

**REGION OF QUEENS MUNICIPALITY
COMMITTEE OF THE WHOLE
TUESDAY, JUNE 20, 2017
9:15 a.m.**

PRESENT: Mayor David Dagley, Chair
Councillor Kevin Muise
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

REGRETS: Councillor Heather Kelly

1.0 CALL TO ORDER:

Mayor Dagley called the meeting to order at 9:15 a.m.

1.1 Approval of Agenda

It was moved by Councillor Muise and seconded by Councillor Fiske that the Agenda be approved as presented.

MOTION CARRIED unanimously.

1.2 Approval of Minutes – May 16, 2017

It was moved by Councillor Fralic and seconded by Councillor Fancy that the May 16, 2017 minutes be approved as circulated.

MOTION CARRIED unanimously.

1.3 Public Comment

Leon Robertson – 45 College Street, Liverpool – Mr. Robertson offered his opinion on Item 2.1 – Strategic Priorities, stating the new development at Exit 19 may compete against the downtown core and enquired about the revitalization. He further enquired about RQM's promotion of Canada Day events.

Mabel Wisniewski, 34 Mersey Avenue, Liverpool – Ms. Wisniewski commented on the number of patrons attending the Privateer Farmers' Market being down this year. She confirmed the market is located next to the VIC every Saturday between 9 a.m. and 1:00 p.m. until October 12, 2017.

2.0 CORPORATE SERVICES

2.1 Strategic Priorities

Richard MacLellan, CAO, made a presentation to Council on Strategic Priorities (copy of presentation attached to original set of Minutes). Some highlights included:

- Strategic Priorities for Council include:
 - Growing the Population and Economy
 - Delivering Desirable Municipal Services
 - Governing to Best Municipal Practices
- Reviewed the successes since adoption of priorities.
- With the completion of the budget, staff is looking to refine our priorities to get more focused on council's direction. To do this, we requested and received facilitation support from the Department of Municipal Affairs.
- Reviewed the work plan to enable accountability, transparency, and progress.
- Reviewed the May 3 Strategic Planning Session – Community Strengths and Weaknesses, Opportunities and Threats, and refined Goals.
- Reviewed the current refined priorities and how to achieve.
- Reviewed Actions under each strategic priority:
 - Scope review of Municipal Planning Strategy focused on downtown revitalization
 - Develop a strategy to inform 2018 budget and actions required to market the municipality
 - Engage with downtown businesses and examine an opportunity for a Business Improvement District
 - Provide Council with a municipal broadband action plan
 - Scoping of Municipal Planning Strategy review to respond to development and housing pressures
 - Support development of Business Plan for Community Transit Solutions
 - Review Capital Plan in 5 and 10 year lens based on current priorities
 - Progress Asset Management Strategy
 - Develop project readiness for federal infrastructure funding
- Administrative Actions:
 - Succession Planning
 - Strategic Planning
 - Communications Strategy Revision
 - Development of a Councillor Issues Tracker

2.2 COW Summer Meeting Dates

Mr. MacLellan stated that during forecasting meetings for the summer months, the June and July Committee of the Whole meetings will not be held, and the four regular Council meetings will remain as scheduled.

3.0 IN CAMERA

It was moved by Councillor Muise and seconded by Councillor Fiske that the proceedings go "In-Camera" at 10:00 a.m. to discuss the following:

3.1 Property Matter MGA 22(2)a

MOTION CARRIED unanimously.

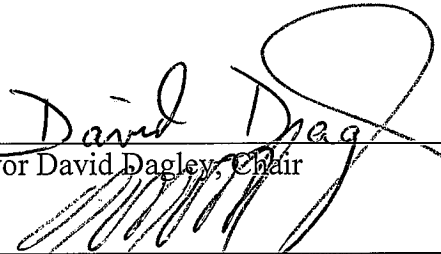
Council recessed for 5 minutes at 10:00 a.m.

It was moved by Councillor Muise and seconded by Deputy Mayor MacLeod that the proceedings exit the "In-Camera" session at 10:30 a.m.


MOTION CARRIED unanimously.

4.0 ADJOURNMENT

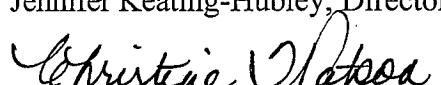
There being no further business, the meeting adjourned at 10:30 a.m.



Mayor David Dagley, Chair



Jennifer Keating-Hubley, Director of Finance



Christine Watson, Recording / Management Secretary

Date Approved:

September 19, 2017

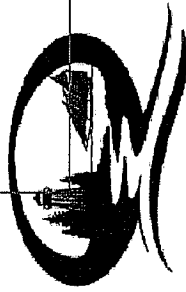
Strategic Priorities

June 2017



Strategic Priorities for Council

1. Growing the Population and Economy
2. Delivering Desirable Municipal Services
3. Governing to Best Municipal Practices



Successes!

| Accomplishments April to June 2017 | | |
|--|--|--|
| Growing our Population and Economy | Delivering Desirable Municipal Services | Governing to Best Practices |
| <ul style="list-style-type: none"> Purchase and Sale Agreement for Bay St Lands with Kent Fields Purchase and Sale Agreement with Plaza REIT Declared several municipal properties surplus and prepared for sale Unveiled Queens County Museum Sports exhibit at Queens Place Successfully hosted South Shore Expo Development of Queens Visitors Guide Retiretoliverpool.com social media advertising pilot project VibeTalk / Newcomer event | <ul style="list-style-type: none"> Approved revised Vending Bylaw Developed Solicitation for Hillview Replacement Development Agreement Secured \$20,000 funding for Community Transit concept development Completion of Mersey Skatepark and BMX Trail Community Transportation Feasibility Study completed and presented to COW 40% completion of School / Main Street utility projects Completed Request for Information for Pool Project Secured \$5,000 grant to improve multi use trail in Liverpool | <ul style="list-style-type: none"> Refined Strategic Planning with Municipal Affairs Repealed obsolete policies May Community Newsletter distributed Initiated update to Communications Strategy, presented at COW Reciprocal EMO agreement with Shelburne Bylaw Shared Services agreement with Town of Lunenburg Council participation in UNSM Spring Workshop Council support of JMAT recommendations Renewal of partnership with QASL at VIC |



Refining our Priorities

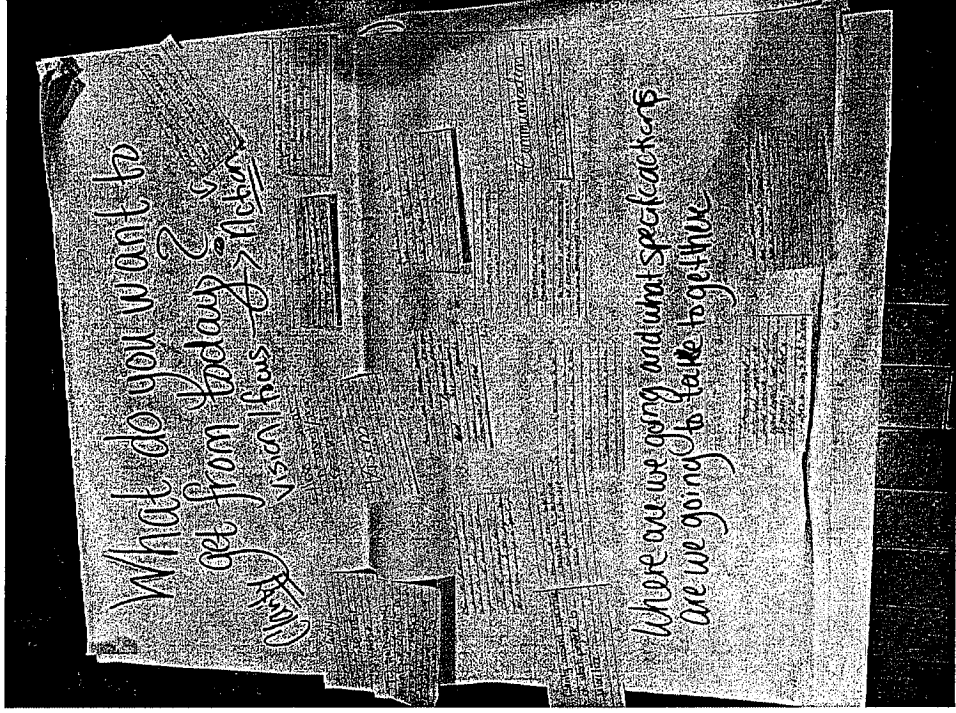
| 2016 to 2020 Board Priorities | | |
|---|--|---|
| Growing the Population and Economy | Delivering Desirable Municipal Services | Governing to Best Practices |
| 2017 - 2018: Organizational Goals | | |
| Revitalize Downtown Core | Invest in Infrastructure and events that will improve lifestyle in Queens | Maintain and develop quality infrastructure |
| Values | | |
| Scope review of Municipal Planning Strategy focused on Downtown Revitalization | Provide council with a municipal broadband action plan | Review Capital Plan in 5 and 10 year lens based on current priorities. |
| Develop a strategy to inform 2018 budget and actions required to market the municipality. | Scope review of Municipal Planning Strategy to respond to development and housing pressures. | Progress Asset Management Strategy in coordination with Gas Tax obligation, with priority on data collection: flood mapping, condition assessment |
| Engage with downtown business and examine opportunity for a Business Improvement District | Support development of Business Plan for Community Transit solution. | Develop project readiness for federal infrastructure funding. |

| 2016 to 2020 Administrative Priorities | | |
|--|----------------------------|-------------------------------------|
| Organizational Capacity | Empowered Council | Clear public information and Policy |
| Values | | |
| Develop Organization Succession Plans | Ongoing Strategic Planning | Revise Communications Strategy |
| | | Focused and Accountable Performance |
| | | Develop Councillor Issues Tracker |

Workplan

| Action | Department/Lead | Projected Milestone |
|--|--------------------------------------|---------------------|
| Scope review of Municipal Planning Strategy focused on Downtown Revitalization | Planning / Economic Development | July 2017 |
| Develop a municipal marketing strategy to inform 2018 budget and actions. | Economic Development | December 2017 |
| Engage with downtown business and examine opportunity for a Business Improvement District | Economic Development | November 2017 |
| Provide council with a municipal broadband action plan | Economic Development | November 2017 |
| Scope review of Municipal Planning Strategy to respond to development and housing pressures. | Planning | January 2018 |
| Support development Business Plan for Community Transit solution. | Planning | March 2018 |
| Review Capital Plan in 5 and 10 year lens based on current priorities. | Engineering & Public Works / Finance | September 2017 |
| Progress Asset Management Strategy in coordination with Gas Tax obligation, with priority on data collection: flood mapping, condition assessment. | Engineering & Public Works | March 2018 |
| Develop project readiness for federal infrastructure funding. | Engineering & Public Works | |
| Develop Organization Succession Plan | CAOs Office | September 2017 |
| Ongoing Strategic Planning | CAOs Office | |
| Revise Communications Strategy | CAOs Office | October 2017 |
| Develop Councilor Issues Tracker | CAOs Office | January 2018 |

May 3 Strategic Planning Session



Strengths

- arts & culture
 - theatre, festivals, artists
- 1 mun. unit
- lowest water rates
- volunteer base *
- low comm. infrastructure
- 3rd lowest comm. rates
 - New hospitals, schools, etc
- forward-thinking CAO
- diverse backgrounds & strengths
 - council & admin
- strong partnerships w comm groups *
- good infrastructure
- eng. & public works dept.
- good r'ship b/w council & CAO *
- natural assets: ocean, rivers, etc

Weaknesses

- Lack of clear communication (interdepartmental) *
- ↳ no communication strategy
- Don't promote ROM
- More practice (not practice) *
- Ability to act quickly *
- ↳ Sustainability Grant due to post-session (transitions) & budget
- Acceptance of 2015 Status (No) Grant by
- OPR location minimal building
- Council training
- Staff & Council personalities
- Housing - improving options housing not there to (gender, adaptable rooms) promote good
- Lack of participation in prev/mun groups, committees



Goals

1 Downtown / Main Street

2 Improve lifestyle offerings → ^{Robson} ^{West} ^{Community}

↳ Queen Place plan
↳ Ric → rail
↳ B
↳ systems

3 Enhance infrastructure
↳ B
↳ systems

4 Organize emergency services
↳ B
↳ systems



Current Refined Priorities

- Revitalization of Downtown Liverpool
- Provision of municipal infrastructure that improves lifestyle
- Maintaining and developing quality infrastructure



Actions

| | | |
|--|---|--|
| <p>Scope review of Municipal Planning Strategy focused on Downtown Revitalization</p> | <p>Provide council with a municipal broadband action plan</p> | <p>Review Capital Plan in 5 and 10 year lens based on current priorities.</p> |
| <p>Develop a strategy to inform 2018 budget and actions required to market the municipality.</p> | <p>Scope review of Municipal Planning Strategy to respond to development and housing pressures.</p> | <p>Progress Asset Management Strategy in coordination with Gas Tax obligation, with priority on data collection: flood mapping, condition assessment</p> |
| <p>Engage with downtown business and examine opportunity for a Business Improvement District</p> | <p>Support development of Business Plan for Community Transit solution.</p> | <p>Develop project readiness for federal infrastructure funding.</p> |

Action: Scope review of Municipal Planning Strategy Focused on Downtown Revitalization

Lead: Planning Department

Scoping document: August 2017

- Zoning review (Housing / Commercial space)
- Examine opportunity to adopt commercial development district bylaw to encourage property redevelopment by deferring assessment increases
- Examine other municipal policy options for Downtown business support
- Develop a Parks Plan for Privateers and Centennial Park, and incorporate into an open space plan for the area



Action: Develop a strategy to inform 2018 budget and actions required to market the municipality

Lead: Economic Development

Council recommendation: December 2017

Develop a paper with current marketing efforts and resources, compared to current Council priorities and identify new budget and action requirements.



Action: Engage with downtown business and examine an opportunity for a Business Improvement District

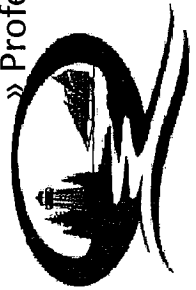
Lead: Economic Development

Engagement completion: November 2017

Business Improvement Districts (BIDs) are formed when local businesses join together to improve, promote and undertake projects that will result in a stronger and more competitive commercial main street or business district.

The range of activities that BIDs undertake may include:

- » Branding
- » Marketing
- » Website
- » Business Newsletter
- » Signage
- » Iconic Wayfinding
- » Streetscape Improvements
- » Cleansing & Maintenance» Safety Improvements
- » Shopfront Improvements
- » Seasonal & Special Events
- » Business Recruitment
- » Business Incubation Space
- » Wi-Fi Business District
- » Professional Development



**Action: Provide Council with a
municipal broadband action plan**

Lead: Economic Development

Council Report: November 2017

The plan will examine the to be released Provincial Strategy, Federal Programs, and make a recommendation on the municipal approach to supporting broadband internet infrastructure.



Action: Scoping of Municipal Planning Strategy Review
to respond to development and housing pressures

Lead: Planning Department

Scoping document: January 2018

To enable the population and economic growth that Council has established as an overarching priority, the MPS review will include looking at where growth can and should happen, and what policy and infrastructure is needed to meet the target.



**Action: Support development of Business
Plan for Community Transit Solutions**

Lead: Planning Department

Business Plan: Complete by March 2018

The municipality, using funding from the NS TRIP program, will continue to work with the working group to develop a business plan for potential community based transit solutions.



Action: Review Capital Plan in 5 and 10 year lens based on current priorities

Lead: Engineering & Public Works / Finance

Review: September 2017

Based on current council priorities, staff will work with council to review the long term capital plan for the Region.



Action: Progress Asset Management Strategy

Lead: Engineering & Public Works

March 2018

Currently, the Province (through the Department of Municipal Affairs) is consulting with municipalities and relevant stakeholder groups to develop a province-wide asset management tracking and reporting system to support municipalities in making progress with their plans.



Action: Develop Project Readiness for federal infrastructure funding

Lead: Engineering & Public Works

Timeline TBA

A second offering of the Clean Water and Wastewater Fund is anticipated. Region of Queens Municipality will ensure that we have projects ready to submit. The Waterloo WasteWater Regulatory project is a priority.



Administrative Actions

- Succession Planning
- Strategic Planning
- Communications Strategy Revision
- Development of a Councillor Issues Tracker

