8.1

Information Report: **Municipal Marketing Strategy – Current Situation**

Submitted By: Jill Cruikshank, Director – Economic Development

Origin: Strategic Priorities of Council, June 20, 2017

Legislative Authority: Municipal Government Act, Power to expend money

Date: August 22, 2017

Background: Council approved the following action for staff during the Strategic Priorities session held on May 3, 2017: “Develop a strategy to inform 2018 budget and actions required to market the municipality”. This project will involve developing a paper with current marketing efforts and resources, compared to current Council priorities and then subsequently identifying future marketing strategies and the associated budget requirements. The deadline for the next stage is December 2017.

With Council’s priority being to grow the population and the economy, there is an emerging focus to improve our marketing efforts.

This information report is the first step in the process and will address current marketing efforts and resources, as preliminary information to inform the work of identifying new budget and action requirements for the 2018/19 budget.

Our current strategy for marketing is to enable the Region to focus our limited resources on the best opportunities to realize the maximum benefit.

Much of the marketing work that we do does not bear a cost, but requires time and effort to produce, e.g. social media postings, web site updating, etc.

This report does not include other marketing related activities, such as community and media communications, the support provided to the two Visitor Information Centres in Queens, events at Queens Place Emera Centre, support for Community Groups, e.g. designing and producing posters to promote their events, etc.

Current Situation:

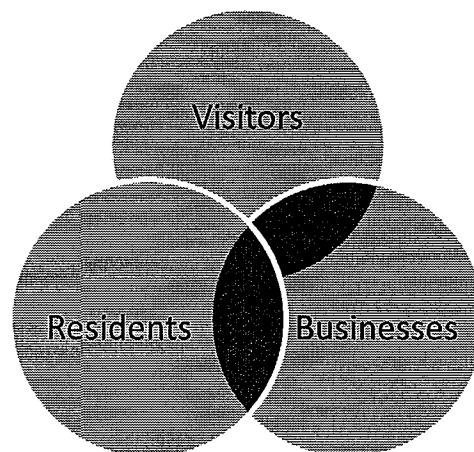
Marketing activities are concentrated in two areas: Visitor/Resident Attraction and Business Attraction.

Our efforts have traditionally been biased toward the tourism industry, knowing that the visitor of today is often the resident of tomorrow. Tourism Nova Scotia's role is to bring people to the Province, South Shore Tourism Co-operative's role is to bring them to the South Shore and at the municipal level we partner with South Shore Tourism Co-operative and also produce lure and fulfillment materials to help attract visitors and to navigate places of interest once they get here. As active partners in the South Shore Tourism Co-operative, Queens also leverages visitor attraction from their annual Marketing Plan, the latest version of which was launched at Queens Place Emera Centre on March 8, 2017.

Recently some retiree resident attraction effort was piloted by a low cost facebook advertising campaign in partnership with the retiretoliverpool web site.

Much of the focus of our business attraction marketing support has been focused around encouraging investment in Port Mersey Commercial Park, downtown Liverpool and the agriculture sector. Our work to bring about improvements to rural internet services supports all areas of attraction at the basic infrastructure level.

In general we steer away from paid print advertising, depending on cost, quality and the longevity of the publication, due to the high cost and the challenge of monitoring effectiveness. Another issue is that advertising and partnership opportunities arise throughout the year, which may not be apparent at the time of budget preparation.



Web Site: Obviously staff is involved with generic marketing of the Region through creation and maintenance of a web site, in conjunction with the various departments who maintain their own sections. When our 'new' site was designed in 2012, it was done in such a way that it provided staff with the maximum flexibility to update and add information, to minimize expenditure on third party assistance. Hence



ITEM 8.1

most of our website budget is spent on annual hosting fees and required maintenance that has to be done by the web site provider. Novascotia.com, as the flagship web site for anyone planning to visit Nova Scotia, is the ideal place for our businesses attractions and events to populate with information, photos, videos, etc., as it receives over 2 million visits every year. South Shore Tourism Co-operative uses its presence on novascotia.com as a gateway to the South Shore (<http://www.novascotia.com/about-nova-scotia/regions/south-shore>). In addition, we are involved in the Working Group looking at better marketing the "Why Here" web site (<http://www.whyhere.ca>) and also have participated on a regional South Shore basis in the agricultural start-up web site and digital advertising campaign called "Grow South-West Nova" (<http://growsouthwestnovascotia.ca>).

Social Media: The South Shore Tourism Co-operative's digital media campaign for 2017/18 is focused on Ontario, Quebec and the North-Eastern United States, which drives traffic back to the South Shore section of novascotia.com. In addition, three facebook contests are arranged for the spring, fall and winter to raise awareness of the area and develop a larger newsletter email list. The Region's social media presence on Facebook and Twitter is utilized to promote local news and events and also as a method of communicating with local residents on matters of importance or interest. The Summer Ambassador position is tasked with promoting events and businesses through these channels. There are also listings of local attractions on TripAdvisor, which are monitored. We also maintain a webcam at the Liverpool Visitor Information Centre which is hosted via Nova Scotia webcams (<https://www.novascotiawebcams.com/en/webcams/liverpool>).

Consumer Shows: For the past 12 years we have had a presence at the Saltscapes Expo in Halifax in April each year, in partnership with area businesses and attractions, and also the South Shore Tourism Co-operative. This year, we also participated in the new South Shore Expo at Queens Place Emera Centre in May to promote the area to visitors attending the show. At various times we have partnered with the South Queens Chamber of Commerce by taking a booth at "Connect for Success" – a trade show that aims to connect local businesses with service providers. We also have had a Visitor Information presence at events like the 2014 Canadian Junior Curling and at Queens County Fair.

Brochures: Historically we have taken a double-page in the Nova Scotia Travel Guide to promote Queens in partnership with local businesses and attractions, who pay for the space occupied by their advert. The cost of this double-page space is \$15,500, but it brings in revenue of around \$12,000 from the partners to help offset the cost. The South Shore Guide content is co-ordinated and produced by the South Shore Tourism Co-operative, with digital and hard copy versions. There are about 20 or more brochures which are designed and

produced in-house by the Region of Queens , for use in our Visitor Centres and local businesses/attractions. These would be such things as walking tours, scenic drives, maps, etc. In addition, this season we have produced from scratch a new, full-colour, glossy Guide to Queens and are working on a colour map for Queens, highlighting points of interest. The Queens Guide is distributed to Visitor Information Centres at key entry points to Nova Scotia and along the South Shore. These are being printed externally, as was the popular 'Explore our Lighthouses' brochure which provides an excellent map of the coastal area, plus information on the history and accessibility of the six lighthouses in Queens. A full-colour events bookmark for Queens is also produced to highlight our major events in a particular year. These are distributed through consumer shows, local businesses and the visitor centres. We also get involved in external partnerships on marketing materials initiated by community groups, which complement the brochures that already exist, normally by purchasing an advertisement. A brochure display is maintained at Queens Place Emera Centre on a year-round basis together with a TV screen presentation highlighting what Queens has to offer.

For new residents, we maintain the "Welcome to Queens Resource Guide", which is downloadable from our web site in the Relocate/Getting Settled section.

Video & Still Photography: From time to time we partner with funding organizations to acquire video and still photography assets to utilize in our marketing efforts. We are currently working with Tourism Nova Scotia to obtain video and stills photography under their "Inspiring Content Program".

Signage: We have a minimal budget for maintenance of the tourism signage owned by the Region. In addition, seasonal-themed event advertising has taken place in the last few years to promote the wide range of events that take place in Queens year-round both via signs in Liverpool and Caledonia and via social media.

Community Profiles: There are two community profiles available to prospective investors and developers downloadable from our web site. These were created as part of our investment attraction efforts and are maintained in-house, using census data, etc., and downloadable from the web site.

Vacant Commercial Property Listings: An online Commercial Property Listing document is updated regularly and downloadable from our website for developers/entrepreneurs seeking available commercial space to lease or buy for a business.

Financial Resources for Marketing:

2017/18 BUDGET	\$	
Brochure Update & Production	12,000 (usually \$5,000)	2017 Queens Guide & new Queens Map
Website Development	3,000	Mainly covers regular maintenance & hosting fees
Nova Scotia Travel Guide	15,500	2018 Doers & Dreamers double page with industry partners – revenue of around 12,000 to offset costs (net \$3500)
Miscellaneous Advertising	5,000	Funding for planned & other advertising opportunities
Promotions	4,000	Participation in South Shore Tourism Co-op & marketing partnerships
Signage	2,000	Primarily for maintenance of existing signs, plus seasonal event signs & downtown banners

Coming Next

The second part of this Strategic Priority will be completed in the Fall and is due to be brought to Council in December 2017. This will look to the future and determine strategies and the associated budget required to market Queens for the 2018/19 budget year. This may require some realignment of current funding priorities, but should be:

- based on sound market research,
- based on decisions around the brand we have to offer,
- have measurable outcomes
- and be well-communicated to the community.

Report Author:

Jill Cruikshank

CAO Approval:

MARKETING ACTIVITIES

Here are some examples of marketing activities to provide an idea of the types of things that have been done recently:

RQM ALONE

Tourism/Resident Attraction

Queens Guide 2017 – “Find Your Adventure”	Designed & produced in-house this year. Reduced to 5,000 copies, due to late availability
Queens Colour Map Brochure	Project underway with local graphic designer & printer (10,000 copies)
‘Explore our Lighthouses’ Brochure	Designed & printed externally, this brochure has been reprinted and updated
Themed seasonal event signage for Liverpool & Caledonia – Summer & Winter, plus associated design for website, social media banners & email signatures	Designed in-house/printed by local printer
Major Events Bookmark – giveaway for consumer shows, at Visitor Centres & businesses	Designed in-house (5000 copies), printed locally
Webcam at Liverpool Visitor Information Centre	Design of adverts (in-house), hosted by Nova Scotia Webcams
Region of Queens Website	Covers all elements of Visitor/Resident & Business Attraction
Re-creation of Liverpool – Port of the Privateers logo	Newly created in a useable digital format for potential users under Policy
Banners for Downtown Liverpool	Designed in-house (20)
South Shore Expo – May 2017	Booth space, provision of personnel to organize, participate and set-up & take-down (Saltscapes & South Shore Expo)
‘Downtown Liverpool – Eat, Shop & Play’	Created in-house, colour printing externally. Brochure for use in local accommodations (500 copies)
Tourism Brochures: <ul style="list-style-type: none"> • Queens Map • Liverpool Map with Attractions • Caledonia Map • Caledonia Walking Tour • Port of the Privateers Walking Tour • Liverpool Historic Walking Tour • Port Medway Historical Tour • Seaside & River Drive • The Falls Scenic Drive • Liverpool Loop • Harmony, West Caledonia & New Grafton • Westfield Loop Drive • NQ Favourite Fishing Holes • Pirate v Privateer 	Designed & copied internally. Provided to both Visitor Centres

<ul style="list-style-type: none"> • Thomas H. Raddall • Downtown Liverpool – Eat Shop Stay (out of season visitor info. for incoming events) 	
Social Media	Summer ambassador (seasonal position) actively promotes events and happenings in Queens on social media – Facebook & Twitter
“ Welcome to Queens Resource Guide”	Created in-house and downloadable from website

Business Attraction

Queens Community Profile (Lure)	Produced in-house & downloadable from web site
Queens Community Profile (Investment Attraction)	Produced in conjunction with McSweeney & Associates
Vacant Commercial Property Listing	Produced in-house primarily from realtor listings and downloadable from web site

PARTNERSHIPS

Tourism/Resident Attraction

Saltscapes Expo – April 2017 with South Shore Tourism Co-operative	Booth space, provision of personnel to organize exhibitors for Queens’ presence & participate in booth, set-up and take-down
Queens Rails to Trails Association	Creation of an advert & paid advertising in new ATV Map brochure of Queens
Hank Snow Tribute	Advert (full page) in Tribute program – free of charge as part of sponsorship of the event
West Queens Coastal Community Association	Purchase of an advert in “West Queens Where” map, advert designed in-house
Retiretoliverpool.com	Highway sign
Retiretoliverpool.com	Social media advertising pilot
Tourism Nova Scotia – Inspiring Content Program	Video & stills photography project (cost-shared with Tourism Nova Scotia)
NS Doers & Dreamers Guide	Double-page spread in partnership with Queens businesses.

Business Attraction

Agriculture Day – Partnership with Municipality of the District of Lunenburg	Educational day aimed at attracting & encouraging small scale farmers
Grow South-West Nova Project	Website & Digital Marketing Campaign Both of these build on the South West Nova Climate Data Study, as a means of attracting growers by virtue of the results of this study