



# Municipality of the County of Kings Five Year Strategic plan

This Municipal Planning Strategy sets out Council’s long term vision for the future of the region and is primarily used to shape and manage the land through the application of policies and regulations. However, Municipal investments in infrastructure, programs and special initiatives are equally important tools for attaining the Municipality’s long term vision for the future. The following table is intended to guide Council as it reviews its service and budget priorities on a yearly basis. Rather than a laundry list of all Municipal programs, the priorities focus on what Council intends to do or change within the next 5 years to help achieve its long term vision. Council intends to update the priorities identified in this section at least every 5 years as initiatives are completed, conditions evolve and priorities change.

Priorities	Rationale	Support for MPS Vision	Actions
<p><b>Provide Efficient and Effective Service Delivery to our residents and businesses</b></p>	<p>As a public organization, our customers are the taxpayers (residents, developers, business owners, etc).</p> <p>All programs and services, new and old should be evaluated based on how they improve service delivery.</p> <p>Policies and Regulations are the critical tools needed to guide Council, staff and community leaders. The extensive public consultation process of KINGS 2050 visioning created a vision which will chart a course for changes to policy and regulations that shape how our communities develop tomorrow, and on to the year 2050.</p> <p>Policies provide direction for municipal</p>	<p><u>All:</u> Council’s policies and regulations can have an impact on all theme areas. Some policy initiatives may support one specific Vision theme, while others, such as updating the MPS, support all Vision theme areas.</p> <p><u>Economic Development:</u> Providing clear and efficient municipal services is important to fostering a supportive business environment.</p> <p><u>Healthy Communities:</u> Effective and sincere interactions with residents is important to engaging people in municipal government and enabling all residents to participate and benefit from a healthy community.</p>	<ul style="list-style-type: none"> <li>▪ Review Municipal service areas processes to see where we can be improved for taxpayers, developers, outside organizations when dealing with the County</li> <li>▪ Review use of technology to ensure we are effective and efficient.</li> <li>▪ Website updates/revisions</li> <li>▪ Identify areas where efficiencies might be realized through shared servicing and infrastructure agreements</li> <li>▪ Review of PVSC cost allocation</li> </ul>

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	<p>operations and provide the parameters that allow day-to-day decisions to be made. They insure accountability and transparency and maintain public trust in council and in the management of the Municipality.</p>		<p>formula and board service priorities. Evaluate benefits of service and value.</p> <ul style="list-style-type: none"> <li>▪ Completion of KINGS 2050</li> <li>▪ Review past and current community initiatives identified in the Municipal Planning Strategy or as identified through a Village's strategic plan.</li> <li>▪ Review and update current policies to ensure consistent with Vision and Priorities including:             <ul style="list-style-type: none"> <li>○ Recreation Policies</li> <li>○ HR Policies</li> <li>○ Fee Policy</li> <li>○ Fire Grants Policy</li> <li>○ Area rate Policy</li> </ul> </li> <li>▪ Review and update agreements to ensure consistent with Vision and in compliance with regulations</li> <li>▪ Communications strategy</li> </ul>
<p><b>Address infrastructure deficit and aging central water and sewer infrastructure</b></p>	<p>Most of our central water and sewer infrastructure will reach the 40 year mark within the next 5 years. Although this infrastructure could still be serviceable for 50-60 years, the risk of failure once past 40 years grows progressively each year. We have also seen a significant shift in the regulatory and legal environments which is placing more demands on existing systems and resources</p>	<p><u>Settlement</u>: Vibrant and sustainable Urban Centres depend on cost effective and reliable central water and sewer services.</p> <p><u>Economic Development</u>: Reliable central water and sewer service is a given for many businesses and, therefore, maintaining service levels is vital to a supportive business environment.</p>	<ul style="list-style-type: none"> <li>▪ Review sewer rates to ensure revenues are sufficient for ongoing repair, maintenance and replacement.</li> <li>▪ Ensure sufficient reserve funds are available to manage potential infrastructure failures</li> </ul>

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	<p>to keep up. Significant investment is required over the next 10-20 years to renew and maintain existing systems to current service levels.</p>	<p><u>Healthy Communities:</u> Reliable and environmentally safe water and sewer services are an underlying building block needed to maintain a high quality of life.</p> <p><u>Energy:</u> Encouraging compact and walk able communities is a key way the Municipality can reduce energy consumption. Such development, however, depends on reliable central services.</p>	<ul style="list-style-type: none"> <li>▪ Identify sewer line replacement priorities in a 5 year capital plan</li> <li>▪ Continue to accurately assess and map water and sewer assets</li> <li>▪ Work with Villages to assess and map Village water and sewer assets</li> <li>▪ Consider climate change impacts as part of all infrastructure projects.</li> </ul>
<p><b>Secure Kings County economic future, with a focus on economic development strategy and infrastructure</b></p>	<p>The Municipality is committed to the goals of diversifying the economy and encouraging the retention and expansion of existing business.</p> <p>The economic development chapter contained in this MPS focuses on where and how to manage the land in a way that supports a vibrant and sustainable economy. However, grants, branding, and regional partnerships are just as important tools for fostering economic development. An economic development strategy developed together with regional partners is essential for coordinating and guiding Municipal initiatives.</p> <p>In 2013, Council committed to make the Waterville Airport lands available to Michelin for possible plant expansion. In 2014, Council created the Waterville Airport relocation project steering committee.</p> <p>The Annapolis Valley Industrial Park located in Kentville is nearly full. A 2011 industrial</p>	<p><u>Economic Development:</u> Targeting limited Municipal resources to key areas is an important way for the Municipality to effectively support the buy local movement, and local entrepreneurs, organizations and businesses</p> <p>* Specific economic development initiatives may also support one more additional Vision themes.</p>	<ul style="list-style-type: none"> <li>▪ Participate in the Regional Enterprise Network</li> <li>▪ Create or adopt Economic Development strategy, with a focus on jobs.</li> <li>▪ Work with neighbouring Municipalities, Villages, the AVCC, Acadia University, Federation of Agriculture and other stakeholders to identify key actions for encouraging economic development</li> <li>▪ Establish partnerships aimed at attracting and supporting new farmers, newcomers and youth in farming and related businesses</li> <li>▪ Implementation of the responsibilities of Waterville airport relocation project steering</li> </ul>

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	<p>park study concluded that there is a case for making more serviced land available for industry. While privately held lands could help meet demand, the lands are not necessarily for sale. In addition, wellfield land use controls restrict the type of uses that can be developed both in the Industrial park and other areas historically used by industry.</p>		<p>committee</p> <ul style="list-style-type: none"> <li>▪ Decide whether or not to develop a Municipal Industrial Park in an area not restricted by wellfield protection measures</li> <li>▪ Utilize Valley Community Fibre Network Authority to maximize benefit of asset</li> <li>▪ Maintain aging infrastructure that support economic development goals</li> <li>▪ Develop and implement a tourism strategy in partnership with the Province, Towns, Villages and other regional stakeholders</li> </ul>
<p><b>Utilize green technologies and maximize energy efficiencies to exemplify energy conservation within the Municipal and Village Infrastructure</b></p>	<p>Public interest in renewable energy is high as shown by this category being recognized in the Visioning document.</p> <p>In addition to playing a role in regulating the development of renewable energy, the Municipality can take a leadership role in the region by providing incentives, or investing in renewable energy projects.</p>	<p><u>Energy</u>: Municipal incentives and investment can help encourage the use of green technologies, maximize energy efficiencies and provide opportunities for renewable energy infrastructure.</p> <p><u>Economic Development</u>: The renewable energy sector is growing and evolving. Municipal energy initiatives could help to encourage a local industry.</p>	<ul style="list-style-type: none"> <li>▪ Seek ways to support renewable energy development in the region through the use of incentives and/or investments in renewable energy projects.</li> <li>▪ Encourage energy efficient building and neighbourhood designs</li> <li>▪ Encourage adaptive reuse of existing buildings</li> <li>▪ Develop a Municipal renewable energy project</li> </ul>

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			<ul style="list-style-type: none"> <li>Integrate renewable energy opportunities into Municipal/Village infrastructure, such as placing solar panels on lift stations.</li> </ul>
<p><b>Foster an environment which increases opportunities and investments in active transportation networks</b></p>	<p>In 2010, Council adopted a Trails Vision which clearly outlines priorities for active transportation between, and within, communities in the County. Public support for investing in active transportation was further reinforced in the Integrated Community Sustainability Plan (ICSP), which indicated the Council intends to “develop an active transportation strategy including sidewalks, bike routes and cross-country connections between communities.” Public support for active transportation was further reinforced as part of the Kings 2050 initiative, with emphasis on developing safe and accessible active transportation networks.</p>	<p><u>Transportation</u>: Developing and investing in safe and accessible active transportation networks make walking and cycling viable alternatives, and reduces our dependency on the car.</p> <p><u>Community Health</u>: The built environment is essential to facilitating healthy and active lifestyles for all citizens. The design of places, land use patterns and transportation systems that promote active transportation will help create active, healthier and more liveable communities.</p> <p><u>Energy</u>: Initiatives that encourage active transportation is a key way of reducing energy consumption associate with car travel.</p>	<ul style="list-style-type: none"> <li>Work with Towns, Villages, the Province and other key stake holders to develop the remaining links of the rail trail.</li> <li>Direct investment in sidewalks, paths, trails and other networks to the priorities areas identified by Council’s strategic documents and policies.</li> <li>Create standards and regulations that address the priorities around active transportation as part of regular infrastructure development</li> <li>Identify opportunities to promote and support tourism through alternative modes of transportation</li> </ul>
<p><b>Further encourage accessible and inclusive programs</b></p>	<p>The 2013 Strategic Planning Session with Mike Trinacty concerning restructuring the Recreation Service identified equity, accessibility and inclusion as the number one principle identified by Councillors. Extensive investment in our broad network of free, accessible outdoor spaces and trails. Most facilities are located, and programs are offered, within the Towns and Villages in</p>	<p><u>Community Health</u>: Identifying and removing barriers and inequities that exist within the physical environment are essential to positively impacting health.</p> <p><u>Arts and Culture</u>: Addressing racism and discrimination is essential to fostering cultural diversity and encouraging all</p>	<ul style="list-style-type: none"> <li>Identify and remove barriers and inequities that exist within the physical environment that impact health</li> <li>Identify where there are gaps and work to fill those gaps.</li> <li>Continue to budget sufficient funds to implement the 2012 Action Plan</li> </ul>

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	<p>Kings County.</p> <p>In 2012, the Municipality approved the Action Plan for Ending Racism and Discrimination. The Action Plan outlines a number of concrete actions and is intended to evolve as the plan is implemented.</p> <p>Through the taxation public discussions, it was a common theme that the public is interested in seeing programs accessible and affordable for the youth and senior citizens.</p>	<p>people to participate in shaping the future of our region.</p>	<p>for Ending Racism and Discrimination in cooperation with the Town of Kentville and other Stakeholders.</p> <ul style="list-style-type: none"> <li>▪ Identify and reduce barriers to the engagement of underrepresented groups</li> <li>▪ Programs targeting youth and senior groups</li> <li>▪ Identify ways to use technology and other innovative approaches to more broadly engage all residents</li> <li>▪ Remove barriers to ensure that everyone has access to knowledge, lifelong learning and literacy</li> </ul>
<p><b>Improve road network and infrastructure</b></p>	<p>We currently have three classes of subdivision roads in the Municipality. Prior to 2013 the Pre-1995 roads, which are owned by Province and were subject to By-law 51; the 1994-95 which are owned by the Municipality and were not required to be paved; and the post 1995 class which are owned by the Municipality.</p> <p>In 2013, DTIR and the Municipality collaborated on making changes to their respective processes for handling the J-call roads program.</p> <p>The results of the 2012 Road Network assessment indicated that the overall road</p>	<p><u>Settlement</u>: Vibrant and sustainable Urban Centres depend on well maintained roads and an efficient road network</p> <p><u>Economic Development</u>: A reliable and efficient road network is a given for many businesses and developers and, therefore, essential to a supportive business environment.</p> <p><u>Transportation</u>: Well maintained roads are essential for several forms of transportation, not only cars, but also buses, taxis service and biking.</p>	<ul style="list-style-type: none"> <li>▪ Annual Evaluation of roads to create priority list</li> <li>▪ Development of a 5 year plan</li> <li>▪ Update of related By-Laws</li> <li>▪ Work with the Villages, Towns and Province to implement planned road network improvements, as outlined in the 2012 Road Network Assessment.</li> <li>▪ Work with the Villages, Towns and Province to design and plan the additional road network</li> </ul>

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	<p>network generally operates well with respect to traffic congestion. There are, however, certain bottlenecks where traffic seems high. The study noted that there are several planned improvements which will address current traffic constraints and areas with poor driving conditions or compromised safety. Additional improvements were also recommended by the study.</p>		<p>improvements identified in the 2012 Road Network Assessment.</p>
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