

Region of Queens Municipality Regular Council

TUESDAY, MARCH 23, 2021

6:00 P.M.

AGENDA

1.0 CALL TO ORDER

2.0 CHANGES/APPROVAL OF AGENDA

3.0 PRESENTATIONS

4.0 TABLING OF PETITIONS

5.0 PUBLIC QUESTION/COMMENT SESSION

6.0 APPROVAL OF MINUTES

6.1 Regular Council – March 9, 2021

7.0 DANGEROUS OR UNSIGHTLY PREMISES

8.0 ECONOMIC DEVELOPMENT

8.1 Seasonal Operation of Fort Point Lighthouse (Recommendation)

9.0 CORPORATE SERVICES

9.1 Job Description – Director of Economic Development
(Recommendation)

9.2 Job Description – Business Development Officer (Recommendation)

9.3 Job Description – Community Development Coordinator
(Recommendation)

9.4 Job Description – Manager of Events, Promotions & Sponsorship
(Recommendation)

9.5 Job Description – Director of Recreation and Healthy Communities
(Recommendation)

9.6 Councillor Training Request – Councillor Charleton
(Recommendation)

10.0 ENGINEERING & PUBLIC WORKS

11.0 FINANCE

12.0 RECREATION AND HEALTHY COMMUNITIES

13.0 PLANNING

13.1 Appointment to Planning Advisory Committee (Recommendation)

14.0 REPORTS

14.1 Area Rate Request – Seaside Recreation & Community Centre
Association (Recommendation)

14.2 Queens Daycare Association Funding Request (Recommendation)

14.3 Council Implementation Report

15.0 IN-CAMERA ITEMS

15.1 Personnel Matter

16.0 ADJOURNMENT

Region of Queens Municipality Regular Council

TUESDAY, MARCH 9, 2021

9:00 A.M.

MINUTES

PRESENT: Mayor Darlene Norman, Chair
Deputy Mayor Kevin Muise
Councillor Ralph Gidney
Councillor Maddie Charlton
Councillor Vicki Amirault
Councillor Jack Fancy
Councillor David Brown
Councillor Carl Hawkes
Chris McNeill, CAO
Christine Watson, Admin. Assistant – Planning & Development

1.0 CALL TO ORDER

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

2.0 CHANGES/APPROVAL OF AGENDA

It was moved by Deputy Mayor Muise and seconded by Councillor Amirault that the Agenda be approved as circulated.

MOTION CARRIED unanimously.

3.0 PRESENTATIONS

3.1 Liverpool Curling Club – Tim Smith and Lorna MacPherson

Mayor Norman welcomed Tim Smith, President, and Lorna MacPherson, Vice President, Liverpool Curling Club, to Council (copy of presentation attached to original set of Minutes).

Some highlights included:

- A Rich History on Gorham Street
 - Active curling since 1935
 - Home of many champions including Jill Brothers who played in the 2021 Scotties
 - Hosted many events – weddings, dances, dinners, bingos, jam sessions, Hospital Hustle, Canadian Junior Championship, etc.
- Today & Tomorrow
 - Continue to have an active curling program; 20% growth in all membership categories, i.e. stick curling
 - In need of essential upgrades and overall modernization

- In 2020, underwent detailed assessments of the ice plant, ice shed, facility entrance, function room and facility exterior
- A part of the Revitalization Plan is to provide community space to grow the game of curling and usable space for a variety of functions for everyone
- Curling Clubs are the Heart of the Community
 - Inclusive – all ages, abilities, incomes and ethnicities
 - Accessibility is top priority
 - Gathering Place
 - Sustainable Business Model – rentals, sponsorship, events, etc.
- How Will We Succeed?
 - Teamwork and Community (20 volunteers)
 - Execute the work in phases
 - Hold fundraising draw, dinners, dancing
 - Preference given to local contractors and suppliers
 - Seek efficiencies to reduce power consumption and reduce carbon footprint
 - Rebranding, marketing initiatives and strategic planning
 - Thanked MLA Kim Masland for her comments on their project

Mayor Norman thanked Tim and Lorna for their presentation.

3.2 Department of Municipal Affairs – 9:55 a.m.

Mayor Norman welcomed Marilyn Hay, Municipal Advisor, Department of Municipal Affairs Governance and Advisory Services, to Council (copy of presentation attached to original set of Minutes).

Some highlights included:

- Department of Municipal Affairs
 - Enabled by provincial statute law
 - Sets the legislative framework, primary statute is the Municipal Government Act
 - Support areas include financial reporting, strategic planning, asset management, infrastructure, grants, programming, etc.
 - Municipal general elections
 - Regional Enterprise Networks
 - Consolidation of West Hants Regional Municipality
 - Modernizing the Legislation
 - Municipal operation loan program
 - Safe Restart Agreement

- Municipal Advisors – their role is navigation
 - Nick Barr, Director
 - Ross MacDonald
 - Marilyn Hay – District is from Chester to Digby
 - Jason Haughn
- Governance – Where Do I Fit?
 - Elected Officials
 - Leads the system of government, sets policy and strategic direction, decides, articulates the path forward, plans broadly
 - Municipal Staff – Advises on policy and direction to be approved, ensures intended progress is occurring, advises, devised the means to get there, implements day-so-day
- Follow-up Workshops – Provide "advanced" training workshops

Councillor Charlton enquired if the training modules are available to those who attended the training in November. Ms. Hay will provide Chris McNeill, CAO, with a copy of the link for the sections that are presently available.

Mr. McNeill provided Ms. Hay with the background on the funding application RQM applied for sewer upgrades, which were unsuccessful and encouraged her to inform the Minister when attending briefings with him.

Mayor Norman thanked Marilyn for her presentation.

4.0 TABLING OF PETITIONS

There were no petitions to come before this meeting.

5.0 PUBLIC QUESTION/COMMENT SESSION

Leon Robertson, 42 College Street, Liverpool – Mr. Robertson enquired under Item 10.1 – Solid Waste Tender whereas the amount increased 30%, how many cents will this be on the tax rate? He encouraged Councillors to consider the fire chiefs' request under Item 3.3.

Jeff Percy, 7343 Highway 3, Summerville – Mr. Percy stated following the email he sent to Councillors regarding the audio/video system upgrade which has been discussed at the last few council meetings, he felt he was in a position to tell Council what information the consultant would need to know in order to save time and money.

6.0 APPROVAL OF MINUTES

6.1 Regular Council – February 23, 2021

It was moved by Councillor Brown and seconded by Councillor Hawkes:

THAT the minutes of the Regular Council meeting held February 23, 2021 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 Appointment to Diversity & Inclusion Action Team

It was moved by Councillor Charlton and seconded by Councillor Hawkes:

THAT Council of the Region of Queens Municipality appoint Phil Prendergast to the Diversity and Inclusion Action Team for a term to expire on October 31, 2022.

MOTION CARRIED unanimously.

10.0 ENGINEERING & PUBLIC WORKS

10.1 Solid Waste Collection Tender SW-01-21

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

THAT Council of Region of Queens Municipality Award Tender No. SW-01-21 for the Collection of Solid Waste from April 1, 2021 – March 31, 2026 to GE All Trucking Limited for the total contract price of \$3,997,991.66, excluding HST.

Scott LeBlanc, Solid Waste Clerk/Safety Officer, stated the increase of 30% was negotiated down from 42% to 30%. They will collect blue bags and compost materials biweekly at grey boxes like they do for curbside. The extra cost was for running a truck with very little weight. The sites will be kept clean. Signs were ordered so each site will have the boxes marked for blue bags.

Councillor Gidney enquired is there will be the need for bigger bins. Mr. LeBlanc stated no, but if needs be, we can add as many bins as required without incurring any additional costs.

MOTION CARRIED unanimously.

10.2 Solid Waste Transfer Tender SW-02-21

It was moved by Councillor Amirault and seconded by Deputy Mayor Muise:

THAT Council of Region of Queens Municipality Award Tender No. SW-02-21 for the Transfer of Residual Solid Waste from Yarmouth, Clare and Digby Transfer Stations to Region of Queens Solid Waste Management Facility from April 1, 2021 – March 31, 2026 to GE All Trucking Limited for the quoted price as set out in the Form of Tender in Tender No. SW-02-21.

Mr. LeBlanc stated the increase is comparable to the collection contract and is the third contract that GE Environmental has negotiated.

Councillor Gidney asked for clarification as to why Yarmouth, Clare and Digby are not paying to have their waste trucked to RQM's facility.

Chris McNeill, CAO, stated the contract was negotiated to bring waste from Yarmouth, Clare and Digby to our solid waste facility fifteen years ago. The only escalator clause in the contract is CPI, and no escalation for trucking, which may not have been an issue when first negotiated. Our taxpayers will subsidize for the next five years in order to comply with the contract, otherwise we are in breach of the contract.

MOTION CARRIED with 7 in favour and 1 against.

10.3 Organic Material Agreements

It was moved by Deputy Mayor Muise and seconded by Councillor Charlton:

THAT Council of Region of Queens Municipality approve Organic Materials Agreements with the Municipality of the District of Shelburne, Town of Shelburne and Town of Lockport.

MOTION CARRIED unanimously.

10.4 Recyclable Materials Agreements

It was moved by Councillor Brown and seconded by Councillor Amirault:

THAT Council of Region of Queens Municipality approve Recyclable Materials Agreements with the Municipality of the District of Shelburne, Town of Shelburne, Town of Lockport and Town of Clarks Harbour.

MOTION CARRIED unanimously.

11.0 FINANCE

11.1 Tax Exemption Bylaw, second reading

It was moved by Councillor Hawkes and seconded by Councillor Gidney:

THAT Council of the Region of Queens Municipality gives second reading to Bylaw 14 respecting Tax Exemptions.

MOTION CARRIED unanimously.

12.0 RECREATION AND HEALTHY COMMUNITIES

There were no items to come before this meeting.

13.0 PLANNING

There were no items to come before this meeting.

14.0 REPORTS

There were no reports to come before this meeting.

15.0 IN-CAMERA ITEMS

It was moved by Councillor Brown and seconded by Councillor Amirault that the proceedings go In-Camera at 10:15 a.m. to discuss the following:

15.1 Potential Litigation

15.2 Personnel Matter

MOTION CARRIED unanimously.

Mayor Norman announced a 10-minute recess at 10:15 a.m.

It was moved by Councillor Gidney and seconded by Councillor Amirault that the proceedings exit In-Camera at 11:55 a.m.

MOTION CARRIED unanimously.

Mayor Norman announced Council will recess until 7:00 p.m. when the Queens County & District Fire & Emergency Services will be making their presentation.

3.3 Queens County & District Fire & Emergency Services – 7:00 p.m.

Mayor Norman welcomed Chief Kendall Farmer, Port Medway Fire Department, Chief Chris Wolfe, North Queens Fire Association, Chief Trevor Wolfe, Liverpool Fire Fighters Association, Chief Donald Whynot, Mill Village & District Volunteer Fire Department, Chief Moyal Conrad, Greenfield & District Fire Department, to Council (copy of presentation attached to original set of Minutes).

Some highlights included:

- Consists of 5 fire departments – Liverpool Fire Fighters Association, North Queens Fire Association, Greenfield & District Fire Department, Mill Village & District Volunteer Fire Department, Port Medway Fire Department
- 176 active firefighters, 8 pumpers, 5 tankers, 5 rescue units, 1 ladder truck, 5 support vehicles, 3 rescue boats and 2 UTVs

- Reviewed 2019 – 2020 Audit Financial Statement – Although the total funding was \$1.1 Million, between the five departments, received \$609,310, with the remainder going to fire protection and not directly to fire departments.
- Reviewed the Truck Replacement Plan which was created in 2014
- Improvement over the interest free loans, with RQM providing \$27,500 per year for pumper/tankers and \$10,000 per year for rescue unit over ten years. The cost of a pumper/tanker is \$500,000 and rescue units \$300,000.
- Bunker gear and breathing apparatus were included through this fund, and is no longer going to be part of the plan.
- Nova Scotia Occupational Health & Safety for Firefighters
 - Turnout gear – bunker pants, bunker jacket, helmet, boots, gloves, and flash hood. Must be less than 10 years old when responding to calls as per NFPA 1971.
 - Self-contained breathing apparatus must be less than 20-years old
 - Carbon fiber bottles for the breathing apparatus must be less than 15 years old.
- Current Cost of PPE
 - Turnout Gear/firefighter = \$3,973.25
 - SCBA/Mask = \$12,190
 - 1 Bottle = \$1,604.25 (20 minutes of air)
- Current Deficit for Basic Needs – Excess of \$330,000 and does not include firefighting equipment such as hoses, nozzles, etc. Chief Farmer explained the spread sheet.
- Factors Affecting Financial Strain
 - Inflation – bunker gear 9.2% increase over last year's pricing
 - Non-reimbursement of bunker gear/SCBAs by RQM
 - Nova Scotia Occupational Health & Safety (NSOH&S) Policy – Mandated to provide gear for all firefighters responding to calls.
 - Covid-19 – closure of halls, etc.
 - Lack of annual increases and lack of annual review of funding levels. Presently receive 2% every five years.
- Requests to Consider:
 - Truck Replacement Plan Adjustment – Pumper/Tankers from \$275,000 to \$500,000, Rescue Units from \$100,000 to \$300,000
 - Reimbursement for the full cost of turnout gear
 - Increase in operating grants – Liverpool \$40,000, North Queens an additional \$60,000, Greenfield an additional \$60,000, Port Medway an additional \$30,000, Mill Village an additional \$15,000
 - Annual increase of 2% in the operating grants over and above these other increases

Chief Farmer stressed that fire service is an essential service, which is done by volunteers. Firefighters initially go through 168 hours of training for their first course. The expectation of all firefighters is to volunteer when fundraising, attend meetings and answer calls when paged. All Chiefs are committed to keep the fire services going and in order to do so are in need of financial help.

Mayor Norman questioned if the occupational health and safety requirements applied to volunteers. Chief Farmer assured her that it did as he as written confirmation of this.

Mayor Norman thanked the Fire Chiefs for their presentation and stated their request would be discussed during budget deliberations.

Mr. McNeill noted that many fire departments have area rates and did they consider that funding option? Chief Farmer replied that area rates are not being proposed by the Chiefs. Mr. McNeill noted that the comparison with Lunenburg County fire departments was interesting. Queens County's fire departments currently receive an average \$140,000 of direct cash a year, while Lunenburg County's only receive \$125,000 on average.

16.0 ADJOURNMENT

The meeting adjourned at 8:15 p.m.

Mayor Darlene Norman, Chair

Chris McNeill, CAO

Christine Watson, Administrative Assistant – Planning & Development

Date Approved: _____

Region of Queens Municipality Staff Report

To: Council

From: Jenny Rockett, Director of Economic Development

Date: Tuesday, March 23, 2021

Re: Seasonal Operation of Fort Point Lighthouse

Background

Built in 1855, Fort Point Lighthouse stands at the mouth of the Mersey River and is one of the oldest surviving lighthouses in Nova Scotia. Throughout the 19th century and well into the 20th century, the lighthouse was manned by a keeper. In addition to regular maintenance and upkeep of the light, the lightkeeper was responsible for operating a hand-cranked foghorn in reply to the foghorn signals from incoming vessels as they entered the harbour. In 1964, the keeper's services were no longer required as automation became a reality and in 1989, Fort Point Lighthouse was decommissioned. After its decommissioning, the Town of Liverpool, and subsequently, Region of Queens Municipality (RQM), took over responsibility for the lighthouse. RQM has continued to care for Fort Point Lighthouse and the surrounding municipal park. This area of Liverpool remains a significant cultural landmark and visitor attraction site.

For the last four years, as a result of the previous Request for Proposals (RFP) process, Fort Point has been proudly operated by Lane's Privateer Inn, a local private business. In addition to the historical elements, the Lighthouse has housed a gift shop featuring books, crafts, Taste of Nova Scotia items as well as offerings of coffee, freshly baked sweets, picnics and ice cream. Visitor numbers from the 2017 to 2019 seasons averaged about 5,850 per year, based on a June to mid-

October season. Due to COVID-19, Fort Point Lighthouse hours of operation were reduced in 2020 and, as expected, visitor numbers were lower than the three-year average with approximately 1,350 visitors. The current agreement with Lane's expires on March 31, 2021.

Prior to 2016, the lighthouse was operated by RQM and opened to the public seasonally, with an engaging and educational welcome provided by costumed interpreters.

Details

As noted above, the agreement with Lane's Privateer Inn is coming to an end. An RFP was issued on January 27, 2021, for the seasonal operation of Fort Point Lighthouse as a visitor attraction site for a three-year term beginning in spring 2021. The deadline for submissions was February 26, 2021, and at the time of closing, one submission had been received. Queens County Museum was the sole proponent.

The RFP was advertised in print media (South Shore Breaker and Lighthouse Now) and on social media where it was shared widely. Local reporter, Kevin McBain, did a story on the RFP, *Fort Point Lighthouse now a Beacon of Opportunity*, which was published by Lighthouse Now and picked up by several news sites across Canada including Yahoo News and The Toronto Star. It was hoped that the RFP would garner serious interest and thoughtful, creative proposals.

Queens County Museum, as the sole proponent, is well-positioned to manage and operate Fort Point Lighthouse. They have the expertise, interest and resources required to operate the Lighthouse seasonally for seven days a week (minimum of six hours per day) during the peak months of June, July and August. In September and October, staff will be on site for a minimum of four hours, seven days a week.

Queens County Historical Society was officially incorporated in May 1934. In 1980, in partnership with the Government of Nova Scotia, Queens County Museum was built to house the collection of the Historical Society. Queens County Museum operates year-round with two full-time staff, a seasonal part-time custodian and one to two summer students. It is the vision of Queens County Museums to position

Liverpool as a heritage destination with the Museum of Justice, Fort Point Lighthouse, and Perkins House Museum.

Queens County Museum has agreed to all service requirements outlined in the RFP and have provided some value-added ideas, including proposed events in collaboration with Kings Orange Rangers, other heritage sites, and members of the Mi'kmaq community. Queens County Museum has also proposed new educational programming, walking tours, exhibits, craft days, story-telling, art and music events, as well as demonstrations and experiences developed by partners, the Kings Orange Rangers. Seasonal events will also be planned for Halloween and Christmas. A small gift shop is expected to occupy the first floor of the Lighthouse, with local crafts, history books and a selection of Fort Point themed giftware.

Queens County Museum has provided a marketing plan and have committed to raise the online presence of Fort Point Lighthouse through social media channels, Queens County Museum website, and on novascotia.ca. Staff will also develop promotional brochures and work with Tourism Nova Scotia to attract travel writers/media to the area.

Applicable Legislation

Section 51(1) of the *Municipal Government Act* states that a municipality may sell or lease property at a price less than market value to a nonprofit organization that the council considers to be carrying on an activity that is beneficial to the municipality.

Budget Impacts

There are no budget impacts associated with this recommendation.

Recommendation

THAT Council of the Region of Queens Municipality enter into a three-year Agreement with Queens County Museum for the seasonal operation of Fort Point Lighthouse.



Communications

The decision of Council will be communicated to Queens County Museum and will be posted on our social media channels and website.

**Region of Queens Municipality
Staff Report**

To: Council

From: Chris McNeill, CAO

Date: March 23, 2021

Re: Job Description – Director of Economic Development

RECOMMENDATION

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

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, act as the liaison person for the Municipality relating to Port Mersey Commercial Park, facilitate training and development opportunities for existing and potential new businesses and people, identify and work with local businesses regarding business and employee retention, develop an immigration strategy and work plan, work with developers and potential investors on new housing opportunities, develop and support a local craftsperson information sharing and selling network, liaise and develop positive relationships with all appropriate economic development agencies, keep abreast of challenges and opportunities relating to potential business closures, downsizing, openings or expansions, lead the development of a community-driven, balanced economic / community development approach to Liverpool's commercial development, develop and implement business marketing and promotional campaigns, lead the development of, and ongoing required reviews of, county-wide municipal signage, branding, and trademark programs, work with cultural groups and agencies to establish a comprehensive cultural strategy, work with Diversity and Inclusion Coordinator to develop year round diverse special events, where a need arises establish sector specific working groups, develop and implement a digital strategy for the Municipality as it relates to economic development, work with South Queens Chamber of Commerce and North Queens Board of Trade, supervision, mentoring, coaching and evaluation of all staff within the Economic Development Department, preparation and oversight of annual operating and capital budgets, and prepares reports and recommendations for Chief Administrative Officer. 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 retains, attracts, and creates business opportunity in a diversity of sectors, as well as attracting new residents to the community. This individual will develop opportunities to position the Region as a great place to do business and attractive for potential new residents 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 their 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 and other economic development throughout Queens County, as well as attraction of new residents.
2. Act as the liaison person for the Municipality relating to Port Mersey Commercial Park representing the Municipality's interests related to the commercial development of these properties.
3. Facilitate training and development opportunities for existing and potential new businesses and people throughout Queens County seeking new business partnerships and marketing opportunities while enhancing community cooperative opportunities.
4. Identify and work with local businesses regarding business and employee retention, supporting and facilitating training and development programs for employees and owners, hosting collaborative business meetings, and development of an employer database of critical information to allow Council to better understand where local support for employee and employer retention is most needed as well as the required level of interventions.
5. Develop an immigration strategy and work plan for Queens County, including identifying current employer and employee gaps, researching and preparing educational sessions for local employers, facilitating meetings and discussions between employers and potential employees, while working with local developers to address any current or future housing needs.
6. Work 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.
7. Develop and support a local craftsperson information sharing and selling network, including marketing and promotions, e-commerce, shop local initiatives, directory of artisans, farmers' market products, et cetera.

8. Liaise and develop positive relationships with all appropriate economic development agencies, departments and organizations such as Nova Scotia Business Inc., Develop Nova Scotia, ACOA, South Shore Opportunities, Acadia First Nation, and other appropriate provincial and national agencies, to support entrepreneurs in developing business plans, coming up with business ideas, offering workshops on starting a business, exporting products, and e-commerce.
9. Keep abreast of challenges and opportunities relating to potential business closures, downsizing, openings or expansions, providing coordination of supports to both private sector employers and employees in conjunction with other government departments and agencies.
10. Lead the development of a community-driven, balanced economic / community development approach to land development and commercial use of the Liverpool downtown to facilitate active use and walkability with links to Main Street and nearby businesses and parks.
11. Develop and implement business marketing and promotional campaigns and materials using various mediums to attract new businesses and residents to Queens County, with the primary view of increasing traffic and cash flows for current businesses in all sectors through the creation of innovative business and social media marketing efforts.
12. Lead 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.
13. Work with cultural groups and agencies, along with Manager of Events, Promotions & Sponsorship, to establish and implement 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. Working with Diversity and Inclusion Coordinator, develop year round special events highlighting our unique culture with regular multi-cultural events and activities, supporting local businesses with the immigration process, while creating a friendlier and more welcoming community for new residents and entrepreneurs.
15. Where a need arises, establish sector specific working groups to support negatively impacted businesses, employers, employees, and communities.

16. Development of, and implementation of a digital strategy for the Municipality as it relates to economic development considering public Wi-Fi needs and opportunities, website and other on-line digital platforms for residents and visitors, cell phone apps, visitor information pre-planning needs, and local opportunities for ambassador knowledge and training.
17. Work with South Queens Chamber of Commerce and North Queens Board of Trade to establish clear strategies and objectives to enhance their community profile and membership with a goal of increasing their capacity to conduct more independent marketing and promotional campaigns, group training, and special events.
18. 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.
19. Responsible for the preparation of the annual operating and capital budgets for the Department of Economic Development and thereafter for its effective and efficient implementation.
20. This employee must recognize that they are a public servant and must use utmost respect at all times when dealing with other staff, the general public and Council.
21. 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 16 of the Municipality's Salary Compensation Policy.

Approved by Council:

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
Staff Report**

To: Council

From: Chris McNeill, CAO

Date: March 23, 2021

Re: Job Description – Business Development Officer

RECOMMENDATION

That Council of Region of Queens Municipality approve the Business Development Officer Job Description (attached).

Region of Queens Municipality
Business Development Officer

General Accountability

Business Development Officer shall be responsible for the business development aspects of the Economic Development Department including compiling and maintaining a high quality, comprehensive Queens County business profile, researching and compiling a comprehensive list of available business funding programs, working with South Queens Chamber of Commerce and North Queens Board of Trade, development of a comprehensive database of vacant or available-for-sale farm, agricultural, industrial, commercial, or residential housing land, participates in working groups on business projects, developing a business attraction program and resources guidebook, meet face-to-face with several different businesses each month, build a focused, proactive approach to attracting business investment, facilitate the development, design, implementation, and evaluation of business development and training, lead the Municipality's work with Internet Service Providers, conduct a review of the new economy around home-based businesses and the sharing economy, develop and implement a business retention and expansion (BRE) strategy, preparing analysis reports of data from various sources related to business development in Queens County, work with other community business development partners to support and grow interest in entrepreneurship and private sector growth, coordinate the Municipality's tourism development and attraction program, act as the Municipality's representative on appropriate tourism and economic organization boards, attends appropriate business development meetings throughout Queens County when requested, supports tourism sector development through business support recognition activities, conducts research and speaks to community members and existing businesses about current gaps in local resident and business needs, brings forth strategic opportunities and recommendations for new business leads, provides comprehensive and timely research support to Director of Economic Development, leads, supervises, mentors, coaches and evaluates all staff under their direction, assists the Director of Economic Development with the preparation and oversight of annual operating and capital budgets, and prepares reports and recommendations for Director of Economic Development. 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.

Business Development Officer is accountable to the Director of Economic Development for leading, researching, and development of new business leads, supporting current business owners in an effort to position the Region as a leader in business so that it retains, attracts, and creates business opportunities in a diversity of sectors, while marketing the Region as a great place to own and operate a business.

General Duties and Responsibilities

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

1. Compile and maintain a high quality, comprehensive Queens County business profile consisting of current businesses and employers within Queens County, categorized by communities, sectors, type of employment, as well as available lands and buildings for development, reports on potential agricultural and energy development lands, maintaining the list for public access in various forms.
2. Research and compile a comprehensive list of available business funding programs, tax incentives, venture capital investment funds, business expert's database, training opportunities, and other private sector financial information relevant to support current and potential future businesses and entrepreneurs.
3. Work with South Queens Chamber of Commerce and North Queens Board of Trade and other relevant businesses development organizations to help encourage and support local business opportunities, marketing and promotions, assist with data gathering for private sector business development proposals, recommending strong governance structures and leadership opportunities, as well as regular special events and activities to increase business sales and revenues.
4. Develop a comprehensive database of vacant or available-for-sale farm, agricultural, industrial, commercial, or residential housing land noting land characteristics and location, including soil and available climate conditions, zoning, availability of services, and other useful business characteristics that would be of interest to potential buyers and developers.
5. Participates in working groups on business projects like agricultural day, farmer's markets, and tourism business events and functions with other South Shore and Western Nova Scotia economic development leaders, businesses and individuals to advance the interests and potential opportunities throughout Queens County.
6. Develop a business attraction program and resources guidebook to highlight the opportunities and benefits of living and working in Queens County, focusing on new technologies and innovation, while fully supporting traditional businesses and industries.

7. Meet with several different businesses each month to discuss their current and future needs and encourage them to support local suppliers and businesses with a goal of creating and supporting more inter-business spending and cooperation
8. Build a focused, proactive approach to attracting business investment and recommend any regulatory or tax system changes, or changes to municipal licenses and permitting systems, that will positively support current business sustainability and growth with a goal of stimulating current or new business efficiency and reduce red tape.
9. Facilitate the development, design, implementation, and evaluation of business development and training through the offering of community education and training sessions on relevant topics such as tourism, fisheries, forestry, sustainability, technology and business development, in conjunction with other community partners including the development of appropriate steering committees when required.
10. Lead the Municipality's work 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 County having access to broadband equal to or better than CRTC standards of 50Mbps download and 10Mbps upload speeds by 2025.
11. Conduct a review of the new economy around home-based businesses and the sharing economy to determine their economic impact and if there are opportunities to economically advance these initiatives positively, or if different regulations are required to limit their growth and expansion in areas where traditional storefront businesses have existed.
12. Develop and implement a business retention and expansion (BRE) strategy, focusing on areas which display an immediate need for assistance and business opportunities which currently do not exist within Queens County, but where an expressed need has been identified or where gaps for such products or services exist, while aggressively visiting different businesses each month.
13. Purchase data from Statistics Canada or other data sources related to business development in Queens County, preparing analysis reports and providing data to current and potential future businesses and entrepreneurs, as well as Council to assist with determining the future direction of the community and potential future municipal investments.

14. Work with other community business development partners to support and grow interest in entrepreneurship and private sector growth, focusing on one-on-one support with persons interested in establishing or expanding businesses throughout Queens County, including facilitating creation of business and marketing plans.
15. Coordinate 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.
16. Act as the Municipality's representative on appropriate tourism and economic organization boards such as South Shore Tourism Team, and other identified business groups in the community, at the request of the Director of Economic Development.
17. Responsible for attending appropriate business development meetings throughout Queens County, conducting research when requested or required, organizing meetings, preparing reports and documents, maintaining detailed and concise files, and assisting with the hosting of business meetings and business engagement sessions.
18. Support tourism sector development through business support recognition activities, organizing and supporting tourism training where an identified need exists, and provide regular information resources to established tourism businesses.
19. Conduct research and speak to community members and existing businesses about current gaps in local resident and business needs, following up with potential businesses that may fill an identified need providing information on potential business locations, permitting, zoning, taxation, availability of services, names of local contractors, et cetera.
20. Present strategic opportunities and recommendations for new business leads to Director of Economic Development in a timely manner for review and assessment both qualitatively and quantitatively for an appropriate fit for the community.
21. Provides comprehensive and timely research support to Director of Economic Development, or other appropriate agencies and organizations, as may be required or requested by the Director.
22. Responsible for the supervision, mentoring, coaching and evaluation of all staff under their direction including recommending the recruitment, hiring, and discipline of employees under their supervision to the Director of Economic Development.

23. Responsible for assisting the Director of Economic Development with the preparation of annual operating and capital budgets and thereafter for their effective and efficient implementation.
24. This employee must recognize that they are a public servant and must use utmost respect at all times when dealing with other staff, the general public and Council.
25. Carry out any and all duties and responsibilities that the Director of Economic Development shall see fit to direct or that shall arise from time to time.

Qualifications

Candidates for this position must possess a degree in business or public administration with a minimum of 5 years' experience working in the field of business, economic development or owning a business. The ideal candidate is highly motivated with excellent negotiating, communication and interpersonal skills, strong project management skills, with demonstrated research and presentation skills and is proficient in the use of technology. Experience in marketing, business retention and expansion activities will be considered assets.

Salary Scale

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

Approved by Council:

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
Staff Report**

To: Council

From: Chris McNeill, CAO

Date: March 23, 2021

Re: Job Description – Community Development Coordinator

RECOMMENDATION

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

Region of Queens Municipality
Community Development Coordinator

General Accountability

Community Development Coordinator shall be responsible for the effective development and coordination of community initiatives and services of a non-business focus that support and enhance a local sense of community and pride including assisting with the research, development and creation of a community profile and community directory, oversee staffing and operation of Liverpool Visitor Information Centre and support other visitor service locations, coordinate community marketing opportunities, provide leadership and oversight of delegated community tourism facilities owned by the Municipality including Town Hall Arts & Cultural Centre, design, lay out and produce drafts of all advertising, promotion, and other municipal brochures, pamphlets and tourism materials, develop a database of community group mailing and email lists for regular communications, support parks and grounds staff with research, supply acquisition, ordering, product and facility agreements and letters, oversee and implement the Municipality's Community Investment Fund, provide support to Director of Recreation and Healthy Communities with Queens Place Emera Centre Management Committee, updates and maintains relevant sections of department websites and social media platforms, coordinates and maintains Engage Queens website, facilitate use and application of graphic design work for Municipality, provide information to community groups on a timely basis respecting grants, training opportunities, programs, services, equipment, and resources, posts agendas, minutes, press releases, advertisements, reports and other documents related to Economic Development and Recreation and Healthy Communities, recommend draft policies, procedures, and strategies required for the effective operation of the position, prepare reports and recommendations for Director of Recreation and Community Facilities, assists Director of Engineering and Public Works with municipal property user agreements and approvals, act as an Assistant Returning Officer for all Municipal Elections, and assists with other municipal administrative functions in the absence of other staff or when requested to do so by Director of Recreation and Healthy Communities. 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 Development Coordinator is accountable to the Director of Recreation and Healthy Communities for supporting the Economic Development and Recreation and Healthy Communities Departments through the management of various tourism operations, facilitating the needs of community organizations, while providing administrative support to both departments.

General Duties and Responsibilities

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

1. Responsible for assisting the Director of Economic Development with 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, or more frequently as required.
2. Oversee and support 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 contacts.
3. Coordinate community marketing opportunities at events like Saltscapes, South Shore Expo, and other similar events implementing a plan with local organizations, agencies, and businesses to increase the visibility and knowledge of the community concerning tourism businesses, programs, services, and infrastructure operated or supported by the Municipality.
4. Provide leadership and oversight of community tourism facilities owned by the Municipality including Town Hall Arts & Cultural Centre, Liverpool Courthouse, Fort Point Lighthouse Park, and other facilities designated by the Director of Recreation and Healthy Communities, to ensure facility tenants are supported and agreements are being followed.
5. Design, lay out and produce drafts of all advertising, promotions, and other municipal brochures, pamphlets and tourism, economic development, and recreation materials for approval of departmental staff.
6. Develop a database of community group mailing addresses and email list and regularly provide notices to such groups of funding programs, training opportunities, grants, programs, services, equipment, resources, and other opportunities of interest including the sharing of success stories from other community groups through an electronic newsletter in conjunction with Director of Recreation and Healthy Communities.
7. Support parks and grounds staff with research, supply acquisition, ordering, product and facility agreements and letters, and follow-up thereafter.

8. Facilitate the advertising, promotion, application review and recommendation process of the Community Investment Fund, including reviewing applications and financial statements, administering the policy criteria, requisitioning payments and letters, and reviewing final report submissions for compliance.
9. Support Director of Recreation and Healthy Communities with administrative assistance for Queens Place Emera Centre Staff Management Committee meeting agendas, support materials, minutes and follow-up on workplans.
10. Responsible for updating and maintaining relevant sections of department's websites and social media platforms.
11. Coordinate and maintain the Engage Queens website and user database ensuring relevant issues are posted on this site on a timely basis and removed when concluded.
12. Facilitate the use of graphic design programs to create municipal brochures, pamphlets, newsletters, on-line advertisements, job advertisements, as well as various municipal website designs and updates.
13. Provide advice and support to community groups in consultation with other municipal and provincial staff to assist them with fund raising, lottery license permit and tax exemption information, required municipal permits, volunteer recruitment, advertising and promotion, et cetera.
14. Post agendas, minutes, press releases, advertisements, reports and other documents related to Economic Development and Recreation and Healthy Communities to the Municipality's website or other social media sites when requested to do so by the Director of Economic Development or Director of Recreation and Healthy Communities.
15. Recommend draft policies, procedures, and strategies required for the effective operation of the position under the guidance of the Director of Recreation and Healthy Communities, including community development, diversity, inclusion, and accessibility.
16. Prepares reports for Director of Recreation and Healthy Communities concerning community development initiatives and evaluation, communications, budgets, and training.
17. Assists Director of Engineering and Public Works with requests from community groups and individuals for use of municipal facilities and traffic authority approvals, including preparing approval letters and following-up with users to ensure compliance.

18. Assists Municipal Returning Officer with all aspects of Municipal Elections and acts as Assistant Returning Officer and responsibilities associated with such during each regular and special municipal elections.
19. Assists with other municipal administrative functions in the absence of other staff or when requested to do so by Director of Economic Development or Director of Recreation and Healthy Communities.
20. Other duties as assigned by the Director of Recreation and Healthy Communities 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 3 years' experience working in the field of economic development or a community development organization, or an equivalent experience working in these areas. The ideal candidate is highly motivated with excellent collaboration, communication and interpersonal skills, with demonstrated research, graphic design, and presentation skills and is proficient in the use of technology.

Salary Scale

The salary scale for this position is Range 10 of the Municipality's Salary Compensation Policy.

Approved by Council:

Region of Queens Municipality
Administrative Assistant

General Accountability

Administrative Assistant position in the Recreation and Healthy Communities Department shall be responsible for coordinating the front office operation of the Economic Development and Recreation and Healthy Communities Departments including greeting residents, receiving and processing payments, answering telephone and email inquiries, processing mail, maintaining an inventory of supplies and equipment, establishing a filing system, posting agendas and minutes online, prepares and types letters and reports, supports community organizations, tracks and processes all department purchasing orders, designs marketing and promotional materials, orders sanitation materials for numerous municipal properties, maintains relevant sections of websites and social media platforms, assists with maintaining municipal telephone system, develops and oversees forms and application development, assists with staff reports, researches and orders parks and grounds supplies, provides administrative support to Queens Place Emera Centre Board of Directors, and assists other staff when requested. 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.

Administrative Assistant is accountable to the Director of Recreation and Healthy Communities for all front line and administrative support to both the Economic Development and Recreation and Healthy Communities Departments, as well as other administrative functions of the Municipality when required.

General Duties and Responsibilities

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

1. Responsible for being the main point of contact for all inquiries at the front counter of Economic Development and Recreation and Healthy Communities Departments including answering questions, directing residents to the appropriate staff person, accepting payments and applications, as well as answering and directing telephone and email inquiries.
2. Assists residents and community organizations with information concerning programs, services, facilities, events, grant applications and criteria, directing requests to others departments or external agencies when appropriate.
3. Maintains an inventory of supplies housed in the administration building for internal use and external loans ensuring equipment is safely maintained and returned, reporting any problems or requests for additional services to Director of Recreation and Healthy Communities.
4. Responsible for establishing and maintaining a filing system for the Economic Development and Recreation and Healthy Communities Departments coordinating such system with the overall municipal filing system.

5. Posts agendas, minutes, press releases, advertisements, reports and other documents related to Economic Development and Recreation and Healthy Communities to the Municipality's website or other social media sites when requested to do so by the Director of Economic Development or Director of Recreation and Healthy Communities.
6. Prepares and types letters and reports for Economic Development and Recreation and Healthy Communities Department staff when requested, including all grant notification letters throughout the year.
7. Develops and supports community organizations with promotional materials including poster and brochure design and layout, to promote community events and activities
8. Supports all department staff, as well as parks and grounds staff, with the issuance and tracking of purchase orders, as well as the timely facilitation of payment of invoices.
9. Designs, lays out and produces drafts of all advertising, promotions, advertisements, and other municipal brochures, pamphlets and tourism materials for approval of department staff.
10. Assists with managing inventory and ordering sanitation supplies for all municipal properties excluding Hillview Acres and Queens Place Emera Centre, including Municipal Administration Building, Public Works Department operations, and recreation and tourism facilities including aquatic facilities.
11. Responsible for updating and maintaining relevant sections of department websites and social media platforms.
12. Responsible for assisting with maintaining and updating all aspects of the municipal telephone system, providing training to new employees.
13. Develops and maintains forms, applications and tracking systems for all economic development and recreation programs, including waivers, school slips, refunds, and statistical reports and analysis.
14. Assists with the development of staff reports for Council ensuring reports are in the required format and all required information is provided.
15. Supports parks and grounds staff with research, supply acquisition, ordering, product and facility agreements and letters, and follow-up thereafter.
16. Supports Director of Recreation and Healthy Communities with administrative assistance for Queens Place Emera Centre Board of Directors meeting agendas, support materials, advertising, promotions and special events and programs.
17. Assists with other municipal administrative functions in the absence of other staff or when requested to do so by Director of Economic Development or Director of Recreation and Healthy Communities.
18. Other duties as assigned by the Director of Recreation and Healthy Communities from time to time.

Qualifications

Applicants for this position must be a graduate of a recognized post-secondary institution with a diploma or certificate in business management, graphic design, or equivalent, with a strong understanding of Microsoft Office programs and three to five years of related experience.

Salary Scale

The salary scale for this position is Range 8 of the Municipality's Salary Compensation Policy.

**Region of Queens Municipality
Staff Report**

To: Council

From: Chris McNeill, CAO

Date: March 23, 2021

Re: Job Description – Manager of Events, Promotions & Sponsorship

RECOMMENDATION

That Council of Region of Queens Municipality approve the Manager of Events, Promotions & Sponsorship Job Description (attached).

Region of Queens Municipality
Manager of Events, Promotions & Sponsorship

General Accountability

Manager of Events, Promotions & Sponsorship shall be responsible for the management, development of leads, marketing, and promotions of events at Queens Place Emera Centre and other municipal properties, researching and collaborating with other facilities in attracting events, creating attraction resources and marketing brochures, organizing and implementing Canada Day events and activities, recommending strategies, policies and practices to Queens Place Emera Centre Management Committee in conjunction with Director of Recreation and Healthy Communities, developing strategies to enhance use of Privateer Park, development of event success matrixes, preparing marketing strategies, facilitates and acts as lead for Events Liverpool, supports community groups in hosting of festivals and events, works with businesses to expand their access to economic spin-offs from local events, attends meetings when required, prepares reports and recommendations for Chief Administrative Officer, oversees the department's operating budget, oversees and implements all marketing and promotion efforts for Queens Place Emera Centre, responsible for negotiation and oversight of all Queens Place Emera Centre contracts and agreements, facilitates the marketing and promotions of Queens Place Emera Centre, collaborates with community organizations, Acadia First Nation, educational and health care organizations, sources out and develops contacts and network leads to lease or sell surplus municipal property, promote, market, sell, and oversee the development of new housing lots, and in conjunction with Director of Economic Development, responsible for the collaboration, engagement and development of a Queens County Cultural Strategy. 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.

Manager of Events, Promotions & Sponsorship is accountable to the Chief Administrative Officer for positioning the Region so that it attracts events, creates promotional and economic opportunities for businesses and residents, and attracts sponsorships to reduce event and facility net costs. This individual will develop opportunities to position the Region as a place to do business and will attract national and international opportunities to the area.

General Duties and Responsibilities

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

1. Provide leadership and implementation of an events strategy that will position the community as a leader in provincial, national and international events that will increase use of Queens Place Emera Centre and other public facilities.
2. Markets and promotes Queens Place Emera Centre as an attractive location for businesses to advertise and sponsor events to increase their exposure and public good will, including the sale of all advertising opportunities within and external to the facility in consultation with the Queens Place Emera Centre Management Committee.
3. Researches and works closely with concert and event promoters, conventions, tradeshows, and other unique users to attract regional, national and international musicians, sporting, and other appropriate events to Queens County.
4. Organizes and implements Canada Day events and programs for the Municipality at agreed upon locations with a goal of encouraging pride in our community and country, while supporting other community Canada Day events with promotions and advertising.
5. Responsible for the ongoing preparation of event attraction resources and marketing brochures and profiles in order to be prepared to address and respond to external requests for data, demographics, past event successes, and facility and community capabilities to host any future potential event.
6. Recommends policies, strategies, and proposals to Queens Place Emera Centre Management Committee concerning event attraction with costs and risks, strategies for increasing facility and property use to maximize community economic benefits, and proposals, both solicited and unsolicited, to increase use, revenue, and sponsorships at Queens Place Emera Centre.
7. Develops a strategy to market and enhance the use of Privateer Park to grow its economic and community value through new initiatives, partnerships, and business relationships, working in conjunction with Director of Recreation & Healthy Communities and Director of Economic Development.
8. Liaise and develop positive relationships with all appropriate economic development agencies, departments and organizations such as Nova Scotia Business Incorporated, Atlantic Canada Opportunities Agency, Canada Sport Tourism, and other appropriate provincial and national organizations.

9. Works closely with partners and stakeholders both privately and publicly across Nova Scotia that have an interest in developing and investing in events, ensuring that available facilities and partnership opportunities are clearly delineated and discussed based on local needs and cost recovery.
10. Meets with local businesses when large events are planned for Queens County to determine how they can take advantage of events for sales, promotions and sponsorship opportunities, and encourage event organizers to support local suppliers and businesses with a goal of creating and supporting more inter-business cooperation.
11. Development of a measurement tool or matrix with clearly delineated success factors to allow the Municipality to assess event economic success directly and indirectly and opportunities to improve its provision of events and programs to our community, visitors, and private sector partners.
12. Researches, identifies, and costs opportunities for more and better signage opportunities throughout Nova Scotia to better promote our large-scale events with a goal of attracting increased ticket sales, sponsorships and revenues thereby increasing the economic benefits and spin-offs to Queens County.
13. Facilitates and acts as lead for Events Liverpool that promotes, seeks out and supports attraction of large events to Queens County to encourage local economic development and raise our community profile regionally, provincially, nationally, and internationally, while increasing economic spin-offs locally.
14. Supports not-for-profit groups, festivals, performing arts, and business groups in marketing and promotional opportunities for Queens County aiming to promote a consistent and collaborative approach to maximize community benefits, support collective marketing and promotions, scheduling of events, and shared use and development of volunteers.
15. Responsible for the development of event budgets, supervision of staff and volunteers, implementing marketing strategies, evaluating programs and events during the entire process, preparing a summative report upon the events conclusion, and making recommendations for future improvements to policies, event implementations, and marketing.
16. Oversees and implements all marketing and promotion efforts for Queens Place Emera Centre, including development of business, group, and corporate membership programs, sponsorship incentive programs, and packaging of various promotional opportunities.

17. Responsible for negotiation and oversight of all Queens Place Emera Centre contracts and agreements including facility user agreements, building leased spaces, signage contracts and maintenance, special events, soft drinks and vending machines, fitness equipment, et cetera.
18. Facilitate the marketing and promotions of Queens Place Emera Centre, its programs, rental areas, services, and look for ways to package and upsell more opportunities like endorsements, discounts, and marketing and promotional materials, with special offers to our largest users and advertisers.
19. Collaborate with community organizations, Acadia First Nation, educational and health care organizations, as well as other appropriate agencies to support important community pride and celebratory events in our community.
20. Source out and develop contacts and network leads to lease or sell surplus municipal property to potential developers or business owners looking for expansion, developing proposals and building site plans, and negotiating draft deals.
21. Upon the creation or availability of new housing lots for sale; promote, market, sell, and oversee the development of lots according to agreed upon covenants and standards ensuring compliance with planning and development requirements and municipal infrastructure.
22. In conjunction with Director of Economic Development, collaborate and engage with Queens County's cultural community in the development of a Queens County Cultural Strategy with a goal of establishing clear scheduling, funding, infrastructure, and cooperation guidelines.
23. Responsible for the preparation of annual operating and capital budgets for the department as it relates to this position to ensure the correct resources are allocated to maximize large events and program benefits.
24. 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.
25. Carry out any 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, marketing, or similar degree with a minimum of 5 years' experience working in the field of economic development or large event organization, or an equivalent experience working in these areas. A Masters in Business Administration would be considered a great asset. 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 16 of the Municipality's Salary Compensation Policy.

Approved by Council:

Region of Queens Municipality
Manager of Events, Promotions & Sponsorship

General Accountability

Manager of Events, Promotions & Sponsorship shall be responsible for the management, development of leads, marketing, and promotions of large events at Queens Place Emera Centre and other municipal properties, researching and collaborating with other facilities in attracting large events, creating attraction resources and marketing brochures, organizes and implements Canada Day events and activities, recommends strategies, policies and practices to Queens Place Emera Centre Board of Directors in conjunction with Director of Recreation and Healthy Communities, develops strategies to enhance use of Privateer Park, large event success matrixes, prepares marketing strategies, works with Events Liverpool, supports community groups in hosting of festivals and events, works with businesses to expand their access to economic spin-offs from local large events, 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.

Manager of Events, Promotions & Sponsorship is accountable to the Chief Administrative Officer for positioning the Region so that it attracts large events, creates promotional opportunities for businesses, and attracts sponsorships to reduce event and facility net costs. This individual will develop opportunities to position the Region as a place to do business and will attract national and international opportunities to the area.

General Duties and Responsibilities

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

1. Leadership and development of a large events strategy that will position and provide direction to staff to seek out appropriate opportunities to attract significant music, sports, entertainment, and other events that will increase use of Queens Place Emera Centre and other public facilities.
2. Markets and promotes Queens Place Emera Centre as an attractive location for businesses to advertise and sponsor events to increase their exposure and public good will, including the sale of all advertising opportunities within and external to the facility in consultation with the Board of Directors.
3. Researches and works closely with concert and large event promoters, conventions, tradeshow, and other unique uses to attract regional, national and international musicians, sporting, and other appropriate events to Queens County.
4. Organizes and implements Canada Day events and programs at Queens Place Emera Centre and other agreed upon locations with a goal of encouraging pride in our community and country.

5. Responsible for the ongoing preparation of large event attraction resources and marketing brochures and profiles in order to be prepared to address and respond to external requests for data, demographics, past event successes, and facility and community capabilities to host the proposed event.
6. Recommends policies, strategies, and proposals to Queens Place Emera Centre Board of Directors concerning large event attraction with costs and risks, strategies for increasing facility and property use to maximize community economic benefits, and proposals, both solicited and unsolicited, to increase use, revenue, and sponsorships at Queens Place and other Region-owned properties.
7. Develops a strategy to market and enhance the use of Privateer Park to grow its economic and community value through new initiatives, partnerships, and business relationships, working in conjunction with Director of Recreation & Healthy Communities.
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 across Nova Scotia that have an interest in developing and investing in large events, ensuring that available facilities and partnership opportunities are clearly delineated and discussed based on local needs and cost recovery.
10. Meets with local businesses on a regular basis to determine how they can take advantage of large events and sponsorship opportunities and encourage them to support other local suppliers and businesses with a goal of creating and supporting more inter-business cooperation.
11. Development of a measurement tool or matrix with clearly delineated success factors to allow the Municipality to assess its economic success directly and indirectly and opportunities to improve its provision of large events and programs to our community, visitors, and private sector partners.
12. Researches, identifies, and costs opportunities for more and better signage opportunities throughout Nova Scotia to better promote our large-scale events with a goal of attracting increased ticket sales, sponsorships and revenues thereby increasing the economic benefits and spin-offs to Queens County.
13. Participates as an active member on an Events Liverpool that seeks out and supports attraction of large events to Queens County to support local economic development and raise our community profile regionally, provincially, nationally, and internationally.
14. Supports not-for-profit groups, festivals, performing arts, and business groups in marketing and promotional opportunities for Queens County aiming to promote a consistent and collaborative approach to maximize community benefits, support collective marketing and promotions, scheduling of events, and shared use and development of volunteers.
15. Responsible for the development of event budgets, supervision of staff and volunteers, implementing marketing strategies, evaluating programs and events during the entire process, preparing a summative report upon the events conclusion, and making recommendations for future improvements to policies, event implementations, and marketing.

16. Responsible for the preparation of annual operating and capital budgets for the department as it relates to this position to ensure the correct resources are allocated to maximize large events and program benefits.
17. 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.
18. 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, marketing, or similar degree with a minimum of 5 years' experience working in the field of economic development or large event organization. A Masters in Business Administration would be considered a great asset. 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 16 of the Municipality's Salary Compensation Policy.

Approved by Council: May 8, 2018

**Region of Queens Municipality
Staff Report**

To: Council

From: Chris McNeill, CAO

Date: March 23, 2021

**Re: Job Description – Director of Recreation and Healthy
Communities**

RECOMMENDATION

That Council of Region of Queens Municipality approve the Director of Recreation and Healthy Communities Job Description (attached).

Region of Queens Municipality
Director of Recreation and Healthy Communities

General Accountability

Director of Recreation and Healthy Communities shall be responsible for the administration and organization of the Recreation and Healthy Communities Department including staff supervision and mentoring, supporting Queens Place Emera Centre's Management Committee, works with appropriate staff and recommends policies, oversees the implementation of the Municipality's Recreation for All Policy, responsible for the capital development, maintenance, staffing, scheduling, policies and seasonal daily oversight of North Queens Aquatic Centre and Milton Centennial Pool, assists Manager of Events, Promotions and Sponsorship in the development of marketing and promotional materials, researches, consults, and engages various communities respecting the development of a public spaces and trails strategy, oversees the implementation of an equipment loan policy, provides oversight of the Community Investment Fund, establishes and oversees facility or user group advisory committees, oversees the development of work plans, budgets, policies, and associated needs for authorized advisory groups, coordinates programs, projects, and services with community groups, responsible for the development and implementation of a recreation and physical activity strategy, prepares a comprehensive inventory of municipal and community recreation infrastructure assets, oversees the administration, daily operation, staffing, programs, policies and strategies related to the recreational aspects of Queens Place Emera Centre, assists with the development of a Queens Place Emera Centre property annual maintenance and capital upgrade plan, develops positive relationships with regular users of Queens Place Emera Centre, participates in, and supports all employees under their supervision, in seeking out and participating in training and personal development, collaborates with Community Development Coordinator in encouraging and supporting local recreation organization programs and facilities, collaborates on the preparation of public spaces signage standards for municipal recreation facilities, responsible for establishing timelines for scheduled capital repairs and replacement of recreation infrastructure attends meetings as scheduled, 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 Recreation and Healthy Communities is accountable to the Chief Administrative Officer for positioning the Region so that it provides high quality recreational programs and facilities, attracts and retains great staff, and develops regular opportunities for revenue generation.

General Duties and Responsibilities

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

1. Responsible for the overall leadership, administration and operation of the Recreation and Healthy Communities Department including programs, activities, services, staffing, facilities, promotions, policies and recreational grant funding.
2. Supports Queens Place Emera Centre's Management Committee in their needs for research, policy development, facility rentals, membership and fee policies, ensuring solid financial and program reporting.
3. Working with appropriate staff, develops and recommends policies to enhance the use of all municipal recreation facilities and to ensure the Region's programs and services are inclusive and available to as many people as possible.
4. Oversees the implementation of the Municipality's Recreation for All Policy seeking to reduce or eliminate financial barriers to participation at municipally owned facilities to meet the recreational needs of all residents throughout Queens County.
5. Responsible for the capital development, maintenance, staffing, scheduling, policies and seasonal daily oversight of North Queens Aquatic Centre and Milton Centennial Pool or future replacement facilities.
6. Assists Manager of Events, Promotions and Sponsorship in the development of an innovative approach to marketing and promotion of facilities, activities, and events with a goal of increasing non-traditional use of facilities, and increasing physical activity opportunities for all.
7. Researches, consults, and engages various communities respecting the development of a public spaces and trails strategy to ensure that greenspaces, trails, and parks are strategically available throughout Queens County, whether provided by the Municipality or supported in various ways through community organizations.

8. Oversees the implementation of an equipment loan policy that provides free access by residents and visitors to basic recreation equipment consisting of seasonal recreation and safety equipment according to season and location subject to budget limitations.
9. Provides oversight of the Community Development Coordinator's review and assessment of Community Investment Fund including advertising, review, assessment, recommendations, and reporting to Council concerning requests for funding, and other similar programs when established.
10. Establishes and oversees facility or user group advisory committees when adopted by Council for specific facilities to develop facility use plans for these pieces of public infrastructure to ensure their long term sustainability and acceptable public uses are planned for, protected, and developed within required timelines.
11. Upon the adoption of any recommendations from authorized advisory groups related to municipal infrastructure, the Director shall oversee the development of work plans, budgets, policies, and associated needs for the successful implementation of agreed upon goals and objectives.
12. Coordinates programs, projects, and services with community groups throughout Queens to support their initiatives, avoid duplication of efforts, while seeking to maximize opportunities for all residents especially underserved groups and areas.
13. Responsible for the development and implementation of a recreation and physical activity strategy with specific deliverables and measurables, including community engagement and participation, with annual reviews and updating to ensure the strategy is consistent with ongoing community needs.
14. Prepare a comprehensive inventory of municipal and community recreation infrastructure assets, including public access to water, for development into resource guides to be used as a tool for the future planning and development of recreation, municipal infrastructure, and land use planning.
15. Oversees the administration, daily operation, staffing, programs, policies and strategies related to the recreational aspects of Queens Place Emera Centre, working closely with Manager of Events, Promotions and Sponsorship to maximize recreational facility rentals and membership sales while seeking to minimize regular user displacement through building strong relationships with users and sponsors

16. In cooperation with Director of Engineering and Public Works, develops a Queens Place Emera Centre property annual maintenance and capital upgrade plan to ensure efficient facility development and resource deployment.
17. Works with regular users of Queens Place Emera Centre when needed to ensure accounts are up-to-date and users are complying with the terms and conditions of their user agreements, seeking feedback on their satisfaction, and discussing opportunities to increase use and attraction of tournaments and other larger events.
18. Participates in, and supports all employees under their supervision, in seeking out and participating in training and personal development opportunities that will allow staff to provide better service and programs to facility users while developing leadership skills.
19. Collaborates with Community Development Coordinator in encouraging and supporting local recreation organization programs and facilities throughout Queens County to develop community independence in local recreational opportunities, offering training, development, governance, and leadership opportunities as required.
20. In collaboration with Director of Economic Development, prepares public spaces signage standards for ongoing recreational facility signage needs, wayfaring signage placement, and the scheduled maintenance and replacement of such.
21. Responsible for establishing timelines for scheduled capital repairs and replacement of recreation infrastructure, preparing reports concerning expected costs and schedules, risks and mitigation strategies, followed by oversight with Director of Engineering and Public Works of request for proposals, architectural design and standards, awarding of tenders, construction work, and confirmation of safety provisions all being met prior to opening for re-opening to the public.
22. Responsible for the supervision, mentoring, coaching and evaluation of all staff within the Recreation and Healthy Communities Department including recommending the recruitment, hiring, and discipline of employees under their supervision to the Chief Administrative Officer.
23. Responsible for the preparation of the annual operating and capital budgets for the Department of Recreation and Healthy Communities and thereafter for their effective and efficient implementation.

24. 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.
25. 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 recreation, recreation management, business, or similar with a minimum of 5 years' experience working in the field of recreation or sport facility management in a municipal or large community organization setting, or an equivalent experience working in these areas. The ideal candidate is highly motivated with excellent organization, planning 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 16 of the Municipality's Salary Compensation Policy.

Approved by Council:

Region of Queens Municipality
Director of Recreation and Healthy Communities

General Accountability

Director of Recreation and Healthy Communities shall be responsible for the administration and organization of the Recreation and Healthy Communities Department including staff supervision and mentoring, support Queens Place Board of Directors research and policy development, development of a Recreation for All Policy, oversight and operation of North Queens Aquatic Centre and Milton Centennial Pool, development of innovative marketing strategies, implements an equipment loan program, participates in the annual review of Grants to Organizations funding applications, development of a recreation and physical activity strategy, manages and administers all aspects of Queens Place Emera Centre including capital infrastructure in consultation with Director of Engineering and Works, seeks training and development opportunities for staff, communicates with regular users when required, attends meetings as scheduled, 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 Recreation and Healthy Communities is accountable to the Chief Administrative Officer for positioning the Region so that it provides high quality recreational programs and facilities, attracts and retains great staff, and develops regular opportunities for revenue generation. This individual will develop Queens Place Emera Centre as one of the best recreational facilities in Nova Scotia to host regional, provincial, national, and international events.

General Duties and Responsibilities

The following is a general outline of the duties and responsibilities of the Director of Recreation and Healthy Communities. 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 overall leadership, administration and operation of the Recreation and Healthy Communities Department including programs, activities, services, staffing, facilities, promotions, policies and recreational grant funding.
2. Supports Queens Place Emera Centre Board of Directors in their needs for research, policy development, facility rentals, membership and fee policies, ensuring solid financial and program reporting monthly.
3. Working with appropriate staff, develops policies to enhance the use of all municipal recreation facilities and develops policies to ensure the Region's programs and services are inclusive.
4. Researches and develops a Recreation for All Policy in order to meet the recreational needs of all residents throughout Queens County seeking to reduce or eliminate barriers to participation and satisfies the requirements of the Province of Nova Scotia's Accessibility Act.
5. Responsible for the capital development, maintenance, staffing, scheduling, policies and seasonal daily oversight of North Queens Aquatic Centre and Milton Centennial Pool.

6. Develops an innovative approach to marketing and promotion of facilities, activities, and events in conjunction with Manager of Events, Promotions and Sponsorship, with a goal of increasing non-traditional use of facilities, increasing use by non-traditional users, and increasing physical activity opportunities for all.
7. Establishes, implements, monitors and reports on an equipment loan policy and program for access by residents and visitors consisting of skateboards, scooters, bicycles, skates, helmets, snow shoes, and other appropriate equipment subject to budget limitations.
8. Participates as part of a staff team concerning the advertising, review, assessment, and recommendations to Council concerning requests for funding from the Municipality's Grants to Organizations program, and other similar programs when requested.
9. Coordinates programs, projects, and services with community groups throughout Queens to support their initiatives, avoid duplication of efforts, while seeking to maximize opportunities for all residents especially underserved groups and areas.
10. Responsible for the development of a recreation and physical activity strategy with specific deliverables and measurables, including community engagement and participation, and annual reviews and updating.
11. Oversees the administration, daily operation, staffing, programs, policies and strategies related to Queens Place Emera Centre, including user agreements and leases, building strong relationships with users and sponsors, capital and operational upgrades, and works closely with Manager of Events, Promotions and Sponsorship to maximize recreational facility rentals and minimize regular user displacement.
12. Works with regular users when needed to ensure accounts are up-to-date and users are complying with the terms and conditions of their user agreements, seeking feedback on their satisfaction, and discussing opportunities to increase use and attraction of tournaments and other larger events.
13. Participates in, and supports all employees under its supervision, in seeking out and participating in training and personal development opportunities that will allow staff to provide better service and programs to facility users while developing leadership skills.
14. Collaborates with Community Economic Development Coordinator in encouraging and supporting local recreational organization programs and facilities throughout Queens to development community independence in local recreational opportunities.
15. Responsible for the supervision, mentoring, coaching and evaluation of all staff within the Recreation and Healthy Communities Department including recommending the recruitment, hiring, and discipline of employees under their supervision to the Chief Administrative Officer.
16. Responsible for the preparation of the annual operating and capital budgets for the Department of Recreation and Healthy Communities and thereafter for their effective and efficient implementation.

17. 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.
18. 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 recreation, recreation management, business, or similar with a minimum of 5 years' experience working in the field of recreation or sport facility management in a municipal or large community organization setting. The ideal candidate is highly motivated with excellent organization, planning 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 16 of the Municipality's Salary Compensation Policy.

**Region of Queens Municipality
Staff Report**

To: Council

From: Chris McNeill

Date: March 23, 2021

Re: Councillor Training Request

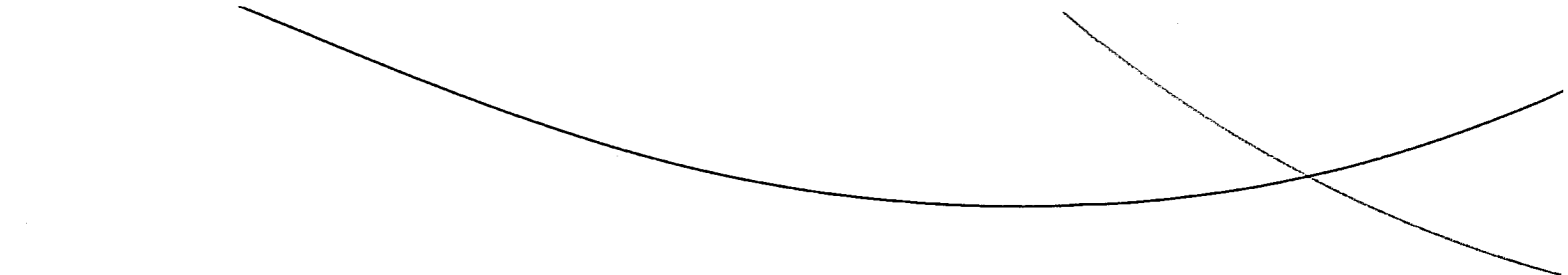
BACKGROUND

Council each year allocates funding in the annual operating budget to provide opportunities for members of council to participate in training and development opportunities. The 2020-2021 budget for all elected official training is approximately \$28,000. The budget for 2021-2022 has not yet finalized.

DETAILS

Councillor Maddie Charlton has submitted a request to participate in training offered through Dalhousie University's College of Continuing Education. The program course is entitled Sustainable Communities and provides one credit towards the National Advanced Certificate in Local Government Administration. A copy of the program outline is attached.

The course is offered on-line without textbooks, but does expect participants to participate in 3-6 hours of coursework each week and complete the full course requirements at their own pace prior to June 28, 2021. The course starts on April 5, 2021. Over the 12-week program, Councillor Charlton will learn about the concepts of sustainable development, how to apply these concepts to the Municipality, recognize policy implications of sustainability, understand how sustainability can be incorporated into our decision making processes, learn about best practices in municipal government, as well as several other topics.



The program takes place entirely within the 2021-2022 fiscal year and therefore will need to be funded from the 2021-2022 operating budget. Hence, approval of this request will require that this training be included in the 2021-2022 operating budget.

APPLICABLE LEGISLATION

Section 3(bbb) of the *Municipal Government Act* authorizes a municipality to expend money required for municipal purposes on reportable municipal expense which means an expense for which reimbursement was provided by a municipality and includes the following expense categories:

- (i) travel and travel-related expenses, including accommodation, incidentals and transportation,
- (ii) meals,
- (iii) professional development and training,
- (iv) expense categories prescribed by the regulations.

BUDGET IMPACTS

The total cost of the program is \$985 (tax exempt). No travel or other expenses should be incurred.

RECOMMENDATION

THAT Council of Region of Queens Municipality approve registration for Councillor Maddie Charlton in the 12-week on-line Sustainable Communities course through Dalhousie University's College of Continuing Education at a cost of \$985 to be funded from the 2021-2022 operating budget.

COMMUNICATIONS

Once approved, Councillor Charlton will then be required to file all of the required documents to determine her acceptance into the program. If accepted, Council would request a brief report on the program and key items learned at the conclusion of the program.

CCE-LGOV0020 - SUSTAINABLE COMMUNITIES

College of Continuing Education

Course Description

Sustainable Communities presents issues of sustainability, and introduces possible tools and solutions, using examples from Canadian municipalities. The student will emerge from the course with a well rounded perspective on what it takes for a community or municipality to become sustainable, and will become familiar with tools to move ahead towards sustainability.

The course will introduce local government administrators and students of local government to the three pillars of sustainability. These pillars are:

- human physical and social health;
- environmental health; and
- economic health.

The course material and the readings will emphasize the inter-related nature of these pillars. A change in one pillar will affect the other two pillars, in a never ending dance of adjustment and adaptation.

What You Will Learn

- Explain the concept of sustainable community with reference to the social, economic, and environmental foundations upon which it is based
- Apply the sustainable community concept in identifying, understanding, and addressing issues within your own municipality
- Describe the trend in governance away from the traditional roles of government, and outline the implications of this trend
- Recognize the policy implications of sustainability
- Describe how sustainability should be integrated into decision making processes
- Identify the potential roles for capital and operating budgets in the effort to create sustainable community
- Outline the evolution of municipal roles in addressing health issues
- Describe the environmental mandate now held by municipalities, and its history in Canada
- Identify best practices in municipal government sustainability reporting for internal and external stakeholders

Recommended For

Public sector professionals
 Climate change managers
 Community developers
 Economic development staff

Applies Towards the Following Certificates

National Advanced Certificate in Local Authority Administration : Courses (3)
 National Advanced Certificate in Local Government Authority for Alberta Students : Electives

CCE-LGOV0020 - 002
 Spring/Summer 2021
 Available

Section Title:	Sustainable Communities	
Type:	Online	
Dates:	Apr 05, 2021 to Jun 28, 2021	
Course Fee(s):	Fee non-credit	\$985.00 now or pay later

Section Notes:

There are no required text books for this course. We recommend preparing for 3-6 hours per week of course work. This course is 100% online with a student directed schedule. There are due dates associated with assignments. There are no scheduled times to be online.

**Region of Queens Municipality
Staff Report**

To: Council

From: Wendy Connors, Development Officer

Date: March 23, 2021

Re: Appointment to Planning Advisory Committee

BACKGROUND

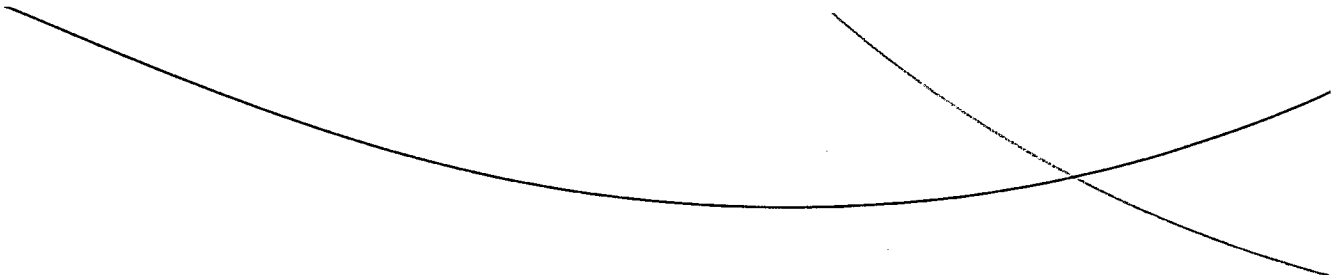
On March 14, 2021, Director of Planning Mike MacLeod received a letter of resignation from current Planning Advisory Committee member Jeff Percy, effective immediately. Mr. Percy was appointed in early November 2020, as a first time member of the committee for District 1. Previously, that position was held by Robert Ross.

DETAILS

As Council is aware, Planning Advisory Committee is well into the development and review of a new Municipal Planning Strategy (MPS) and Land Use Bylaw (LUB). The review is being facilitated by Upland, a private consulting firm.

We are now in the final stages of preparing a draft document that will be made available for final public input. It is critical that all communities throughout Queens County have public representatives on our Planning Advisory Committee during this final review and recommendation period to ensure all issues related to planning in Queens County are well vetted and considered.

Normally, we would publicly advertise for vacant positions on Committees however; in this situation time is of the essence. Advertising and selection of a new representative will take 4-6 weeks and then it will take several months to bring the



new person up to speed on how planning works and the new draft documents and public consultations to date. It is being recommended that Council appoint Robert Ross immediately for the unexpired portion of District 1's term. Mr. Ross is intimately aware of the details of the new planning documents and planning process in Queens County as a former longtime member of the Committee.

APPLICABLE LEGISLATION

Section 24 of the *Municipal Government Act* states that:

- (1) The council may establish standing, special and advisory committees.
- (2) Each committee shall perform the duties conferred on it by this Act, any other Act of the Legislature or the by-laws or policies of the municipality.
- (3) The council may appoint persons who are not members of the council to a committee and may establish a procedure for doing so.

BUDGT IMPACTS

All members of Committees, including public members, are reimbursed for reasonable out of pocket expenses related to their participation on committees and mileage to attend meetings.

RECOMMENDATION

THAT Council of the Region of Queens Municipality appoint Robert Ross to the Planning and Advisory Committee representing District 1, effective immediately, for a term to expire on October 31, 2022.

COMMUNICATIONS

Upon approval of this recommendation, a letter informing the applicant of their appointment will be sent, as well as notification to the Chairperson of Planning Advisory Committee.

**Region of Queens Municipality
Staff Report**

To: Council

From: Chris McNeill, Chief Administrative Officer

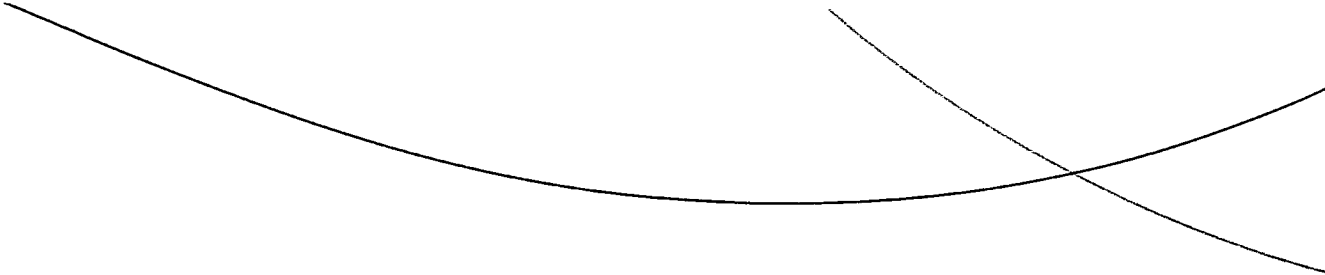
Date: March 23, 2021

Re: Area Rate Request - Seaside Recreation & Community Centre Association

BACKGROUND

On January 18, 2021, Seaside Recreation & Community Centre Association submitted a written request to the Municipality under Policy 23 - Public Meeting for Area Rate Requests, requesting that Council levy a four cent per \$100 of assessment area rate to all assessment accounts in Assessment District 7 beginning in 2021-2022 and for a further four years thereafter. Policy 23 stipulates that any such requests must be received by February 1st for future fiscal year consideration beginning April 1st thereafter.

To be eligible for consideration, the requesting group must supply copies of the group's upcoming budget, previous years audited financial statement, resolution of the director's approving the organization to make the request and written details as to why the area rate is needed. All of the required information was provided to meet the intent of the policy. While there was some public questioning about the audited financial statements submitted by the group, the same standard of financial statement acceptance that is applied to 100% of the community groups and funding applications was applied in this situation. Societies Act of Nova Scotia which most groups are incorporated under, state that every organization incorporated under it must submit a financial statement for the preceding year audited and signed by its auditor, or if there is no auditor, by two directors.



Policy 23 provides that Council shall deliberate on whether to hold a public meeting or not. Council gave direction to staff that because of COVID-19 and the restrictions on public gatherings of ten, that a public meeting would not be held, but that other methods of sharing the request of Seaside Recreation would be pursued and a public vote held from 10:00 a.m. to 7:00 p.m. on an appropriate day.

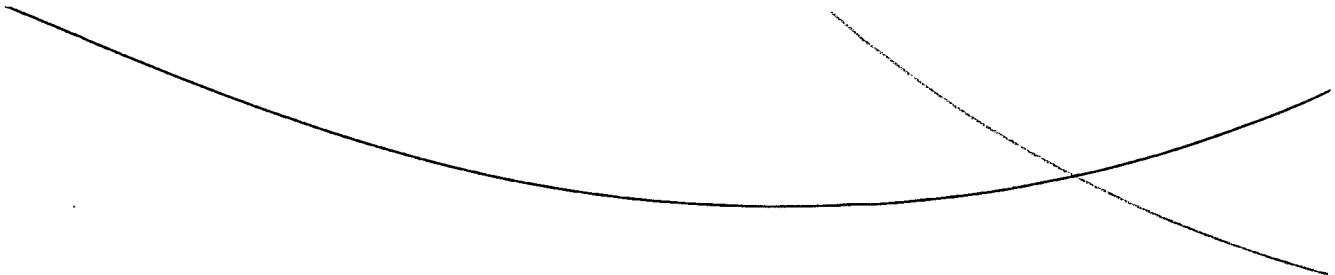
Staff requested that Seaside Recreation prepare a presentation that they would normally have done had a public meeting been held along with an audio explanation of their request. Additionally, municipal staff prepared a two-page frequently asked question sheet to provide answers to questions that were asked of staff and council since the request was made. All of this documentation was copied and provided in four locations in Assessment District 7: Port Medway Post Office, Port Medway Fire Hall, Sea Port Gifts and Seaside Recreation Centre. As well, we understand that Seaside Recreation & Community Centre Association sent out a newsletter to all residents in the area.

Upon receipt of required information from Seaside Recreation, a newspaper ad was scheduled, and only thereafter could a date for the vote be set for March 3, 2021, from 10:00 a.m. to 7:00 p.m.

The vote took place at Seaside Recreation Centre on March 3, 2021 with 224 people requesting the opportunity to vote. One person was deemed ineligible with the remaining 223 residents voting. One vote was rejected, 30 people voted yes, and 192 people voted no.

DETAILS

Policy 23 provides that the results of any vote will be forwarded to Council to be considered as part of the overall application and is not binding as Council will deliberate on the request in totality and make a final decision after considering the entire request and public feedback.



The application for the area rate shows that Seaside Recreation & Community Centre Association had an annual operating deficit in 2019-2020 of \$6,346 on revenues of \$19,586 and expenses of \$25,932. In 2018-2019, the same financial statement showed revenues of \$18,129, expenses of \$15,929, and a surplus of \$2,199. The proposed 2021-2022 budget reflects expected revenues of \$27,950 and expenses of \$26,974, with a surplus of \$975. The additional expenditures and revenues that are different from previous years are unknown because the presentation of financial statement groupings is not consistent. At face value, it seems that Seaside Recreation is solvent and able to meet its annual expenses each year without any additional area rate funding. It is however; recognized that COVID-19 has seen decreased traditional revenues during 2020-2021 for all community groups and those that have adapted and found different ways to raise funds have seen some success.

The essence therefore of Seaside Recreation's request is to receive additional guaranteed funding each year for the next five years to ensure they have the required operating funds, but also to develop new initiatives such as repairs to swing set and play area, upgrades of basketball court, purchase of hockey nets and sticks, purchase of picnic tables, make improvements to Sibley Trail, improve accessibility to building basement, and improve public water access. No costing, timeline, or development plans for these ideas were provided with the application.

When applying a critical lens to funding requests such as what happens with the Municipality's Community Investment Fund, a key assessment tool is an assessment of financial need. In this application, financial need has not been clearly articulated nor has a clear 5-year plan of development for the additional funding been requested. And while every community organization would like to have guaranteed funding each year so it does not have to focus on fund raising, the community vote was clear from those that voted, that they do not wish to have tax dollars that they pay to the Municipality used to fund their local community hall and playground.

One of the roles of the Municipality's Recreation and Community Facilities Department is to help support community groups with information and advice on fund raising, available grants, recreational programs and services, and facility development. These services continue to be available to Seaside Recreation.

Based on the application received and public vote, staff are not recommending support for the area rate request. Rules of order require that motions always be made in a positive format, so if Council concurs with staff's position, Council will need to vote against the recommendation.

APPLICABLE LEGISLATION

Policy 23 - Public Meeting for Area Rate Requests provides for consideration of area rate requests from community groups.

Section 75 of the *Municipal Government Act* (MGA) provides that

- (1) The council may spend money in an area, or for the benefit of an area, for any purpose for which a municipality may expend funds or borrow.
- (2) The council may recover annually from the area the amount required or as much of that sum as the council considers advisable to collect in any one fiscal year by an area rate of so much on the dollar on the assessed value of the taxable property or occupancy assessments in the area.
- (3) The council may provide
 - (a) a subsidy for an area rate from the general rate in the amount or proportion approved by the council;
 - (b) in the resolution setting the area rate, that the area rate applies only to the assessed value of one or more of the taxable commercial, residential or resource property and occupancy assessments in the area.
- (4) The council may, in lieu of levying an area rate, levy a uniform charge on each
 - (a) taxable property assessment;
 - (b) dwelling unit, in the area.
- (5) Charges pursuant to subsection (4) are first liens on the real property and may be collected in the same manner as taxes.
- (6) A council may expend money within an area for any lawful purpose and may raise all, or part of it, by a general rate on the whole municipality.

(7) The area rate referred to in this Section may be different on commercial property and business occupancy assessments than on residential and resource property.

BUDGET IMPACTS

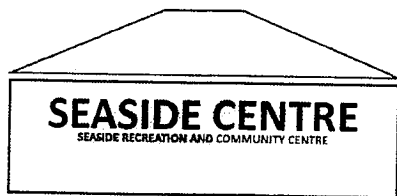
No budget impacts are expected resulting from advice from staff. Should Council not concur, a tax levy of four cents per \$100 of assessment would be applied to all tax accounts in Assessment District 7 each year for the next five years with the estimated levy in year one of \$34,800.

RECOMMENDATION

THAT Council of Region of Queens Municipality approve the levying of a four cent per \$100 of assessment area rate for all assessment accounts in Assessment District 7, beginning in 2021-2022, for five years, with all proceeds from the area rate being provided to Seaside Recreation & Community Centre Association.

COMMUNICATIONS

Once a decision is made by Council, the decision will be communicated to Seaside Recreation & Community Centre Association, as well as being posted on our website and social media platforms.



**Seaside Recreation &
Community Centre Association**

1066 Eastern Shore Road
Brooklyn, NS B0J 1H0
(902) 354-2497 / info@seasidecentre.ca

Charitable Registration Number: 888802261 RR 0001

"Supporting the communities of Beach Meadows, Eagle Head, West Berlin, East Berlin, and surrounding area since 1994"

January 18, 2021

Chris McNeill, Chief Administrative Officer
Mallory Plummer, Manager of Finance
Region of Queens Municipality
249 White Point Road
Liverpool, NS, B0T 1K0

Re: Area Rate Request

Dear Mr. McNeill and Mrs. Plumer:

The Board of directors of the Seaside Recreation and Community Centre Association (Seaside Centre) would like to request an Area Rate. This request is for a 5-year period at a rate of \$0.04.

The Seaside Centre is located at 1066 Eastern Shore Road in Beach Meadows, NS. We have been supporting the communities for Beach Meadows, Eagle Head, West Berlin, and East Berlin as well as bordering areas since 1994.

The Seaside Centre Board Members for the 2020 | 2021 year are as follows:

Cher Quebec-Jackson	902-523-4914
Damien van den Berg	902-800-0184
Heidi Fraser	902-298-9425
Lisa Bowers	902-354-3610
Sandy Cross	902-354-8149

The Board is making this request for the following reasons:

The fund-raising efforts at the Seaside Centre are in the form of Lobster Roll Take Out, Community Dinners, and Craft Shows. Although these events generate a significant portion of the Seaside Centre's revenue the costs associated to these events have been increasing resulting in smaller operating funds.

Costs associated to maintaining and running the facility have also been increasing making existing fundraising efforts more difficult and the Seaside Centre has been relying on significant community donations in order to maintain operating and perform some minor maintenance and building upgrades. In addition, revenue associated to rentals (i.e. weddings) has been very minimal in the current fiscal year. Our current efforts for fund-raising and rentals are primarily covering the costs making it impossible for the Seaside Centre to host additional or new community events and programming.

The Board's desire is to; bring the community into the building and on to the property, make the building more accessible and welcoming, host additional events and activities that promote a sense of community inclusion and provide a great level of participation for all age groups.

Examples of such initiatives would be; recent repairs to the swing set area and play area, future repairs and upgrade of the basketball court, purchase of hockey nets and sticks to allow local children to play ball hockey, purchase of picnic tables for the grounds to allow the Centre to host outdoor community events. Facilitate improvements to the Sibley Walking trail to allow for improved access to Eagle Head beach. Improve accessibility to the basement areas of the Seaside Centre so the entire building is easily accessible for all. Improve the public water station area that would make it easier for community residents to fill water containers.

Many of these improvements can only be made with additional funding. The Area Rate would allow the Seaside Centre to have a consistent and reoccurring revenue source that would allow for our fund-raising efforts to contribute to other projects that are focused on community events, community programing, hosting community events, local clubs, and building improvements rather than monthly maintenance and operational costs.

The public meeting and/or other meetings related to this request can be held at the Seaside Centre.

Thank you for consideration and we look forward to meeting with you to further discuss this request.

Sincerely,



Sandy Cross,
Seaside Centre, Board of Directors, President



Damien van den Berg,
Seaside Centre, Board of Directors, Treasurer

CC:

Vicki Amirault, Councillor, District 4
Dave Brown, Councillor, District 6

Attachments:

Seaside Recreation and Community Centre proposed draft Budget for April 1, 2021 – March 31, 2022
Seaside Recreation and Community Centre year to date Income Statement for April 1, 2020 – March 31, 2021



SEASIDE RECREATION AND COMMUNITY CENTRE
 1066 Eastern Shore Road, Beach Meadows, NS, B0J 1H0

BUDGET - APRIL 1, 2021 - MARCH 31, 2022

Revenue	
Category	Amount
Bottle Returns	420.00
Community Dinners	4,800.00
Community Events	1,200.00
Craft Show	5,500.00
Donations	3,000.00
Facility Rental	1,200.00
Kitchen Revenue	3,500.00
Lobster Take Out	6,500.00
Newsletter	480.00
RaffleBox 50/50	1,200.00
Water	150.00
Total Revenue	27,950.00
Expenses	
Category	Amount
Accounting	100.00
Banking	300.00
Building Cleaning	2,200.00
Building Cleaning Supplies	500.00
Building Insurance	3,480.00
Building Maintenance	2,400.00
Community Dinners	400.00
Community Events	300.00
Craft Show	200.00
Equipment	500.00
Equipment Maintenance	350.00
Equipment Rental	302.88
Facility Rental	-
Government Registration	31.15
Grounds Maintenance	800.00
Heating Oil	2,800.00
Interest	50.00
IT Services	400.00
Kitchen	1,500.00
Liquor License	350.00
Lobster Take Out	4,500.00
Miscellaneous Other	350.00
Office Supplies	350.00
Phone / Internet	1,180.80
Newsletter	200.00
Postage	250.00
Power	1,980.00
RaffleBox 50/50	800.00
Water	400.00
Total Expenses	26,974.83
Net Income	975.17



YEAR TO DATE INCOME STATEMENT - APRIL 1, 2020 - DECEMBER 31, 2020

Revenue	
Category	Amount
Bottle Returns	501.80
Building Insurance	676.00
Community Dinners	1,208.46
Community Events	1,087.08
Craft Show	5,799.30
Donations	12,730.00
Facility Deposit	50.00
Facility Rental	935.00
Kitchen Revenue	3,292.41
Lobster Take Out	4,361.00
Office Supplies	17.77
RaffleBox 50/50	358.80
Water	195.20
Total Revenue	31,212.82
Expenses	
Category	Amount
Accounting	577.50
Banking	72.00
Building Cleaning	1,548.68
Building Cleaning Supplies	737.26
Building Insurance	2,321.90
Building Maintenance	2,378.16
Community Dinners	334.77
Community Events	2,863.97
Craft Show	552.30
Equipment	3,241.90
Equipment Maintenance	189.75
Equipment Rental	176.68
Facility Rental	50.00
Government Registration	31.15
Grounds Maintenance	570.00
Heating Oil	1,050.82
Interest	11.16
IT Services	238.92
Kitchen	558.63
Lobster Take Out	1,969.39
Miscellaneous Other	262.50
Office Supplies	370.83
Phone / Internet	301.94
Postage	38.67
Power	612.00
RaffleBox 50/50	190.99
Undetermined Expense	490.00
Utilities	1,737.09
Water	90.00
Total Expenses	23,568.96
Net Income	7,643.86

Seaside Recreation and Community Centre Association
Income Statement
For the Year Ending March 31

	2020	2019
Revenue:		
Events and Quilts	\$16,971.66	\$16,672.28
Donations	1,935.25	1,457.00
Miscellaneous	679.83	0.03
Total Revenue	<u>\$19,586.74</u>	<u>\$18,129.31</u>
Expenses		
Accounting Fees	\$740.00	\$0.00
Bank Charges	147.97	66.00
Cleaning	1,019.74	212.50
Equipment	858.22	150.00
Event Costs	10,618.22	5,851.00
Grounds Keeping	582.47	757.50
Insurance	3,252.05	2,740.00
Maintenance and improvements	1,007.50	1,487.00
Miscellaneous	1,159.16	312.13
Office	1,091.47	1,015.31
Utilities	5,456.02	3,338.00
Total Expenses	<u>\$25,932.82</u>	<u>\$15,929.44</u>
Excess (Deficiency) of Revenues over Expenses	-\$6,346.08	\$2,199.87

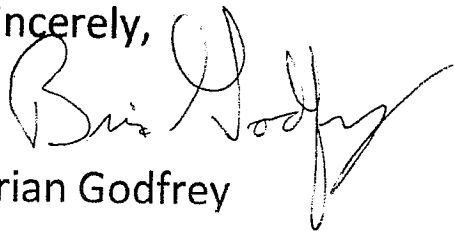
June 6 , 2020

To the Board of Directors of Seaside Recreation
Community Center Association,

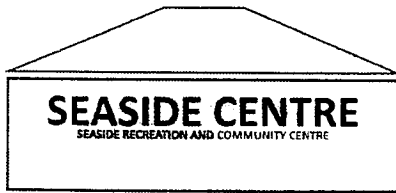
I have reviewed the financial statements and supporting transactions for your books. My review consisted of analyzing samples of invoices, bank slips and various cheques and should not be considered an audit.

Based on my review, the financial statements represent fairly the financial positions and results of operations for the Seaside Recreation Community Center Association for the year ending March 31 2020.

Sincerely,

A handwritten signature in black ink that reads "Brian Godfrey". The signature is written in a cursive style with a large initial "B" and a long, sweeping tail.

Brian Godfrey



Seaside Recreation &
Community Centre Association
1066 Eastern Shore Road
Brooklyn, NS B0J 1H0
(902) 354-2497 / info@seasidecentre.ca

Charitable Registration Number: 888802261 RR 0001

"Supporting the communities of Beach Meadows, Eagle Head, West Berlin, East Berlin, and surrounding area since 1994"
Seaside Recreation and Community Centre Income Statement for April 1, 2019 – March 31, 2020 and April 1, 2018 – March 31, 2019

January 17, 2021

On January 17th, 2021 the Seaside Recreation and Community Centre Association Board of Directors have agreed and approved the application to the Region of Queens Municipality to request an Area Rate of \$0.04 for a 5-year period.

Signed:

ABSENT

Cher Quebec-Jackson
Board Member

Damien van den Berg
Board Member, Treasurer

Heidi Fraser
Board Member, Secretary

Lisa Bowers
Board Member

Sandy Cross
Board Member, President

Region of Queens Municipality
Staff Report

To: Council

From: Chris McNeill, Chief Administrative Officer

Date: March 23, 2021

Re: Queens Daycare Association Funding Request

BACKGROUND

On February 9, 2021, Queens Daycare Association made a presentation to Council providing an overview of the Association as the sole provider of licensed childcare services in Queens County, employing seven full-time childhood educators and four part-time staff. The daycare is located in the former Mount Pleasant School that was sold for nominal cost to the Association several years ago. Since that time, the Association has invested over \$70,000 in maintenance and upgrades to their building.

The Association provides childcare and developmental services to children between the ages of 18 months and 12 years old, but are in the process of expanding to provide care for infants three months to 18 months. If they are able to secure the required funding, they plan to expand hours of operation up to 13 hours a day Monday to Friday.

Because of a loss of enrollment and revenue from children going to the new elementary school pre-primary program and also a loss of its childhood educators to the same program, Queens Daycare Association is losing needed revenue. To help mitigate these real losses, the Association has contracted with a local developer to build a new infant care centre for these younger children however; the build is now expected to be \$70,000 over budget. And with reduced revenue from COVID-19, along with increased cleaning costs and insufficient funding from the Province of Nova Scotia, they are asking Council for financial support now.

DETAILS

Based on the current need of Queens Daycare Association with their new building being erected and a shortage of funds, they are requesting an immediate contribution from the Municipality of \$80,000. This \$80,000 would fund \$50,000 of the cost overrun on the new infant care centre, plus an additional \$30,000 to help offset increased operating costs and less revenues from participants and no additional funding from the province. As part of the request, the Association is requesting that the additional \$30,000 be provided by the Municipality each year for the next three years. Daycares are solely under the legal authority and jurisdiction of the Province of Nova Scotia.

The Association is suggesting that without this immediate funding, they will not be able to remain open and could be forced to close. They also note that this is the only licensed daycare in Queens County and could negatively impact the recruitment of young professionals to the community. They note that the Association is currently looking for additional funding through other programs such as COVID relief programs, grants, fundraisers, private donations, and petitioning other levels of government.

APPLICABLE LEGISLATION

Section 65A of the Municipal Government Act (MGA) authorizes Council to expend money for municipal purposes if:

- (a) the expenditure is included in the municipality's operating budget or capital budget or is otherwise authorized by the municipality;
- (b) the expenditure is in respect of an emergency under the *Emergency Management Act*; or
- (c) the expenditure is legally required to be paid.

Section 65A(5) of the Municipal Government Act notes that in the event of ambiguity in whether or not the municipality has the authority under this or any other Act to spend money or to take any other action, the ambiguity may be resolved so as to include, rather than exclude, powers the municipality had on the day before this Section came into force.



BUDGET IMPACTS

The initial ask for 2021-2022 is for \$80,000. Because this is strictly a grant, the funding will need to be funded from the tax rate. The request for an additional \$30,000 for each of the next two fiscal years is not being recommended to be committed at this time because the funding may not be required due to various reasons. Additionally, Council may not be in a financial position to provide more funding in future budget years. This approval will require an increase in the 2021-2022 tax rates of all accounts throughout Queens County of nearly one cent.

RECOMMENDATIONS

1. **THAT** the Council of Region of Queens Municipality give pre-budget approval for the authorization of grant funding to Queens Daycare Association of \$50,000 to be used for cost overruns for the new infant care centre with the funding to be included in the Community Grants section of the 2021-2022 operating budget;

AND THAT prior to December 31, 2021, the Association provide a full accounting and report to the Municipality concerning the use of these funds.

2. **THAT** the Council of Region of Queens Municipality give pre-budget approval for the authorization of grant funding to Queens Daycare Association of \$30,000 to assist with decreased operating revenues with the funding to be included in the Community Grants section of the 2021-2022 operating budget;

AND THAT prior to December 31, 2021, the Association provide a full accounting and report to the Municipality concerning the use of these funds and the benefits accrued from this municipal support.



COMMUNICATIONS

If approved by Council, Queens Daycare Association will be notified by letter of this approval along with reporting requirements and payment of the \$80,000. This approval will also be posted on our website, social media platforms, and issued to the media in the form of a press release.



Presentation to the Region of Queens Municipality

Scott Christian, Chair – Queens Day Care Association

February 9, 2021



Who we are:

- Sole provider of *licenced* childcare services in the community (eligible for subsidies)
- Employer of 7 full-time Early Childhood Educators, 4 part-time staff
- Charitable organization (as of 2020)

What we do:

- Fully inclusive, affordable, accessible childcare and development services for children between the ages of 18-months and 12 years old (currently)
- In the process of expanding our services to meet the needs of the community
 - Infant care facility (suitable for children 3-18 months)
 - Extended hours care (expanding hours of operation to 13 hours – 7am to 8pm) – pending ESDC grant

The challenges we face:

- Introduction of the Pre-Primary Program in SSRCE in September 2018
 - Loss of enrollment/revenue for 4-5 year old children (8 enrolled children left for Pre-Primary this fall
 - Loss of some of the most experienced/skilled Early Childhood Educators (4 previous staff)
- Ownership of the old Mt. Pleasant school
 - Previously owned and operated by RQM, low-rent
 - Since taking ownership we have spent over \$70,000 in necessary maintenance, another \$50-\$80,000 required in the next few years
- Infant care facility construction is over budget by \$90,000 – largely due to sprinkler modifications required to meet fire code without a pressurized water supply (\$250,000 funding from province, expected cost is \$390,000)
- Impact of Covid-19
 - Reduced revenue
 - Increased costs (window replacement, enhanced cleaning, cohort separation)
- Insufficient Provincial Funding



The harsh reality:

- The daycare will not be able to remain open without financial support from alternative avenues (could be forced to close by this summer)
- The Infant Care Facility construction project requires additional funding of \$130,000 (required by Spring 2020)

Systemically underfunded:

- With current funding levels from the provincial government, based on projected operational costs, we are still in a loss position with full enrollment

Enrollment	25 + 8 infants	35 + 8 infants	42 (full) + 8 infants
Net loss/year	-\$71,430	-\$52,448	-\$4,455



What's at stake:

- Economic impact - if we lose the only licenced daycare in the community it will be difficult to attract and/or retain young professionals with young families to our community
- Queens Regional Hospital currently has 30+ employees of childbearing age
- Young families generate economic growth and contribute to the community
- Social determinants of health – many of the families who use our services rely on subsidized childcare, without our facility they will have no access to these services
- The loss of our daycare could have a devastating impact on the health and wellbeing of some of the most vulnerable children in our community and their families



The solution – all hands on deck:

- All avenues are currently being explored (Covid-relief programs, grant applications, community-base fundraising activities, request to private donors/foundations, petitioning all levels of government for support)
 - Private donors are interested and in talks – want to see public support
 - Local MLA very supportive – pushing for future change in system
- We are working toward a position of financial solvency
 - Lobbying for more appropriate funding levels provincially
 - Working toward full capacity enrollment by 2023

The ask:

- Immediate financial assistance for the Infant Care Facility (\$50,000)
- Ongoing partnership and support (\$30,000/year for 36 months)

Region of Queens Municipality

COUNCIL IMPLEMENTATION REPORT – January - February 23, 2021

Date	Recommendation	Responsibility	Action Taken
Jan. 12, 2021	Provide notice of lease termination to Albert and Traci Young for lands owned by Region of Queens Municipality located at 32 Wolfe Street, Liverpool, effective June 30, 2021.	M. MacLeod	In process.
Feb. 23, 2021	<p>The motion made at the January 12, 2021 meeting that reads as follows be untabled:</p> <p>THAT Council of the Region of Queens Municipality approve the draft Memorandum of Understanding (MPU) Respecting the Use of Community Facilities as a Municipal Comfort Centre or Municipal Emergency Shelter during an Emergency;</p> <p>AND FURTHER THAT Council authorize the Mayor and Chief Administrative Officer to enter into any agreements related to this MOU with appropriate local community organizations that are interested.</p>	CAO	Agreements have been prepared and will now be reviewed with potential facilities by our EMO staff.

Date	Recommendation	Responsibility	Action Taken
Feb. 23, 2021	<p>Engage the services of Catalyst Consulting Engineers to design the proposed new council chamber audio video layout and request for proposal programs and oversee its implementation;</p> <p>AND THAT authorization be given for staff to oversee this process at a cost of up to \$10,000 including expenses plus HST, to be funded as an unfunded liability from the 2020-2021 operating budget.</p>	CAO	Initial discussions with consultant are underway to discuss potential options before moving forward.
Feb. 23, 2021	Approve Administrative Policy 9 respecting Tax Exemptions.	Finance	Completed
Feb. 23, 2021	<p>Agrees to grant a Quit Claim Deed to Glen Dexter for any interest that the Municipality may have in property identified as PID #70243837;</p> <p>AND THAT all costs incurred in this transaction be borne by Glen Dexter.</p>	M. MacLeod	Mr. Dexter has been notified. Deed preparation underway.
Feb. 23, 2021	Select Kendra Shot and Ron Shupe as the Region of Queens Municipality's 2021 Volunteers of the Year.	H. Cook	Selected Volunteers have been notified and will be taking part in the virtual celebration.
March 9, 2021	Appoint Phil Prendergast to the Diversity and Inclusion Action Team for a term to expire on October 31, 2022.	CAO	Letter of appointment sent on March 15, 2021.

Date	Recommendation	Responsibility	Action Taken
March 9, 2021	Award Tender No. SW-01-21 for the Collection of Solid Waste from April 1, 2021 – March 31, 2026 to GE All Trucking Limited for the total contract price of \$3,997,991.66, excluding HST.	S. LeBlanc	Letter sent to GE Environmental on March 10, 2021.
March 9, 2021	Award Tender No. SW-02-21 for the Transfer of Residual Solid Waste from Yarmouth, Clare and Digby Transfer Stations to Region of Queens Solid Waste Management Facility from April 1, 2021 – March 31, 2026 to GE All Trucking Limited for the quoted price as set out in the Form of Tender in Tender No. SW-02-21.	S. LeBlanc	Contracts submitted for signature on March 10, 2021.
March 9, 2021	Approve Organic Materials Agreements with the Municipality of the District of Shelburne, Town of Shelburne and Town of Lockeport.	S. LeBlanc	Contracts submitted for signature on March 10, 2021.
March 9, 2021	Approve Recyclable Materials Agreements with the Municipality of the District of Shelburne, Town of Shelburne, Town of Lockport and Town of Clarks Harbour.	S. LeBlanc	Contracts submitted for signature on March 10, 2021.
March 9, 2021	Gives second reading to Bylaw 14 respecting Tax Exemptions.	M. Plummer	Notification will be run in March 17, 2021 editions of <i>Chronicle Herald</i> and <i>South Shore Breaker</i> .

Region of Queens Municipality

COUNCIL IMPLEMENTATION REPORT – January – December 22, 2020

Date	Recommendation	Responsibility	Action Taken
Feb. 25, 2020	Authorize staff to begin the process of finalizing future programming for a new outdoor aquatic facility.	M. Roberts	Further review will be undertaken by staff.

Date	Recommendation	Responsibility	Action Taken
Sept. 8, 2020	<p>THAT Council of Region of Queens Municipality authorize a letter to the Nova Scotia Minister of Lands and Forestry requesting that his Department establish a Carters Beach Committee with representatives from the Municipality, Queens-Shelburne MLA, Nova Scotia Departments of Lands and Forestry, Transportation and Infrastructure Renewal, and Environment, along with Queens RCMP, Acadia First Nations, one local West Queens business representative, and two residents of Carters Beach Road.</p> <p>AND FURTHER THAT the Municipality's representative on the Committee have power to authorize all non-financial decisions and financial decisions that would not exceed \$2,500 in spending by the Municipality on behalf of Council, and bind the Municipality to such.</p> <p>AND FURTHER THAT the Minister of Lands and Forestry be requested to authorize the required human and financial resources from his department to facilitate this Committee's work and action plan including any external consulting studies required.</p>	Mayor	Letter sent to Minister on September 9, 2020. No response to date.

Date	Recommendation	Responsibility	Action Taken
Dec. 8, 2020	Approve the renaming of Old Mill Lane in Labelle to Ponhook Shore Road.	M. MacLeod	Applicant will be installing new signs in the spring. Databases will be updated upon sign installation.

Region of Queens Municipality

COUNCIL IMPLEMENTATION REPORT – JANUARY – DECEMBER 10, 2019

Date	Recommendation	Responsibility	Action Taken
July 23, 2019	Approve the renaming of Burgoyne Road in Danesville to William Croft Road.	M. MacLeod	Approved by Province. Awaiting installation of new signage.
Oct. 22, 2019	Enter into negotiations with Mogan Holdings Limited for the Municipal acquisition of a portion of property identified as PID #70026547 and located adjacent to McLeod Street in Liverpool for the sale price of \$1.00; AND THAT the Region of Queens Municipality will assume the costs associated with subdividing the property.	M. MacLeod	Survey complete. Awaiting preparation of deed for signatures and registration.

Date	Recommendation	Responsibility	Action Taken
Nov. 26, 2019	<p>Apply to a court of competent jurisdiction for a declaration that the property located at 465 Highway 8 in Milton be considered dangerous or unsightly, as defined in the Municipal Government Act, for an order required the following work be carried out by the owner of the property:</p> <ol style="list-style-type: none"> 1. removal of all derelict vehicles (vehicles which are non-roadworthy or without current licensing or safety inspection in force and evidenced on the vehicle, including RV's, and campers and associated vehicle parts), 2. removal or proper storage (inside of building) of all metals, vehicle parts, oil barrels, appliances, furniture, tires, plastics, electronics, and 3. removal of all household garbage, and other miscellaneous items strewn about the property and delivered to Region of Queens Solid Waste Management Facility or other approved locations. 	K. Hurley M. MacLeod	<p>Updating photos of property to forward to Municipal Solicitor who will then prepare appropriate documentation to initiate court proceedings.</p> <p>Issue has now been resolved with permanent compliance expected by June 1, 2021.</p>

Region of Queens Municipality

COUNCIL IMPLEMENTATION REPORT – 2018

Date	Recommendation	Responsibility	Action Taken
January 23, 2018	Register the Port Mouton (Spectacle) Lighthouse, in the Municipal Registry of Heritage Properties for the Region of Queens.	M. MacLeod	Designation process complete. Staff to arrange a plaque unveiling ceremony at request of Lighthouse Society.

COUNCIL IMPLEMENTATION REPORT – August 2018

Date	Recommendation	Responsibility	Action Taken
Aug. 14, 2018	Register the property identified as PID #70017827 and located at 547 Main Street in Liverpool, and known as the West House, in the municipal registry of heritage property for the Region of Queens.	M. MacLeod	Registration completed. Plaque ordered. Ceremony scheduled at a future date.