

**REGION OF QUEENS MUNICIPALITY  
REGULAR COUNCIL  
TUESDAY, OCTOBER 9, 2018  
6:00 p.m.**

**PRESENT:** Mayor David Dagley, Chair  
Deputy Mayor Susan MacLeod  
Councillor Kevin Muise  
Councillor Heather Kelly  
Councillor Brian Fralic  
Councillor Jack Fancy  
Councillor Raymond Fiske  
Councillor Gilbert Johnson  
Chris McNeill, CAO  
Christine Watson, Administrative Assistant – Planning & Development

**1.0 CALL TO ORDER:**

Mayor Dagley called the meeting to order at 6:00 p.m.

**2.0 CHANGES / APPROVAL OF AGENDA**

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

**Add Item 8.1 – Funding for Town Hall Arts & Cultural Centre/Astor Theatre HVAC Study**

**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 thanked Heather Cook, Communications & Engagement Coordinator, for her work on the Welcome to Queens program and kits and provided her with Kiwanis Club brochures for inclusion.

Donna Dexter, 826 Shore Road, Brooklyn – Ms. Dexter provided background on the Queens Day Care Center which presently is located in the former Mount Pleasant School. They are presently a tenant and are in the process of looking for a new location but are having difficulty finding an appropriate location. They are seeking assistance to find a way to stay at their current location. Mayor Dagley stated that a tender for the current building will be forthcoming.

David Huskins – 6718 Highway 3, Hunts Point – Mr. Huskins stated that his business, Fisherman's Cove Campground, has been sold.

Cindy Swinamer – 3 Brookdale Crescent, Liverpool – Ms. Swinamer proposed that Council consider and implement a section of Pine Grove Park walking trails for only dogs and their handlers or making a trail for dogs through an uncleared section of the park and ban them from using the other trails within the park and provided reasons for her request.

**6.0 APPROVAL OF MINUTES:**

6.1 Council Minutes – September 25, 2018

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

**THAT the minutes of the Regular Council meeting held September 25, 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:**

8.1 Funding for Town Hall Arts & Cultural Centre/Astor Theatre HVAC Study

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

**THAT the Council of Region of Queens Municipality authorize an expenditure of up to 15% of the actual cost, to a maximum of \$5,000 to be used towards the cost of a technical assessment study and recommendations concerning the proposed heating, ventilation, and air conditioning system in the Town Hall Arts and Cultural Centre and Astor Theatre, to be funded from the Community Economic Development budget.**

**SUBJECT to final approval of Director of Engineering and Public Works on proposed design and technical standards.**

Chris McNeill, CAO, stated the Astor Theatre Society have approached the Region requesting support for a study seeking options for central heating, ventilation and cooling for themselves as well as for the entire building. The building which is a provincial heritage property and a national historic site currently has no central air conditioning and no way to control the heat. A consultant will provide the necessary expertise under the heritage regulations.

**MOTION CARRIED with 7 in favour, 1 against.**

**9.0 CORPORATE SERVICES:**

9.1 Election of Deputy Mayor

Mr. McNeill stated Administrative Policy No. 18 – Respecting the Term of Office for Deputy Mayor is for a two year term. This two year term expires at the end of October. Council has the option to continue with a two year term or amend the policy to a one year term. Prior to approving a new policy, Council is required to give at least 7 days' notice for the proposed changes.

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

**THAT Administrative Policy No. 18 – Respecting the Term of Office for Deputy Mayor be amended for a one year term.**

**MOTION DEFEATED with 4 in favour and 4 against.**

Mayor Dagley called for nominations for the Deputy Mayor position.

Councillor Raymond Fiske nominated Councillor Jack Fancy, who accepted the nomination.

Councillor Brian Fralic nominated Councillor Heather Kelly, who accepted the nomination.

A secret ballot was held. Mayor Dagley announced the results. 4 ballots for Councillor Fancy and 4 ballots for Councillor Kelly.

A second secret ballot was held. Mayor Dagley announced the results. 4 ballots for Councillor Fancy and 4 ballots for Councillor Kelly.

Mayor Dagley stated with both ballots being a tied vote, the election for Deputy Mayor would be added to the next council meeting.

9.2 Cost Sharing of J-Class Road, Pleasant Avenue, Mount Pleasant

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

**THAT the Council of Region of Queens Municipality authorize entering into the 2018-2019 Cost Shared Paving Program for Paving Subdivision (J Class) Streets with the Nova Scotia Department of Transportation and Infrastructure Renewal for Pleasant Avenue, Mount Pleasant, Queens County, at a total municipal cost of \$39,500, with the unbudgeted \$14,500 being funded as an unfunded liability;**

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

Mr. McNeill stated in April Council approved entering into a cost-sharing agreement for the re-paving of Pleasant Avenue, Mount Pleasant at a cost of \$50,000 with the Region's portion being 50%. The public tender issued by Nova Scotia Transportation and Infrastructure Renewal (TIR) was \$79,000 which is \$29,000 more than the estimated amount. TIR requires an additional approval for the overage of \$14,500, bringing the total project cost to \$39,500.

**MOTION CARRIED with 7 in favour and 1 against.**

**10.0 ENGINEERING AND WORKS:**

There were no items to come before this meeting.

**11.0 FINANCE:**

There were no items to come before this meeting.

**12.0 RECREATION AND COMMUNITY FACILITIES:**

12.1 Community Recreation Assistance Program – ZNW Skate Park Association

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

**THAT the Council of Region of Queens Municipality give approval from the Community Recreation Assistance Program of \$750.00 to ZNW Skate Park Association for costs associated with development and administration of ZNW Skate Park.**

**AND THAT it is to be funded from Community Grants and Programs budget line of the Recreation & Healthy Communities Department.**

Meaghan Roberts, Director of Recreation & Healthy Communities, stated an application has been received from ZNW Skate Park Association in Caledonia for assistance with costs associated with the development and administrative costs of a skate park which will be located in the enclosed tennis court at Harmony Ball Park. The group is requesting assistance with costs with skate park signage, repairing equipment and insurance. The request fits the criteria for the program.

**MOTION CARRIED unanimously.**

### **13.0 PLANNING**

#### **13.1 Sale of Municipal Land**

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

**THAT the Council of the Region of Queens Municipality declare the properties identified as PID #'s 70230578 and 70230537 as surplus to municipal needs;**

**AND THAT the Council of the Region of Queens Municipality enter into a purchase and sale agreement with T. Delaney Holdings Inc. for the sale of properties identified as PID #'s 70230578 and 70230537 and located on White Point Road in Liverpool, for the purchase price of \$11,400.00 + HST;**

**AND THAT all other costs associated with this land transaction be the responsibility of T. Delaney Holdings Inc.**

**MOTION CARRIED unanimously.**

### **14.0 REPORTS**

#### **14.1 Council Implementation Report – ending September 2018**

The Council Implementation Report was included for information purposes.

#### **14.2 2020 Vision – Accountability Update**

Mr. McNeill updated dates for a couple items listed on pages 1 and 2 of the report. He provided updates and information following questions by Councillors. (Copy of report is attached to original set of Minutes).

He stated the 2019-2020 review discussions would begin in December and continue in January for inclusion in budget preparations.

### **15.0 IN-CAMERA ITEMS**

**It was moved by Councillor Kelly and seconded by Councillor Fiske that the proceedings go In-Camera at 7:15 p.m. to discuss the following:**

#### **15.1 Contract Negotiations**

**MOTION CARRIED unanimously.**

**Mayor Dagley announced a 10 minute recess at 7:15 p.m.**

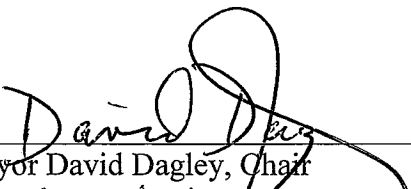
**It was moved by Councillor Fiske and seconded by Councillor Kelly that the proceedings exit In-Camera at 8:34 p.m.**


**MOTION CARRIED unanimously.**

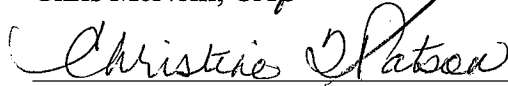
**16.0 ADJOURNMENT**

**It was moved by Councillor Kelly and seconded by Councillor Fiske that the meeting be adjourned at 8:35 p.m.**

**MOTION CARRIED unanimously.**

  
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Mayor David Dagley, Chair

  
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Chris McNeill, CAO

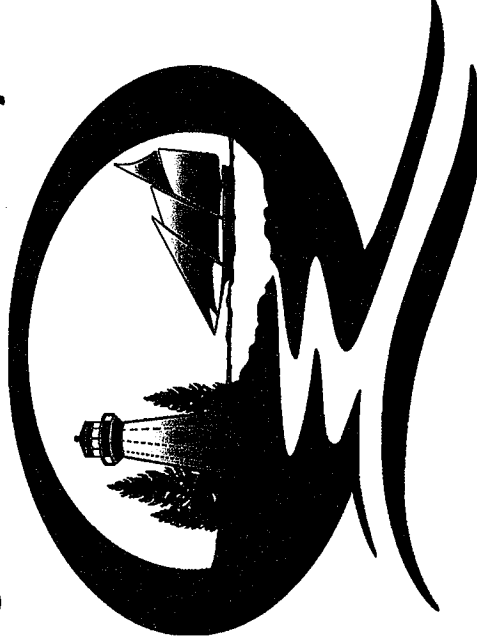
  
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Christine Watson, Administrative Assistant – Planning & Development

Date Approved: October 23, 2018

# 2020 VISION



**”Strategic Priorities for Growth  
by Investing in Our Community and People”**



## **Region of Queens Municipality**

Albany New, Bangs Falls, Beach Meadows, Beech Hill Farms, Brooklyn, Buckfield, Caledonia, Charlestown, 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, Toboatic Wildlife Management Area, Wentworth Lake, West Berlin, West Caledonia, Westfield, Western Head, Whiteburn Mines, White Point, Wildcat Reserve

**Accountability Update  
October 9, 2018**

**Strategic Priority: INVESTING IN OUR CURRENT INFRASTRUCTURE**

Investments in current infrastructure of the municipality are required to extend their useful life, to keep up with ongoing maintenance to reduce future capital costs, to refresh their current use or allow for additional uses, or a combination of these. Region of Queens Municipality currently has \$58.8 million in net book value capital assets and has invested approximately \$70 million in replacement or new capital assets since its incorporation and plans to invest a further \$17 million in 2018-2019 and 2019-2020.

Priority	2018-2019	Accountability	Actions to Date
Complete an independent engineering assessment of the Liverpool Waterfront with a goal of eliminating or significantly reducing future flooding problems for municipal lands and adjacent businesses.	\$75,000	Rowter	Tender for study awarded on September 24, 2018. Final report due on March 31, 2019.
Increase safe use of sidewalks by those with reduced visibility by painting splays of all sidewalks in Milton, Liverpool, and Caledonia.	\$7,500	Rowter	To be completed in October / November 2018.
When sidewalks materials near intersections need to be replaced, all sidewalks will have tactile paving replace current surfaces.	TBD	Rowter	No local suppliers yet identified. Research continues into the fall.
Review options and materials and prepare potential designs and costs to design, manufacture and install a sidewalk railing on one side of the Liverpool bridge.	\$1,000	Rowter	Research has begun and will be further pursued this fall and winter.
Work with the Province of Nova Scotia to plan for a new location and financing arrangements for a replacement facility for Hillisview Acres in order to ensure the long-term provision of this service locally.	\$15,000	McNeill	Proposal submitted to Nova Scotia Department of Health and Wellness. Awaiting response.
Replace all water and sewer lines on Union Street, Liverpool from Main Street to Church Street, including Mill Lane	\$885,000	Rowter	Project to be completed at the end of October.

Priority	2018-2019	Accountability	Actions to Date
Continue expansion of sewer and water system in Brooklyn along Brooklyn Shore Road from Markland Avenue to Brooklyn Waterfront Park, including pump station to help replace dysfunctional on-site systems.	\$798,000	Rowter	Project to be completed at the end of October.
Complete design work for sewer and water line replacement program for Waterloo Street, Liverpool, from School Street to Liverpool Harbour, including James Street, William Street, Bartling Avenue, and Enos Collins Lane.	\$25,000	Rowter	Design work is in progress and permits being applied for. On target to be completed by March 31, 2019.
Request that Queens Place Emera Centre Board of Directors undertake a comprehensive review of fees, programs, and policies to ensure the facility is maximizing its potential.	No Cost	Roberts	Review is currently underway with an expected completion date of January 31, 2019.
Install an appropriate power system on the Liverpool Waterfront for use by festivals, events, and vendors.	TBD	MacLeod	Complete
Upgrade Internet service at Queens Place Emera Centre and wireless connections, to allow for better mobile Internet access, webcasting and TV broadcasting.	TBD	Roberts	Work is underway to determine the most economical and sustainable service. Expect to be finalized by January 31, 2019.
Research ownership and work with Nova Scotia Transportation & Infrastructure Renewal to create a plan for stabilizing and rehabilitating Hunts Point Beach to mitigate future flood risks and Highway 3 road damage.	No Cost	MacLeod	Work has not yet begun.
Review, consult with local residents, and develop a preliminary plan and costing, if deemed appropriate, to connect 13 properties on Lakeview Road and Highway 8 to the Caledonia Sewer System.	No Cost	Rowter	More research required during Fall 2018 to determine feasibility of project in light of local bridge and dam structure.

**Strategic Priority: INVESTING IN LOCAL COMMUNITY DEVELOPMENT**

A large part of our community participates in programs and services offered by various not-for-profit groups or public sector agencies that seek to enrich our lives with positive learning opportunities and activities. Festivals, events, volunteer training, heritage, culture, service organizations, community use of schools and local halls, recreational facilities, and support for, including funding, all contribute to a great reason why people want to live in Queens. We estimate there are nearly two hundred fifty community development groups and agencies throughout Queens.

Priority	2018-2019	Accountability	Actions to Date
Continue to invest in community festivals, events, facilities, and projects that enhance community pride, local access to social opportunities, and local economic development and tourism.	\$50,000	Lane	Complete
Facilitate the creation of a local committee of cultural facilities and event sponsors with a goal of developing of Municipal Cultural Policy to support the long-term sustainability of culture in our community.	\$1,000	Burns	Work has not yet begun.
Commit to an annual contribution to Greenfield Recreation Association to support their organization and offering of numerous recreational opportunities for Central Queens that the Municipality is unable to provide or support otherwise.	\$5,000	Roberts	Complete
Support the re-development of Queens Place Emera Centre Advisory Committee Terms of Reference.	No Cost	Roberts	Complete
Work with appropriate Internet Service Providers to determine the current state of broadband services throughout Queens County and develop a plan for the future expansion of broadband to meet federal CRTC requirements in the long-term.	TBD	McNeill	Several meetings have taken place and proposal has been submitted to Province of Nova Scotia for project funding. Awaiting response.
Continuing support for our fire services through investments in the purchase of new vehicles and training initiatives	\$215,000	McNeill	Complete

Priority	2018-2019	Accountability	Actions to Date
Work with Region 6 Solid Waste to develop and implement a mobile phone application that will allow residents to learn sorting practices, view collection schedules and provide real-time notifications.	\$2,500	Rowter	Project is currently being finalized and tested for roll-out live in Queens in December 2018.
Develop a Recreation for All Policy to ensure that recreational opportunities are available to all regardless of age, income, location, or ability. #recreationforall	No Cost	Roberts	Policy will be created prior to December 21, 2018.
Complete a review of all municipal grants and funding programs to ensure they are meeting their intended goals.	No Cost	McNeill	Work has not yet begun.
Complete a review and renewal of the Municipality's Physical Activity Strategy through public engagement and investments in local facilities, programs, and services.	\$2,500	Roberts	Strategy is currently being developed and draft will be presented in January 2019.
<i>Support and partner with Queens County Transit Society in the development and offering of a community transit system.</i>	<i>\$15,750</i>	<i>MacLeod</i>	<i>Complete</i>
Develop a corporate sponsorship program to permit businesses to invest in sponsoring residents or programs to allow more access to recreational opportunities for all.	No Cost	Burns	Work has not yet begun.
Support the current community ad hoc litter abatement committee through the development of a comprehensive litter strategy.	\$5,500	Rowter	Strategy will be created in early 2019.
Facilitate the creation and operation of an equipment loan bank for all residents to access free of charge including helmets, skates, skateboards, scooters, bicycles, snowshoes, sleds, etc.	\$5,000	Roberts	Research and assessment is underway. Storage and loan process will be a challenge.
Development of a community enhancement plan for Privateer Park.	No Cost	McNeill	Work to begin in October 2018.

**Strategic Priority: STRENGTHENING READINESS FOR ECONOMIC DEVELOPMENT INVESTMENTS**

Region of Queens Municipality does not drive economic development investment in our community, but our competitive tax rates and availability of assets will contribute to attracting new business to Queens, and to encourage new investments in current businesses. We see smaller home-based businesses in our communities and fewer larger employers than we did even ten years ago. This is the same trend in all rural areas. We estimate that there were 422 registered businesses operating in Queens County in 2017, with a majority within the service sector.

Priority	2018-2019	Accountability	Actions to Date
Compile a comprehensive asset directory of available buildings, lands, and properties for future economic development purposes throughout Queens County.	\$15,000	Rockett	Directory is currently being prepared for initial review by October 31, 2018.
Review current tax rates, licenses, user fees, area rates, and tax sale policies and procedures to determine if our tax system throughout Queens is fair and competitive to attract new private sector investments.	No Cost	Keating-Hubley	To be completed by December 21, 2018.
Collaborate with South Queens Chamber of Commerce to strengthen their presence and role in economic development in South Queens including discussing a potential Business Improvement District fee.	\$1,000	Lane	Currently meeting with Chamber to review challenges and opportunities.
Work with North Queens Board of Trade to strengthen their presence and role in economic development in North Queens.	\$1,000	Lane	Currently meeting with Board of Trade to review challenges and opportunities.
Update and enhance our community profile in conjunction with community partners to showcase our assets and opportunities.	\$2,000	Cook	To be completed during the winter of 2019. Film Location Guide currently being revised.
Establish a community pride and ambassador program to create a positive community and business environment for people to want to live, work, and shop in Queens.	\$2,500	Rockett	To be completed during the winter of 2019.

Priority	2018-2019	Accountability	Actions to Date
Partner with current not-for-profit community development organizations to plan and develop opportunities for an increase in their presence in the community.	TBD	Roberts	Partnership opportunities are ongoing and will continue when opportunities present themselves.
Initiate discussions with potential private sector developers interested in developing new housing within Queens, specifically affordable housing and housing for seniors.	No Cost	McNeill	Discussions are ongoing with private sector developers. Some new housing developments are currently in progress.
Complete a review of municipally-owned lands and recommend to Council lands that should be deemed surplus and sold for public sector or private development or use to generate increased tax revenue and potential employment opportunities.	No Cost	MacLeod	To be completed during the winter of 2019.
Decrease outstanding taxes and fees (accounts receivable) owed to the Municipality to under 7.5% in Year 1 and 6% in Year 2 to allow for these revenues to available for economic development investments and decrease amounts that are required to be written-off.	\$2,500	Keating-Hubley	Ongoing process to collect outstanding taxes and reduce amounts outstanding via tax sales, tenders, letters, cold calls, and payment arrangements.
Partner with interested stakeholders in the re-development of the Liverpool Waterfront to make it an active focal point and destination for residents and visitors.	\$5,000	McNeill	To be completed during fall of 2018 and winter of 2019.
Work with Nova Scotia Department of Natural Resources and Environment to put the required developments and supports in place at Carter's Beach to ensure its safe use and long-term sustainability.	\$5,000	MacLeod	To be advanced during the fall of 2018 and winter of 2019.

Priority	2016-2019	Accountability	Actions to Date
Facilitate opportunities for local entrepreneurs and businesses to develop more experiential tourism products and packages.	\$1,000	Rockett	Discussion meetings currently underway.
Prepare, produce, and unveil at the 2018 UNSM Fall Conference a 4-page brochure highlighting the Region of Queens amalgamation success and our ability to support similar success in other parts of Atlantic Canada.	\$2,500	McNeill	Brochure layout and text is currently being developed to meet November 6, 2018, timeline.
Work with community stakeholders to develop a Queens County brand and marketing innovations to reduce the numerous brands currently in use into a solitary approach.	\$50,000	Rockett	Branding research and proposal is currently being developed for discussion with Council in November to seek go-forward direction.
Development of an events strategy and measurement tools to strengthen our measurement of economic development initiatives and reporting.	No Cost	Burns	To be completed by November 30, 2018.

### Strategic Priority: INVESTING IN COMMUNITY ENGAGEMENT

Access to information is now instantaneous and the traditional expectation that municipal information sharing occurs mostly at Council meetings is no longer the case. Municipal council is where the final decisions for regular public engagement with council and staff are made, not initiated. Our priority must be to provide more opportunities for members of our community to have involvement and understanding of the key issues that face council and our communities on a regular basis throughout the year.

Priority	2016-2019	Accountability	Actions to Date
Development of a public engagement strategy to ensure consultation, communication, and collaboration with residents and businesses is clearly structured and established.	No Cost	Cook	Dalhousie University students will work on the development of plan during fall of 2018.
<i>Facilitate a meeting with local health care practitioners to better understand the current health care environment, what initiatives or leadership is required of the Municipality, and what is required to ensure everyone in Queens has access to a primary care provider.</i>	\$750	McNeill	Complete
Undertake a comprehensive review of our Region-wide Municipal Planning Strategy and Land Use Bylaw with a specific focus of community discussions to ensure long-term sustainability of our coastal lands and protecting the quiet residential aspects of our neighbourhoods.	\$100,000	MacLeod	Upland Consulting have been engaged and public consultation is currently underway.
Develop a schedule of activities and events to highlight the Municipality during Municipal Awareness Week in November, including hosting open houses and giving tours at our major facilities.	\$2,500	Cook	Events and tours are being planned for action in November 2018.
<i>Establishment of a community engagement process and procedure to follow for all major capital infrastructure investment projects.</i>	No Cost	McNeill	Complete
Host a budget open house in January to allow residents to better understand and talk with as many government agencies and community groups that receive, or apply for, municipal funding.	\$2,500	Cook	Work has not yet begun.

**Strategic Priority: INVESTMENTS IN LOCAL ECONOMY**

Council must lead by example and whenever possible and financially responsible provide more opportunities for local businesses to provide the services that we purchase and use every day. These opportunities must be regularly promoted and renewed to ensure the best value for our residents, and a fair chance for our businesses to be more competitive and have access to increased revenues in exchange for the taxes they pay and local residents they employ. There were 4337 people employed in Queens County in 2016.

Priority	2018-2019	Accountability	Actions to Date
Plan and host a local business trade show where local businesses and entrepreneurs can showcase their products to municipal departments and the general public, detailing where and when access to these products can be purchased and the costs.	\$2,500	Rockett	Meetings are being held to support local businesses to participate in 2019 South Shore Expo.
Wherever possible and practical, seek to host or support others in the hosting of local, regional, provincial, national, and international meetings and events that will produce economic benefits for our community.	TBD	Burns	Ongoing.
Every week during the year, select a local business to highlight and promote their existence and service on the Municipality's Facebook and Twitter accounts.	No Cost	Cook	Promotion has started. Local business take-up has been slow to date.
Complete a review of the Municipality's Purchasing Policy to ensure it encourages and provides opportunities for local businesses and entrepreneurs to seek opportunities to do business with the Region.	No Cost	Keating-Hubley	To be completed by January 31, 2019.
Seek opportunities to partner with local professional firms to act on behalf of or provide services to the Municipality within their areas of expertise.	No Cost	All	Currently preparing RFP for IT Services.
Work with local business sectors to plan and support initiatives to increase pedestrian traffic, special events, and activities in commercial areas at various times of the year.	TBD	Burns	Ongoing.
Partner with Province of Nova Scotia to implement a Façade program for businesses in Liverpool and Caledonia.	\$50,000	Rockett	Program underway.

**Strategic Priority: INVESTMENTS IN COUNCIL AND STAFF**

While making investments in our community and businesses are important, so too are investments in the people that provide leadership and infrastructure to residents. We must provide ongoing training, mentoring, support, and diverse opportunities to learn from others and experience the various workplace activities. Cross training is an important part of the sustainability of great organizations. The municipality employs 113 full-time, part-time, temporary, and casual employees.

Priority	2018-2019	Accountability	Actions to Date
Provide opportunities for members of council to attend local, regional, and national meetings and conferences to learn about programs, services, infrastructure, and governance, in other areas.	\$35,673	Mayor	Council training has been undertaken and will continue this fall and winter.
Provide opportunities during the year for employees to cross-train and learn other jobs within their work area to prepare them for future job openings or temporary work assignments.	No Cost	Department Heads	Ongoing.
Support all staff with personal and professional development opportunities and training that are relevant to the employee's job and will allow for the potential enhancement of service levels to the public, including visiting other municipalities where appropriate.	\$57,650	Department Heads	Staff training is taking place and will continue throughout the fall and winter.
Hold budget meetings yearly to allow staff input into budgets and allow for cross-department understanding of plans and priorities.	\$1,000	McNeill	No action to date.
Complete a review of all employee positions and develop appropriate succession plans to ensure a sustainable workforce.	No Cost	McNeill	About 60% of job descriptions completed.
Review the detailed budget with departments prior to its approval to ensure staff is aware of annual priorities and where financial investments will be made, including each employee's contribution.	No Cost	Department Heads	To take place in December 2018 and January 2019.

Priority	2018-2019	Accountability	Actions to Date
Engage and solicit the support of all staff and Council for Region-wide team building opportunities like building floats for parades, health and wellness programs, municipal awareness week activities, etc.	No Cost	McNeill	Summer parade float was designed and built. Two staff wellness activities have taken place to date. Work on Christmas float beginning.
Ensure our workplaces are free of bullying, harassment and violence.	No Cost	All	Ongoing.