

**REGION OF QUEENS MUNICIPALITY
REGULAR COUNCIL
TUESDAY, APRIL 24, 2018
9:00 a.m.**

PRESENT: Mayor David Dagley, Chair
Councillor Kevin Muise
Councillor Brian Fralic
Deputy Mayor Susan MacLeod
Councillor Jack Fancy
Councillor Gilbert Johnson
Councillor Raymond Fiske
Chris McNeill, CAO
Christine Watson, Recording / Management Secretary

REGRETS: Councillor Heather Kelly

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

There were no presentations to come before this meeting.

4.0 TABLING OF PETITIONS:

There were no petitions to come before this meeting.

5.0 PUBLIC QUESTION / COMMENT SESSION:

Leon Robertson, 45 College Street, Liverpool – Mr. Robertson enquired if all the tenants of the former Mount Pleasant School have found new locations and suggested that the vacant part of the Call Center is available. He enquired if Pleasant Avenue would be sand sealed or repaved. He further enquired if consideration would be given to assisted living accommodations as part of the replacement for Hillsvieiw.

Kerry Gallant, Queens Ground Search & Rescue – Mr. Gallant stated that he is looking for responses on requests submitted to the Region; new lighting, fan in the washroom and an automatic defibrillator.

He further stated that they have a Project Life Saver program, which can assist in locating clients (i.e. someone who is autistic, etc.) should they become lost. The cost to clients is \$300 per year or \$25 monthly and is an asset to the community.

He asked for consideration into the eligibility for annual funding as emergency services providers.

Bill Cox, 121 Bog Road, White Point – Mr. Cox asked for clarification on the Director of Economic Director's job description. He asked for clarification for several budget items.

6.0 APPROVAL OF MINUTES:

6.1 Council Minutes – April 10, 2018

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

THAT the minutes of the Regular Council meeting held April 10, 2018 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:

There were no items to come before this meeting.

9.0 CORPORATE SERVICES:

9.1 Cost Sharing of J-Class Road – Pleasant Avenue, Mount Pleasant

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

THAT the Council of Region of Queens Municipality authorize entering into the 2018-2019 Cost Shared Paving Program Subdivision (J Class) Streets with Nova Scotia Department of Transportation and Infrastructure Renewal for Pleasant Avenue, Mount Pleasant, Queens County, at a total municipal cost of \$25,000.

AND THAT the Mayor and Chief Administrative Officer be authorized to execute the agreement on Council's behalf.

MOTION CARRIED unanimously.

9.2 Director of Economic Development Job Description

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

THAT the Council of Region of Queens Municipality approve the revised Director of Economic Development Job Description (attached).

MOTION CARRIED unanimously.

9.3 Community Economic Development Coordinator Job Description

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

THAT the Council of Region of Queens Municipality approve the Community Economic Development Coordinator Job Description (attached).

MOTION CARRIED unanimously.

10.0 ENGINEERING AND WORKS:

There were no items to come before this meeting.

11.0 FINANCE:

Mayor Dagley gave budget remarks on the 2018-2019 Budget (copy attached to original set of Minutes).

11.1 Budget Presentation

11.1 (1) Brooklyn Recreation Committee

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

THAT the Council of the Region of Queens Municipality approve a four and one-half cent (\$.045) area rate for the Brooklyn Recreation Committee.

MOTION CARRIED unanimously.

11.1 (2) Brooklyn Cemetery Committee

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

THAT the Council of the Region of Queens Municipality approve a one and one-half cent (\$.015) area rate for the Brooklyn Cemetery Committee.

MOTION CARRIED unanimously.

11.1 (3) Area Rates

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

THAT the Council of the Region of Queens Municipality approves that area rates be charged to residential, commercial, and resource assessments;

AND THAT the rates are applied as follows:

Assessment Districts 1-12

Except Assessment Account Numbers 10148820 and 10462223: Road Levy 75%

Assessment District 13

And Assessment Account Numbers 10148820 and 10462223:

Debt Charges District 13	- 100%
Roads, Streets & Sidewalks	- 75%
Equipment Costs	- 75%
Hydrant Charges-Central	
Water System	- 100%
General Paving	
Out of Operations	- 100%
Ball Field Operation	- 100%

Assessment Districts 1, 3, 5, 6: Hydrant Charges – Properties connected to the Liverpool Central Water System or that have the ability to connect to the system.

MOTION CARRIED unanimously.

11.1 (4) Operating Budget and Tax Rates

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

THAT the Council of the Region of Queens Municipality approve the 2018 – 2019 Operating Budget reflecting an operating surplus of \$1,315 and expenditures in the amount of \$19,780,777 which represents the tax rates for Assessment District 13 and assessment accounts 10148820 and 10462223 as follows:

- **Residential Base rate of \$1.01 per \$100.00 of assessment; plus an Area Rate of \$0.91 per \$100.00 of assessment or \$0.78 per \$100.00 of assessment not connectable to the Liverpool Water Utility;**
- **Resource Base rate of \$1.01 per \$100.00 of assessment; and an Area Rate of \$0.91 per \$100.00 of assessment or \$0.78 per \$100.00 of assessment not connectable to the Liverpool Water Utility;**
- **Commercial Base rate of \$2.11 per \$100.00 of assessment; and an Area Rate of \$0.91 per \$100.00 of assessment or \$0.78 per \$100.00 of assessment not connectable to the Liverpool Water Utility;**

AND THAT the following represents the tax rates for Assessment Districts 1-12 with the exception of assessment accounts 10148820 and 10462223 as follows:

- **Residential Base rate of \$1.01 per \$100.00 of assessment and an Area Rate of \$0.03 per \$100.00 of assessment;**
- **Resource Base rate of \$1.01 per \$100.00 of assessment and an Area Rate of \$0.03 per \$100.00 of assessment;**
- **Commercial Base rate of \$2.11 per \$100.00 of assessment and an Area Rate of \$0.03 per \$100.00 of assessment;**
- **Commercial Seasonal Base Rate of \$1.58 per \$100.00 of assessment and an Area Rate of \$0.02 per \$100.00 of assessment.**

AND THAT an area rate of \$0.130 per \$100.00 of residential, commercial, and resource assessment in Assessment Districts 1, 3, 5 and 6 that have the ability to connect to the Liverpool Water Utility.

Councillor Fancy stated during budget discussions he did not agree with the \$50,000 budgeted for branding of Queens, and for this reason he would not be supporting this motion.

MOTION CARRIED with 6 in favour and 1 against.

11.1 (5) Water Utility Operating Budget

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

THAT the Council of the Region of Queens Municipality approve the 2018 – 2019 Water Utility Operating Budget reflecting revenue of \$724,255 and expenditures of \$717,679 and a surplus of \$6,576;

AND THAT Council approves the submission of the three year Water Utility Operating Budget for the fiscal years 2018 – 2019, 2019 - 2020 and 2020 – 2021 to the Nova Scotia Utility and Review Board.

MOTION CARRIED unanimously.

11.1 (6) Capital Budget

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

THAT the Council of the Region of Queens Municipality approve the Capital Budget for 2018 – 2019 reflecting expenditures of \$1,937,000 to be funded as follows:

Long Term Borrowing	798,000
<u>Transfer from Reserves</u>	
> Special Operating Reserve	25,000
> Gas Tax Reserve	885,000
> Equipment Reserve	<u>229,000</u>
	<u>\$ 1,937,000</u>

MOTION CARRIED unanimously.

11.1 (7) Capital Investment Plan

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

THAT the Council of the Region of Queens Municipality approve the FIVE YEAR Capital Investment Plan for years 2018-2019 through 2022-2023;

AND THAT Council approves the submission of the five year Capital Investment Plan to the Department of Municipal Affairs.

MOTION CARRIED unanimously.

11.1 (8) Due Date on Taxes

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

THAT the Council of the Region of Queens Municipality approves the due date for taxes for the Region's Assessment Districts 1 – 13 for the 2018 - 2019 taxation year of June 1, 2018;

AND THAT one month's interest is to be forgiven if the taxes are paid on or before July 2, 2018.

MOTION CARRIED unanimously.

12.0 RECREATION AND COMMUNITY FACILITIES:

There were no items to come before this meeting.

13.0 PLANNING

13.3 Development Agreement Highway 8, Caledonia

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

THAT the Council of the Region of Queens Municipality give notice of its intention to enter into a development agreement with Lewis and Sarah MacLachlan to allow for an automobile repair shop on a portion of PID #70155080 and located on Highway 8 in Caledonia;

AND THAT a Public Hearing be scheduled for May 17, 2018 at 6:00 p.m. in Caledonia, NS. Venue to be determined;

AND THAT Council consider a requirement for the developer to record an easement agreement for water services from the adjacent property to the business.

Mike MacLeod, Planner, provided background stating an application was received for a development agreement to permit the operation of an automobile repair shop. The property is located on Highway 8 in Caledonia and is located in the Mixed Use Rural Residential (R5) Zone and is adjacent to the residential property of the applicant. Although an automobile repair shop is not permitted in the R5 Zone, Council can consider such a use by way of a development agreement through the Region's Municipal Planning Strategy.

The property is 12 acres in size and the proposed operation is approximately 130 feet from the residential property. There is ability to connect to municipal sewer services. The water will be supplied from an existing well on adjacent property which is also owned by the applicant.

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

THAT the third paragraph be removed from the motion and the amended motion reads as follows:

THAT the Council of the Region of Queens Municipality give notice of its intention to enter into a development agreement with Lewis and Sarah MacLachlan to allow for an automobile repair shop on a portion of PID #70155080 and located on Highway 8 in Caledonia;

AND THAT a Public Hearing be scheduled for May 17, 2018 at 6:00 p.m. in Caledonia, NS. Venue to be determined.

Deputy Mayor MacLeod questioned the need for the easement requirement where the applicant owns the adjacent property.

AMENDED MOTION FAILED with 3 in favour and 4 against.

MOTION CARRIED with 4 in favour and 3 against, which reads as follows:

THAT the Council of the Region of Queens Municipality give notice of its intention to enter into a development agreement with Lewis and Sarah MacLachlan to allow for an automobile repair shop on a portion of PID #70155080 and located on Highway 8 in Caledonia;

AND THAT Council consider a requirement for the developer to record an easement agreement for water services from the adjacent property to the business.

AND THAT a Public Hearing be scheduled for May 17, 2018 at 6:00 p.m. in Caledonia, NS. Venue to be determined.

14.0 REPORTS

There were no items to come before this meeting.

15.0 IN-CAMERA ITEMS

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

15.1 Acquisition of Municipal Property

MOTION CARRIED unanimously.

Mayor Dagley announced that council will recess for 15 minutes.

It was moved by Councillor Fralic and seconded by Councillor Muise that the proceedings exit In-Camera at 12:13 p.m.

16.0 RECESS TO 7:00 P.M.

Mayor Dagley announced the Public Hearings will commence at 6:00 p.m. with Regular Council following at 7:00 p.m.

The meeting was called back to order by the Chair at 7:02 p.m.

17.0 PLANNING

17.1 Rezone – 17 School Street, Milton

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

THAT the Council of the Region of Queens Municipality adopt a bylaw respecting the rezoning of a portion of PID #70162201 from Institutional (I1) to Multiple Unit Residential (R3).

Mr. MacLeod stated an application was received to rezone a portion of property located at 17 School Street in Milton, site of the former Milton Centennial School, from Institutional (I1) to Multiple Unit Residential (R3). Under the current zoning, three residential units are permitted and the owner wishes to have nine additional housing units. An amendment to the Land Use Bylaw is required to accommodate this request. They would have access to municipal services.

MOTION CARRIED unanimously.

17.2 Rezone – 38 Bristol Avenue, Liverpool

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

THAT the Council of the Region of Queens Municipality adopt a bylaw respecting the rezoning of PID #70026844 and a portion of PID #70026786 from Restricted Residential (R1) to Fishing and Marine (M3).


Mr. MacLeod stated an application was received from Mersey Seafoods Limited to rezone property located at 38 Bristol Avenue in Liverpool from Restricted Residential (R1) to Fishing and Marine (M3). The properties are adjacent to Mersey Seafoods Limited and are currently being used as a parking lot. They have been in business since 1964 and their intent is to construct a new and modern processing facility and office. The old structures are to be removed. The majority of their lands are currently zoned as Fishing and Marine (M3) and in order to accommodate development setbacks a rezoning of adjacent residentially zoned parcels would be necessary.

MOTION CARRIED unanimously.

18.0 ADJOURNMENT

It was moved by Councillor Fralic and seconded by Deputy Mayor MacLeod that the meeting be adjourned at 7:10 p.m.

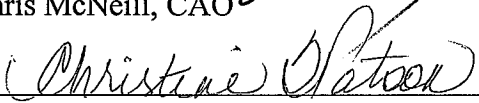
MOTION CARRIED unanimously.



Mayor David Dagley, Chair



Chris McNeill, CAO



Christine Watson, Recording / Management Secretary

Date Approved: May 8, 2018

Region of Queens Municipality
Director of Economic Development

General Accountability

Director of Economic Development shall be responsible for the overall operational efficiency and effectiveness of the Economic Development Department including staff supervision and mentoring, development of an economic strategy, liaison with Port Mersey Commercial Park, creation of a business asset inventory, facilitates training and development opportunities for new and existing businesses, continual enhancement to the Municipality's community profile, development of a positive community program, support potential private sector housing initiatives, participate on sector specific working groups, development of a cultural strategy, facilitates the development of an active Liverpool downtown plan, attends meetings when required, prepares reports and recommendations for Chief Administrative Officer, and oversees the department's operating budget. This position description is a general scope of duties and does not limit Management's ability to assign other responsibilities to this position from time to time.

Director of Economic Development is accountable to the Chief Administrative Officer for positioning the Region so that it attracts, retains and creates business opportunity in a diversity of sectors. This individual will develop opportunities to position the Region as a place to do business and will attract business opportunities to the area.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Director of Economic Development. The list is not intended to be all-inclusive nor to limit the Director's initiative to expand his/her function beyond this scope nor to limit the Chief Administrative Officer's ability to assign other duties.

1. Responsible for the development of an economic strategy that will appropriately position Region of Queens Municipality to attract and retain business throughout Queens.
2. Creates and continually updates a comprehensive business asset inventory of land, buildings, human resources, and economic data, to be business ready for potential investors.
3. Participates as the Region's staff person responsible for Port Mersey Commercial Park developments and future opportunities representing the Municipality on the Park's Advisory Committee.
4. Facilitates training and development opportunities for existing and potential new businesses throughout Queens to enhance current administrative and operational efficiencies and to seek new business partnerships and marketing opportunities.
5. Responsible for the ongoing preparation of business attraction and retention initiatives including the completion of a community profile which would include but not be limited to a community asset map, identification of all available services, employment demographics, and other assets that would be useful in the attraction and retention of business to our community.

6. Builds a focused, proactive approach to attracting business investment and recommends any regulatory or tax system changes that will positively support current business sustainability and growth and enhance the potential for new investment in Queens.
7. Researches, prepares, and facilitates the development of a positive community program to increase the local knowledge of business employees, local residents, and specifically all tourism businesses and employees, with a plan to publicly recognize those that excel and use innovative approaches to local and visitor knowledge.
8. Liaise and develop positive relationships with all appropriate economic development agencies, departments and organizations such as Nova Scotia Business, ACOA, South Shore Opportunities and other appropriate provincial and national organizations.
9. Works closely with partners and stakeholders both privately and publicly that have an interest in developing and investing in new housing opportunities throughout Queens County, ensuring that available lands and partnership opportunities are clearly delineated and discussed based on potential investor and community needs.
10. Meets with several businesses on a regular basis each month to discuss their current and future needs and encourages them to support local suppliers and businesses with a goal of creating and supporting more inter-business cooperation.
11. Participates in working groups on special projects like agriculture and farmer's markets with other South Shore and Western Nova Scotia economic development leaders and groups to advance the interests and potential opportunities throughout Queens.
12. Leads the development of a community-driven, balanced economic / community development approach to land development and commercial use of the Liverpool waterfront to facilitate active use and walkability with links to Main Street and nearby businesses and parks.
13. Work with cultural groups and agencies to establish a comprehensive cultural strategy for Queens County including museums, visual and performing arts, festivals, genealogy, music, and heritage with a goal of consistent and collaborative grant access, marketing and promotions, scheduling, and development of volunteers.
14. Responsible for the supervision, mentoring, coaching and evaluation of all staff within the Economic Development Department including recommending the recruitment, hiring, and discipline of employees under their supervision to the Chief Administrative Officer.
15. Responsible for the preparation of the annual operating and capital budgets for the Department of Economic Development and thereafter for their effective and efficient implementation.
16. This employee must recognize that he/she is a public servant and must use utmost respect at all times when dealing with other staff, the general public and Council.
17. Carry out any and all duties and responsibilities that the Chief Administrative Officer shall see fit to direct or that shall arise from time to time.

Qualifications

Candidates for this position must possess a degree in business, finance, public administration, or similar with a minimum of 5 years' experience working in the field of economic development or a large community development organization. The ideal candidate is highly motivated with excellent negotiating, communication and interpersonal skills, with demonstrated research and presentation skills and is proficient in the use of technology.

Salary Scale

The salary scale for this position is Range 15 of the Municipality's Salary Compensation Policy.

Approved by Council: April 24, 2018

Region of Queens Municipality
Community Economic Development Coordinator

General Accountability

Community Economic Development Coordinator shall be responsible for the effective development and coordination of a community profile and community and business directory, work closely with community businesses and enterprises, provides timely relevant resources to community groups and business respecting funding opportunities, facilitates the development and delivery of appropriate community training and information sessions, oversees visitor information centres, supports tourism development and attraction products and experiences, facilitates Region-wide signage, branding and trademarks, prepares an Internet service plan, coordinates community marketing opportunities, facilitates the use of Municipally owned community development properties and buildings, supports public markets, development of a resident attraction and retention strategy, attends meetings when required, prepares reports and recommendations for Director of Economic Development, oversees the establishment and implementation of a cultural policy, and oversees the department's program operating budget. This position description is a general scope of duties and does not limit Management's ability to assign other responsibilities to this position from time to time.

Community Economic Development Coordinator is accountable to the Director of Economic Development for positioning the Region as a tourism destination in conjunction with the private sector, and facilitating opportunities for local community economic development.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Community Economic Development Coordinator. The list is not intended to be all-inclusive nor to limit the Coordinator's initiative to expand his/her function beyond this scope nor to limit the Director of Economic Development's ability to assign other duties.

1. Responsible for facilitating the research, development, and creation of a community profile in conjunction with other community, government, and business partners, including updating the on-line profile on a yearly basis.
2. Provides information to community groups on a timely basis respecting grants, training opportunities, programs, services, equipment, and resources; in conjunction with the Director of Recreation and Healthy Communities.
3. Oversees and supports staffing and operations for Liverpool Visitor Information Centre (VIC) and supports and provides promotional materials for both Liverpool and Caledonia Visitor Information Centre's, including private sector and community development contracts.
4. Supports tourism sector development through business support recognition activities, organizing and supporting tourism training like an Ambassador Program where an identified need exists, and provides regular information resources to established tourism businesses.

5. Acts as the Municipality's representative on appropriate tourism and community organization boards such as South Shore Tourism Team, and other identified groups in the community, at the request of the Director of Economic Development.
6. Coordinates the Municipality's tourism development and attraction program, working with other Municipality's and tourism businesses and agencies, to develop new and enhance existing Queens County visitor packages, experiences, accommodations, signage, and marketing opportunities.
7. Coordinate community marketing opportunities at events like Saltscapes, South Shore Expo, and other similar events implementing a plan with local media, residents, and businesses to increase the visibility and knowledge of the community concerning tourism businesses, programs, services, and infrastructure operated or supported by the Municipality.
8. Recommend draft policies, procedures, and strategies required for the effective operation of the position under the guidance of the Director of Economic Development, including taxation, community development, tourism, inclusion, and accessibility.
9. Researches and works with Internet Service Providers (ISP's) to develop a phased county-wide broadband investment and service plan with a goal of all properties in Queens having access to broadband equal to or better than CRTC standards of 25Mbps download and 5Mbps upload speeds by 2030.
10. Provide leadership and oversight of community facilities owned by the Municipality including former Town Hall Arts & Cultural Centre and former Mount Pleasant School, to ensure facility tenants are supported and programs and services reflect community needs.
11. Support Liverpool and North Queens Farmer's Markets through promotion and advertising, identifying potential vendors, facilitating municipal property use where applicable, with a goal of developing a permanent Queens County Public Market that can operate and promote local goods and services year-round.
12. Responsible for attending all meetings of appropriate tourism and community development meetings throughout the County, conducting research when requested or required, organizing meetings, preparing reports and documents, maintaining detailed and concise files, and assisting with the hosting of public meeting and public engagement sessions.
13. Prepares reports for Director of Economic Development concerning tourism program development and evaluation, communications, budgets, community development, and training.
14. Facilitates the development, design, implementation, and evaluation of community development and training through the offering of community engagement and training sessions on relevant topics such as tourism, fishery, forestry, sustainability, public education, and business development, in conjunction with other community partners including the development of appropriate steering committees when required.
15. Leads the development of, and ongoing required reviews of, county-wide municipal signage, branding and trademark programs including community identifiers, wayfinding, tourism, and overall visual identity parameters.

16. Works with South Queens Chamber of Commerce and North Queens Board of Trade to develop strong governance structures and leadership opportunities to allow Community Economic Development Coordinator to support their operational needs.
17. Works with community organizations and local residents in the development of a new resident attraction and current resident retention strategy, including youth, seniors and being an inclusive friendly community.
18. Other duties as assigned by the Director of Economic Development from time to time.

Qualifications

Candidates for this position must possess a degree in business, public administration, community development, or similar with a minimum of 2 years' experience working in the field of economic development or a community development organization. The ideal candidate is highly motivated with excellent negotiating, communication and interpersonal skills, with demonstrated research and presentation skills and is proficient in the use of technology.

Salary Scale

The salary scale for this position is Range 11 of the Municipality's Salary Compensation Policy.

Approved by Council: April 24, 2018

Region of Queens Municipality

2018-2019 Budget Address



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, Tobatic Wildlife Management Area, Wentworth Lake, West Berlin, West Caledonia, Westfield, Western Head, Whiteburn Mines, White Point, Wildcat Reserve

April 24, 2018

Since 1996, Region of Queens Municipality has been admired across Nova Scotia because of its foresight and leadership in governance and structural change. That change has not come easy, but our community has been the beneficiary of great results because of amalgamation. Success has occurred due to our willingness and desire to invest in our community and our people.

Today, after many years of reducing costs and trimming budgets, we are looking to the future and investing in our infrastructure, investing in our readiness for business developments, investing in our communities, investing in our community groups, investing in our safety and environment, and investing in our council and staff. This budget is about investments that are important to our residents to foster growth in our economy and population.

Our revenue each year is derived mainly from residential and commercial taxation. Queens, like almost every other community in Nova Scotia outside of Halifax, achieved only modest assessment growth in 2017. In Liverpool, being District 13, residential assessments decreased one-third of one percent (-0.33%) and commercial assessments decreased nearly twelve percent (-11.96%). Resource assessments increased twenty-eight percent (28.10%) however; resource taxation in Liverpool is only able to generate a minimal amount of tax as vacant lands are not plentiful.

Outside of District 13 in the rest of Queens County, residential assessments are up 1.83%, resources assessments are up 0.03% and commercial assessments are down 4.84%.

The revenue we expect to receive from both the provincial and federal governments this year are anticipated to be on par with last year.

Our budget reflects an increase in revenue of \$153,211 from solid waste contracts with Shelburne County which accurately reflect usage from last year. Our previous budget was based on only a partial year's sale of service from 2016-2017. With this increased revenue, also comes an increased operating cost for staff at our Queens Solid Waste Management Facility to process the waste. Additionally, we are budgeting an increase of \$43,891 in commercial solid waste fees.

Several years ago, our uncollected taxes amounts rose to unacceptable levels and have begun to decline slightly due to increased tax sales and tax collection efforts. These outstanding amounts are still too high and council has set a goal of decreasing its uncollected taxes from nearly 14% to 7.5% by the end of this fiscal year. If we are successful, then we expect our interest revenue on taxes to decrease by \$15,000 in 2018-2019.

Last year, Queens Place hosted two large concerts and budgeted to break even on both events. This year, we are only budgeting to host one large concert. A second large event, World Junior Curling Championship is being hosted by a local host committee in February 2019. Accounting

rules require public sector bodies to budget the full costs of both revenue and expenses. Therefore, our revenue shows a reduction of \$100,000 by only hosting one concert, but our expenses are also reduced by the same amount. Additionally, Queens Place will see a reduction in ice time booked in this fiscal year because of efficiencies by some of our users, and reductions in rentals commencing in 2017, for a variety of reasons that are outside the control of the facility. While we will work aggressively to find additional uses to replace this lost revenue, we cannot budget for it at this time. This reduction in revenue is budgeted at \$160,340.

Last year, council chose to transfer money from its reserves to balance the budget in order to avoid raising taxes. That amount was \$55,000.

Total operating revenues in 2018-2019 are projected at \$19,782,092, a \$496,367 or 2.5% increase over the previous year. This is partially the result of significant new investments on the expenditure side of the budget which council wishes to advance and invest in this year. Based on the low increase in assessment, an increase in the tax rate is required to pay for these investments. That amount is factored into the proposed tax rate increase.

On the expenditure side of the budget, council has chosen to make significant investment in many areas. While our employment numbers fluctuate from month to month, the budget will only see an increase of one new full-time equivalent. Two new positions are being created in public works and building/fire inspection, while one position has been eliminated in administration.

One of council's commitments this year is to begin to re-invest in itself, with an approximate additional \$23,000 in new training funding to allow more council members to attend Union of Nova Scotia Municipalities and Federation of Canadian Municipalities conferences and training. Additionally, council will invest an additional \$15,750 from its administration budget to support the ongoing development of a transit service for Queens County.

Policing services are expected to increase 1.3% in 2018-2019 and this will cost residents \$2,059,900, being an additional \$26,435 this year. We are very fortunate to have the excellent level of service that we have in our community with our local RCMP detachment. This increase is lower than in many previous years. Also, Council has committed \$5,000 in the budget to continue our support for the Senior's Safety Coordinator position at the local RCMP office.

Council is pleased again this year to continue to provide significant funding to our fire departments and other emergency service providers. We will once again provide the five departments with \$327,637 in operating funding and an additional \$215,000 in capital funding. Total fire funding from all budget areas totals \$626,774. Funding to both Queens County

Ground Search and Rescue and West Queens 1st Responders will continue at the same amounts as last year.

In the area of roads, council has agreed to cost-share on the paving of Pleasant Avenue in Mount Pleasant with Nova Scotia Department of Transportation and Infrastructure Renewal. Our cost will be \$25,000, to be funded 75% by residents of assessment districts 1-12 and 25% on the general rate. As well, council will invest an additional \$7,500 to paint the splays on all municipal sidewalks to increase the visibility of the change in slopes.

One of the most difficult areas to accurately budget each year is the expenditure that the Region has to contribute to the deficit of the Western Region Housing Authority for affordable housing within Queens. We do not have input into or involvement in their budget, nor are we privy to their expected capital upgrades that we are required to subsidize. Because of large increases in previous years, we are conservatively budgeting an additional increase of \$20,000 this upcoming year to bring our contribution to \$110,000.

One of the largest investments this year will be the complete review of the Region's Municipal Planning Strategy and Land Use Bylaw. It was created 8 years ago and is required to be reviewed and updated commencing in 2018. This project is budgeted to cost \$100,000 in 2018/19, and we expect it to cost an additional \$50,000 to \$100,000 in 2019. Significant opportunities will be provided for the public to have their say during this year and into 2019 to provide input into what they want their land uses to be for the next eight years.

Two new initiatives this year will see \$50,000 invested in each. The first is a Liverpool and Caledonia façade program, to be cost-shared with local businesses. This program will be rolled out once program criteria and applications are developed and it is determined if Provincial funding may be available to support this initiative. The second \$50,000 is to support a branding program to help the Region develop a brand for all of Queens. Currently, there are many brands, slogans and signage differences throughout Queens, including *The South Shore's Great Outdoors!*, Port of the Privateers, Escape from the Usual, Coat of Arms, Region's logo, and others. These are confusing not only for visitors, but for our own community. We must do better; funding is being budgeted to consult with our residents and hire an external expert to facilitate this initiative, which is expected to draw significant public interest.

A further expense in this year's budget is \$46,000 in additional funding to work more aggressively on economic development initiatives. In the past, initiatives have not been fully pursued because of a lack of financial resources to do so. Four of these opportunities must include new housing potential, broadband for our underserved areas, doctor recruitment, and replacement of Hillview Acres facility. There are many others however; these are only a few.

Liverpool is our largest commercial area and we have not spent enough time planning and developing its future opportunities to maximize its potential for local businesses, visitors, and our residents. To that end, we have applied for provincial funding to support an external assessment of how best to mitigate future flooding problems in the downtown core. We are budgeting \$75,000 for this assessment, and are also reviewing options to potentially re-install a railing on the Liverpool bridge sidewalk. The review is taking place this year with any decision to install a railing required during budget discussions in 2019-2020. Another issue is the availability of a power source in Privateer Park and along the waterfront; a further \$10,000 is budgeted this year to advance that project. An additional \$5,000 is being invested to develop a design plan with connectivity options for the waterfront and downtown area, to allow for a better and more efficient flow of people and vehicles in this area. We require a realistic and focused view of our waterfront area, and this will require input from businesses, residents and potential developers.

As noted previously, our expenditures in Queens Place are down by \$100,000 this year in view of the intention to only hosting one large concert, and as such revenues are down by an equivalent amount. Furthermore, we are providing \$50,000 in grant funding to the World Junior Curling Host Society as they bring the world to Queens County in February 2019. Queens will benefit from being promoted internationally.

Queens Place has been operating now for 6 years and no changes to the ice and fitness rates have taken place since opening. This year will see a 2% increase in those user fees. We are still amongst the lowest rates in the province.

While big numbers draw the most attention in the budget, sometimes the small numbers have the potential to have the most impact. We expect that some of our small initiatives this year will have that result. Council has requested that staff and the new Board of Directors of the Queens Place Emera Centre establish a sponsorship program where local businesses or individuals can financially support low income residents to access Queens Place programs and memberships. Moreover, we will purchase and have available for loan, equipment for local residents and visitors to our area, to be able to safely use our new skateboard park, which is often stated to be the best in Eastern Canada. As well, we will request donations of used bicycles from residents and seek local partners to refurbish and re-condition the bikes to offer to residents free of charge. These are all efforts to increase physical activity in our community by helping to reduce some of the barriers to public participation.

A further partnership will see the Region work with Autism Nova Scotia to potentially see the development of Nova Scotia's largest inclusive playground to accommodate children of all abilities, as well as adults. The Region will install a water service, as well as other construction improvements to the playground at a cost of up to \$25,000.

The Region has been a wise steward of the financial resources entrusted to it for many years, and has been saving each year for future infrastructure projects and community investments, such as upgrades to water and sewer systems, and our Solid Waste Management Facility. This year will see the Municipality set aside \$226,683 less to dedicated reserves in order to fund some current year projects.

The largest cost in our operating budget each year is our contribution towards provincial education costs. In 2018-2019, we will fund education to the tune of \$2,812,574, an increase of \$44,743 over the previous year. Nearly 25 cents of every dollar in taxes paid by residents is turned over to the province for education payments by the Municipality.

Our water utility remains a steady piece of infrastructure for parts of our community. Despite the new water treatment facility only being ten years old, we did experience a serious valve break at the facility in March that caused a day-long interruption to this service. While the facility has been temporary fixed, the full repair cost is currently being assessed and will be funded fully by the users of the facility from current year operating costs or from one of its reserve accounts. Our water utility is self-funding and has not seen a rate increase since 2004 (14 years). We are hopeful that with prudent spending and continued efficient operations, we can maintain the current water rates for several more years.

This fiscal year will also see capital investments in water and sewer projects in Liverpool and Brooklyn. Work will commence next week to upgrade water and sewer lines on that portion of Union Street between Main Street and Church Street. This project will total \$885,000. Once that project is well underway, work will begin on a new pump station for the Brooklyn sewer and water project later this summer, and addition of a few more sewer connections along Brooklyn Shore Road. This project phase will total \$798,000.

In order to complete all of the new investments and fund expenditures contained in the 2018-2019 operating budget, a tax rate increase is requested for all districts of 2 cents. This is the first increase since April 2016. Unfortunately, our costs continue to increase each year, and the wants and needs of our residents increase as well. To balance both with the new investments this year of over half million dollars, we have had to re-allocate some funding from other areas and find other ways to reduce costs in order to limit the tax increase to a small amount.

To minimize the impact of this increase on those least able to afford it, we are continuing our low-income tax rebate for those earning less than \$23,520 per year with a rebate of up to \$250. Last year, 271 property owners took advantage of this program, and we hope more will take advantage of it this year if they are eligible. These property owners may also be eligible for a similar provincial rebate as well.

While our budget only focuses on items that have a dollar value attached to them, our plans and priorities include many other initiatives without a cost or with minimal cost funded within other budget areas. Some of those initiatives this year include looking for partnership opportunities with South Queens Chamber of Commerce and North Queens Board of Trade; meeting with Nova Scotia Department of Transportation and Infrastructure Renewal concerning road improvements throughout Queens, including a discussion about future flood mitigation and beach erosion at Hunts Point Beach; development of a Recreation for All Policy; development of a business asset inventory; development of a cultural policy; development of an events strategy; development of an engagement strategy; and development of more opportunities to increase awareness and investments in local businesses.

Today is the beginning of a clear strategy of investing more in our infrastructure, investing more in our community, and investing more in our council and staff. Today is the next step in our effort to increase openness in our governance and engagement process. We will be diligent in our daily efforts to be fair and respectful of each other, our staff, and our residents. Our goal is to continue to strive to serve residents of the Region of Queens to the best of our abilities.

Thank you.

David Dagley
Mayor