

**REGION OF QUEENS MUNICIPALITY  
COMMITTEE OF THE WHOLE  
TUESDAY, OCTOBER 17, 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 Gilbert Johnson  
Jennifer Keating-Hubley, Interim Chief Administrative Officer  
Christine Watson, Recording / Management Secretary

**REGRETS:** Councillor Raymond Fiske

**1.0 CALL TO ORDER:**

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

**1.1 Approval of Agenda**

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

**MOTION CARRIED unanimously.**

**1.2 Approval of Minutes – September 19, 2017**

**It was moved by Councillor Fralic and seconded by Councillor Muise that the September 19, 2017 minutes be approved as circulated.**

**MOTION CARRIED unanimously.**

**2.0 PRESENTATION**

**2.1 Queens Community Aquatic Society**

Celeste Johnston, Queens Community Aquatic Society, was welcomed to Council to provide an update and next steps on the community pool proposal (copy of presentation attached to original set of Minutes).

Some highlights included:

- Public meeting held in February 2017 with approximately 80 people in attendance
- Reviewed the Independent Survey (946 respondents)
- 83% of respondents believe it is important to have a year round pool
- Reviewed the Summary of the Survey
- Provided information on Membership
- Request for Information were sent out in April 2017, and 6 responses were received. Presentations were held in June.
- Presenters were Tate Engineering, Architect 49, Stantec, DRSA, and NC Aquatics
- Reviewed funding possibilities – Federal, Provincial, Region of Queens, Private/Corporate Sector and Public Campaign
- Other work to date includes meeting with MP Jordan, list of potential Aquatic Programs for Queens and met with pool consultants Bill Burke and Cathy Oliver.
- In order to seek funding, a detail plan that includes a project definition, construction costs and operating costs is necessary.
- The Committee is asking the Region to contribute \$6,000.00 (the Province will be contributing \$18,000.00) to hire a consultant to develop a plan.
- Once a plan has been finalized through the consultant, a report will be brought back to Council the end of February for decision.
- Hold a public meeting for input and construction could start as early as summer 2018.
- The fundraising group is set and ready to begin as soon as approval is given.

### 3.0 PUBLIC COMMENT

Leon Robertson, 45 College Street – Mr. Robertson commented on activity around the fish plant and asked if there is any planned expansion. He asked what was included in the \$18,000 paid to Architect 49 by the Region and voiced his concerns with the estimated quotes provided in the pool presentation. Jennifer Keating-Hubley, Interim CAO, stated the consultant fees were to provide a comparison between a fixed and dome structure.

### 4.0 CORPORATE SERVICES

#### 4.1 Business Retention and Expansion Program with REN

Richard Lane, Economic Development Officer, provided background on the Business Retention and Expansion (BRE) (copy attached to original set of Minutes).

BRE is the activity of engaging with local businesses to help them improve or expand their operations. The core activity of a BRE program is through visitation; asking questions, listening and recording the issues facing local businesses. The BRE members will respond and intervene whenever possible.

The BRE process uses a Diagnostic Tool, which is in the form of a questionnaire, which is confidential. The businesses will be asked to sign an Informed Consent Agreement.

The Region has been requested to participate in a South Shore BRE Committee, which is coordinated through the South Shore Regional Enterprise Network (SSREN) and will have representation from all member municipal units. Consideration should be given to have Economic Development staff act as the Account Executive to carry out the business visits in the Municipality. Participation is not expected to be a large time commitment, and will vary on how many businesses are involved.

#### 4.2 Flag Policy

Mrs. Keating-Hubley stated the report circulated contained a lot of information which has been compiled from many other municipalities. A number of requests are received each year by various groups and organizations. Councillor Fancy brought forward a motion for consideration in developing standards and a policy which would help being more consistent and assist for better scheduling.

In response to questions from Councillors, Heather Cook, Community Development Coordinator, provided the following information:

Appendix A – Inventory of Flag Poles, provides a list of municipal owned flag poles and the flags flown which will form part of the policy.

Appendix C – List of Recurring Flags, is a list of recurring organization flags that are flown throughout the year.

An explanation of the draft Application Form was given. Applications should be submitted a month prior to the date requested to give time for preparation, as well as providing a flag. All approvals will be through to Council except the ones listed in Appendix C.

Through discussions, minor changes to the policy will be made and brought to Council for consideration for approval.

#### 4.3 Proclamation Policy

Mrs. Keating-Hubley stated that periodically requests for proclamations are received from various groups and organizations from the community, and from national and international organizations. Preparation of these would take a considerable amount of staff time and leave Council to make decisions and choices. The Region presently recognizes people and businesses through Award of Recognition during Council meetings, as well as through the Ripple Effect and the South Queens Chamber of Commerce, and these are communicated on our website.

Each proclamation would require a separate motion at Council and would require a significant amount of staff and Council time.

Many Councillors offered opinions that proclamations could create and increase community pride and bring awareness to businesses and people. It was suggested that during the proclamation time frame the business being proclaimed could hold public sessions.

Following discussions, staff will investigate further on municipalities who do have proclamations and bring a report back to Council for consideration.

5.0 IN CAMERA

It was moved by Councillor Fancy and seconded by Councillor Fralic that the proceedings go "In-Camera" at 11:20 a.m. to discuss the following:

- 5.1 Litigation MGA 22(2)f
- 5.2 Contraction Negotiations MGA 22(2)e
- 5.3 Property Matter MGA 22(2)a

**MOTION CARRIED unanimously.**

Council recessed for 5 minutes at 11:20 a.m.

It was moved by Councillor Kelly and seconded by Councillor Fralic that the proceedings exit the "In-Camera" session at 12:40 p.m.


**MOTION CARRIED unanimously.**

6.0 ADJOURNMENT

There being no further business, the meeting adjourned at 12:40 p.m.

  
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Mayor David Dagley, Chair

  
\_\_\_\_\_  
Jennifer Keating-Hubley, Interim CAO

  
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Christine Watson, Recording / Management Secretary

Date Approved: November 21, 2017

# Queens Community Aquatic Society

Update and Next Steps

October 17, 2017

## February 2017

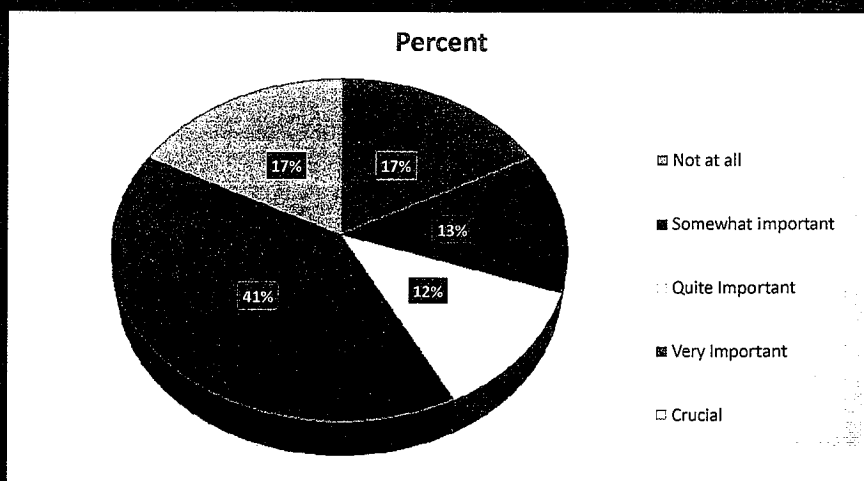
- Public Meeting to hear about Survey
- ~80 people attended
- All but two were in favour of moving forward with pool
- Summary of Survey

## Independent Survey

### Respondents

- 761 Adults:
  - 557 online
  - 204 on paper
- 188 Youth online
- 946 Total

## How Important is Year Round Pool



## Summary of Survey

- Large representative sample
- Two thirds think pool is important
- Over three quarters want to see pool over other new indoor facility
- They don't want to pay for it!
  
- A full report of questionnaire results is available

## Membership

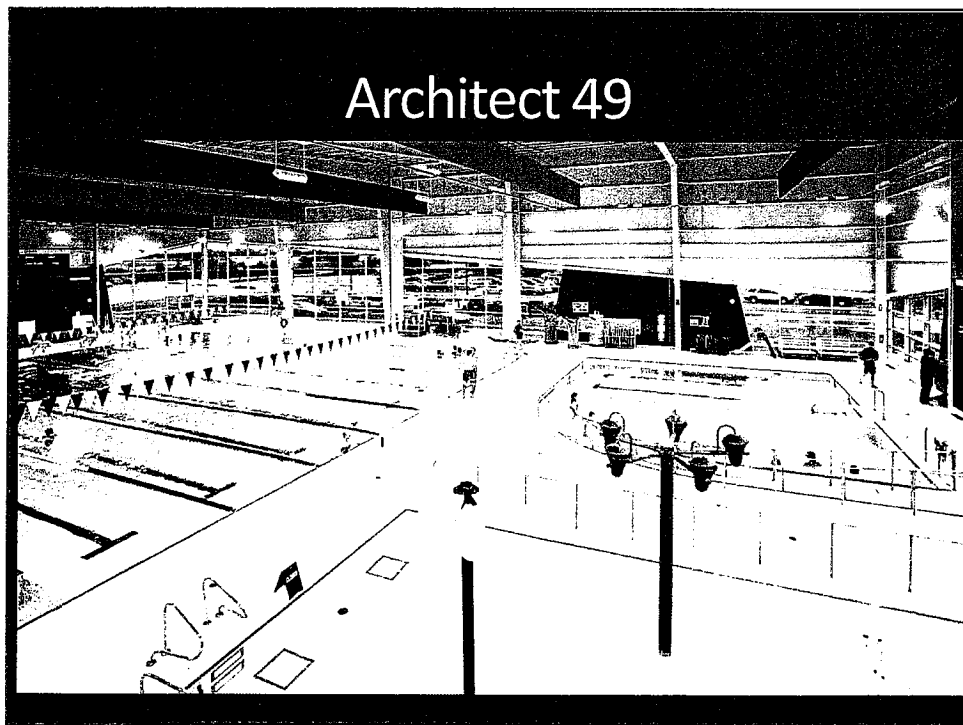
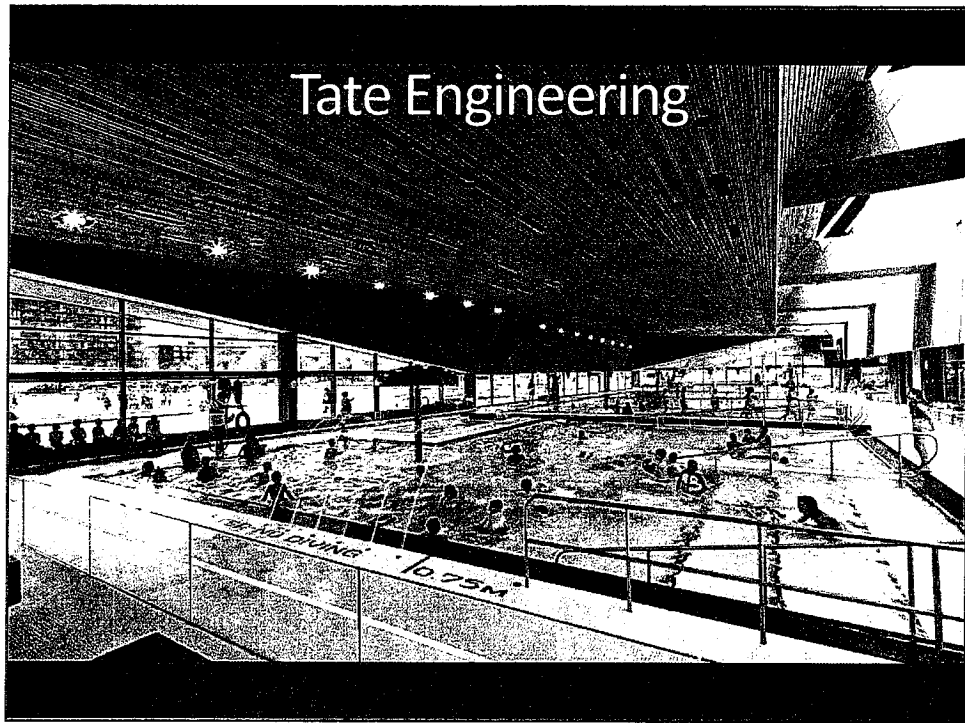
- Membership Chair added to Board
- Created FB page, Website  
<https://sites.google.com/site/qcaspool/>, email [qcaspool@gmail.com](mailto:qcaspool@gmail.com)
- Created membership form both paper and online
- Currently have 125 members
- Positive media coverage

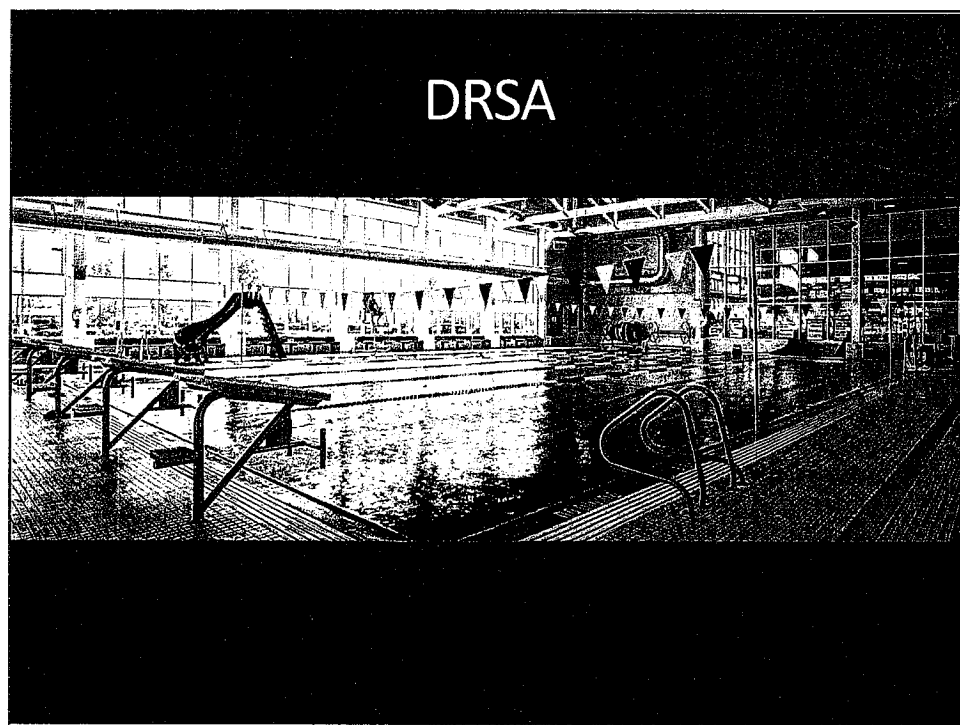
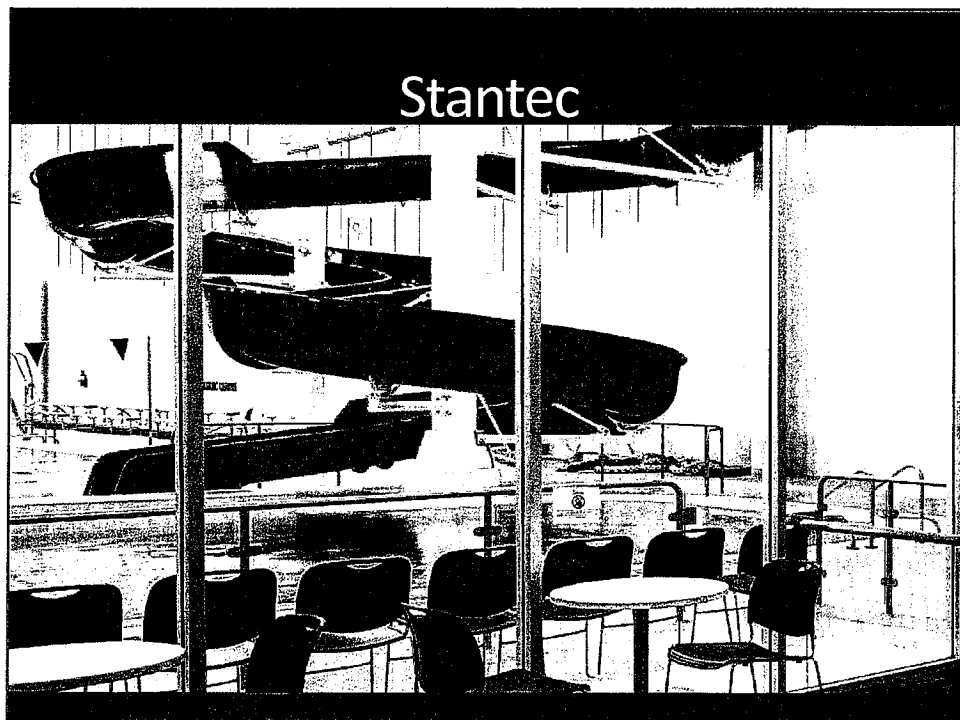
## Participated in Privateer Days



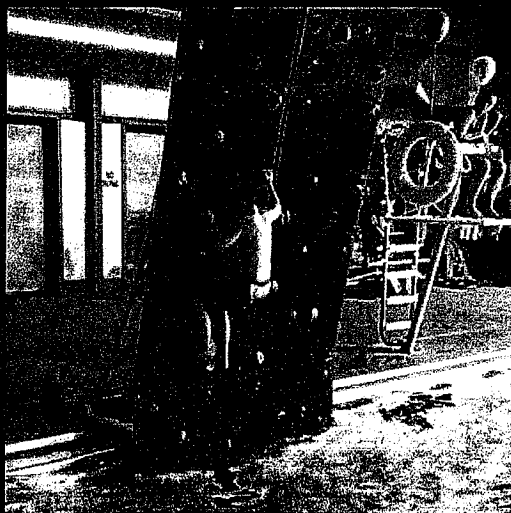
## Requests for Information

- Sent out April 2017
- 6 Responses, Presentations in June
- One had no pool experience
- Wide range of what was offered, design only, design/build, project management/no project management, focus on materials, focus on whole building.
- Some came having done lots of homework on us (including measuring property), others less





## NCAquatics



## What We Learned

- That the information was vast and varied
- That we, the RoQ as well as QCAS, need expert guidance
- That a Client Advocate should oversee the construction

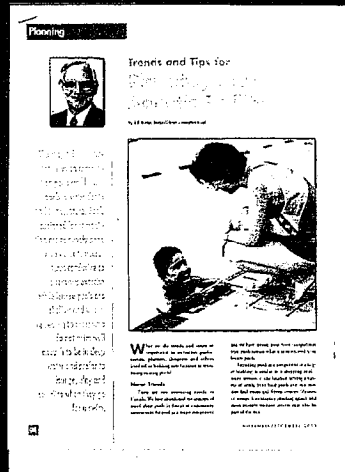
## Funding Possibilities

- Federal Government
  - Social Infrastructure Program, up to 50% of construction cost; tba soon
- Federal Government
  - Health, Infrastructure, Sport; current
- Provincial Government
  - Sport, recreation, youth, health
- Region of Queens
  - Retirement of past debt
- Private/Corporate Sector
- Public Campaign

## Other work

- East Hants received ~\$7million from Federal Govt
- Met with MP Jordan
- Based on Survey, drew up list of potential Aquatic Programs for Queens
- Met with Pool Consultants Bill Burke and Cathy Oliver

## Bill Burke and Cathy Oliver



- Designed/built/oversaw over 30 pools in Canada
- Retired to Bakers Settlement
- Very knowledgeable especially with pragmatics of how the pool might actually work

## At this point....

- We cannot seek funding without a detailed plan
- Plan needs to include:
  - Project Definition
  - Construction Costs
  - Operating Costs
- We guesstimate construction costs \$8-\$10 million
- We need an independent consultant to accurately estimate operating costs

## Reminders

- Queens County wants and needs a year round pool
- QCAS is committed to raising non-government funds
- There are Federal funds available in the near future for *rural areas, recreation, and health*

## The "Ask"

- \$6,000 towards hiring expert consultant to develop plan
- Province will provide \$18,000
- We propose Bill Burke and Cathy Oliver because of their experience (extensive), their location (south shore), and their fee (low, especially comparing similar work in metro)

## QCAS Thanks You

- Celeste Johnston, Pres
- Deborah Spartinelli, V Pres
- Susan Higgins, Secty
- Bill Smyth, Treasurer
- Dee Kozlowski, Funding Chair
- Nathan Smart, Membership Chair
- Ian Clark
- Al Doucet
- Kevin Page
- Bill Raine
- Kris Snarby



Queens Community  
Aquatic Society

[https://sites.google.com/site/qcaspool/  
qcaspool@gmail.com](https://sites.google.com/site/qcaspool/qcaspool@gmail.com)

October 17, 2017

Mayor Dagley, Deputy Mayor MacLeod, Councilors of the Region of Queens, NS

Re Projection of Indoor Pool Costs

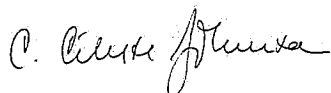
Dear Mayor Dagley and Council,

The QCAS has conducted preliminary work on possibilities for an indoor pool as an addition to Queens Place Emera Centre. However, none of us has the expertise to accurately estimate the construction and operating costs, nor to determine which features should be included based on population demographics. In fact, such expertise is not easily found. We are fortunate in that Bill Burke and Cathy Oliver, who have retired to Bakers Settlement, have such expertise. They have decades of experience, having been involved in the construction and operation of over 30 pools across Canada. They have agreed to make recommendations to the Region regarding the project definition, construction and operating costs. Their fee is minimal considering the scope of the work and their expertise, \$20,000 plus travel expenses.

We are thus asking the Region for a grant in the amount of \$6,000 and seek \$18,000 from the province's recreation funds, to cover fee plus additional costs.

Thank-you for your consideration. An indoor pool is long overdue. Such a facility will promote the health of the region, enhance development of youth, maintain mobility of seniors.

Sincerely,



on behalf of The QCAS Board Celeste Johnston, Deborah Spartinelli, Susan Higgins, Bill Smyth, Dee Kozlowski, Nathan Smart, Bill Raine, Al Doucet, Kevin Page, Kris Snarby, Ian Clark,

## **Business Retention and Expansion (BRE)**

*"BRE is the activity of engaging with local businesses to help them improve, expand, or manage the decline of their operations. BRE is about removing the barriers to growth; it aims to strengthen a community's ability to attract, grow and keep business."*

The core activity of a BRE program is business visitation. By visiting, asking questions, listening, and recording we understand the issues facing local businesses, and this gives members of BRE program an opportunity to respond, and intervene, where possible – follow-up perhaps being the most important activity.

Central to the BRE process is use of the Diagnostic Tool in the form of a questionnaire to guide conversation, responses to which are recorded in a customer relationship management (CRM) software application. Responses to the interview process are strictly confidential; business would be asked to sign an Informed Consent Agreement, and use of the CRM is protected by the signing of a Non-Disclosure Agreement. One advantage of recording data is the identification of trends, showing issues that may be 'company specific', or 'company common', and using the provincial-wide tool, Executive Pulse, allows company common issues to be identified at a local, regional, or provincial level.

The Region of Queens Municipality (RQM) was requested to participate in a 'South Shore BRE Committee', coordinated by the South Shore Regional Enterprise Network (SSREN), with representation invited from all member municipal units. The Committee will establish the BRE program team framework:

- Management Team – BRE Committee; Business Intelligence, community engagement
- Operations Team – Account Executives: outreach, visitation, recording, and referral
- Action Team – external organisation pool available for specific expertise and assistance
- Response Team – ad-hoc group formed from the Action Team to respond to specific requests

In addition to the RQM role on the BRE Committee, we should consider having Economic Development staff act as Account Executives carrying out business visits within the Municipality. SSREN anticipates hiring extra Account Executives on a consultancy basis to assist municipal units without sufficient capacity to provide this role. Either approach would result in RQM being aware of the general details of issues facing our business community, but there are pros and cons to both approaches:

- Consultant – provides a degree of separation; are businesses more, or less, likely to speak frankly on the issues they are facing.
- In-house – opportunity to build an ongoing relationships of trust between RQM and local business.

## ITEM 4.1

If issues are identified, Account Executives are responsible for quickly connecting clients to the Action Team through a referral process. Our Action Team is still to be assembled, but would generally consist of decision-capable individuals from client service providers locally and provincially. The Action Team is tasked with identifying issue solutions and assisting business with their implementation. These referrals and subsequent actions are also tracked in Executive Pulse.

Crisis circumstances may be identified where a referral to the Action Team will not be sufficient, e.g. impending closure of business. The opportunity exists for an Account Executive to identify a Red-Flag (Green-Flags also exist!), which would trigger the assembly of a Response Team.

Participation in the BRE Committee is not expected to involve a large time commitment, especially after the program framework is designed. The Committee will identify businesses to be approached, or more specifically initially, whether to adopt a stratified (e.g. specific business sector), or random data set.

The time commitment required to participate as an Account Executive will vary according to how many businesses are identified as above, and this will be a decision point against other strategic priorities of Council.