



MUNICIPALITY *of the*
COUNTY *of* **KINGS**

November 12, 2025

To: Mayor
Deputy Mayor
Councillors

Dear Members of Council,

Attached please find the agenda for the Committee of the Whole meeting scheduled for **Tuesday, November 18, 2025 at 9:00 a.m.** in the Council Chambers, 181 Coldbrook Village Park Drive, Coldbrook.

Members of the public can attend or watch live on YouTube: visit www.countyofkings.ca and click the "Watch Live" link.

Accommodations are available for this meeting: please submit your request at www.countyofkings.ca/accommodationsrequest.

Sincerely,

Haley Hutt
Administrative Assistant
Municipality of the County of Kings

COMMITTEE OF THE WHOLE
Tuesday, November 18, 2025
9:00 a.m.
AGENDA

1. Roll Call
2. Approval of Agenda Page 2
3. Disclosure of Conflict of Interest Issue
4. Approval of Minutes Page 3
 - a. October 21, 2025
5. Business Arising from Minutes Page 3
 - a. October 21, 2025
6. Presentations Page 12
 - a. 9:05am: FireSmart Canada Page 12
 - b. 9:25am: Citizens Against Uranium Exploration and Mining in Nova Scotia Page 13
7. Administration Page 14
 - a. Update on Wind-Up Agreement Greenwich, Wolfville, Fire Districts Page 14
 - b. Strategic Plan 2025/26 - 2028/29 Page 17
8. Information Technology Page 41
 - a. Renaming a Section of Waterville Mountain Road to Gristmill Court
9. Board and Committee Reports Page 45
 - a. Committees of Council Page 45
 - b. External Boards and Committees Page 46
10. Other Business
11. Comments from the Public
12. Adjournment

Accommodations are available for this meeting: please submit your request at
www.countyofkings.ca/accommodationsrequest

Land Acknowledgement

The Municipality of the County of Kings is in Mi'kma'ki, the ancestral, unceded, and current territory of the Mi'kmaq Peoples. The Municipality of the County of Kings is a neighbour to Annapolis Valley First Nation and Glooscap First Nation, as well as a diverse urban and rural Indigenous population. We are all treaty people and commit to upholding the Peace and Friendship Treaties and working towards reconciliation in all areas of the Municipality.

**THE MUNICIPALITY OF THE COUNTY OF KINGS
COMMITTEE OF THE WHOLE
Tuesday, October 21, 2025
DRAFT MINUTES**

**Meeting Date
and Time**

A meeting of the Committee of the Whole was held on Tuesday, October 21, 2025, at 9:00 a.m. in the Council Chambers, Municipal Complex, Coldbrook, Nova Scotia.

1. Attendance

All Members of Council were in attendance with the exception of Councillors Harding and Allen with notice.

Results for Roll Call

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

Also in attendance were:

- Scott Conrod, Chief Administrative Officer
- Brad Carrigan, Director, Engineering & Public Works
- Trish Javorek, Director, Planning & Inspections
- Mike Livingstone, Director, Finance & IT
- Tyler Honeywood, Manager of Financial Reporting
- Dan Hagan, Strategic Projects Specialist
- Janny Postema, Municipal Clerk
- Haley Hutt, Administrative Assistant/Recording Secretary

Excuse Absence

On motion of Councillor Gates and Deputy Mayor Peckford, that Councillor Harding and Councillor Allen's absence from the October 21, 2025 Committee of the Whole meeting be excused.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

2. [Approval of Agenda](#)

Councillor Lutz noted that she would bring up the issue of wells under Other Business.

On motion of Councillor Sappington and Deputy Mayor Peckford, that Committee of the Whole approve the October 21, 2025 agenda as amended.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

3. **Disclosure of Conflict of Interest Issues**

No Conflict of Interest issues were declared.

4. **Approval of Minutes**4a. [September 16, 2025](#)

On motion of Councillor Sappington and Councillor Lutz, that the minutes of the Committee of the Whole meeting held on September 16, 2025 be approved as circulated.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

5. **Business Arising from Minutes**5a. [September 16, 2025](#)

There was no business arising from the September 16, 2025 minutes.

6. **Presentations**6a. [Gerry Fulton - Deed Transfer Tax](#)

Gerry Fulton provided a presentation.

On motion of Councillor Sappington and Deputy Mayor Peckford, that Committee of the Whole receive for information the presentation from Gerry Fulton on Deed Transfer Tax as provided on October 21, 2025.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

7. Administration

7a. [Community Flag Raising: World Polio Day October 24, 2025](#)

Janny Postema, Municipal Clerk, presented the Briefing as attached to the October 21, 2025 agenda and provided a [presentation](#).

On motion of Councillor Best and Councillor Sappington, that Committee of the Whole receive the Briefing on Community Flag Raising: World Polio Day October 24, 2025 as attached to the October 21, 2025 agenda for information.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

8. Engineering & Public Works

8a. [Updates re: 2026-2027 Cost Shared Program for Paving of Subdivision Streets](#)

Dan Hagan, Strategic Projects Specialist, presented the Request for Decision as attached to the October 21, 2025 agenda and provided a [presentation](#).

Staff advised the Committee that as a result of consulting with the Villages, the Village of Kingston recommended, and Municipal staff field verified, that Varner Street should replace Balser Drive; and in accordance with provision 4.7 of the Engineering and Public Works Policy EPW-04-012, Cavelle Terrace and

Cavelle Avenue (previously included in the top 10 priorities) were reordered to directly following Chapel Street.

On motion of Councillor Gates and Councillor MacPherson, that Committee of the Whole recommend Municipal Council direct the Chief Administrative Officer to submit the updated list of recommended Subdivision Roads for paving contained in the October 21, 2025 Request for Decision to the Nova Scotia Department of Public Works under Cost Sharing Agreement No. 2023-014 for 2026-2027 fiscal year.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

8b. [2025-2026 Winter Maintenance Services Contracts](#)

Brad Carrigan, Director of Engineering & Public Works, and Tyler Honeywood, Manager of Financial Reporting, presented the Request for Decision as attached to the October 21, 2025 agenda and provided a [presentation](#).

On motion of Councillor Lutz and Deputy Mayor Peckford, that Committee of the Whole recommend Municipal Council approve a supplemental budget with incremental expenditures totalling \$215,866 for Annual Winter Maintenance Contract 25-20 (25-20a, 25-20b & 25-20c), financed through a transfer from the General Operating Reserve of \$215,866.

Motion Carried.

Results

For 7
Against 1

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	Against
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

9. Financial Services

9a. [Fiscal 2026/27 Budget Timeline](#)

Tyler Honeywood, Manager of Financial Reporting, presented the Request for Decision as attached to the October 21, 2025 agenda and provided a [presentation](#).

On motion of Councillor MacPherson and Councillor Hiltz, that Committee of the Whole recommend Municipal Council approve the 2026/2027 Budget Timeline as attached to the October 21, 2025 Request for Decision.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

9c. [2025/26 Capital Investment Plan & Canada Community-Building Fund Use by Villages](#)

Tyler Honeywood, Manager of Financial Reporting, presented the Request for Decision as attached to the October 21, 2025 agenda and provided a [presentation](#).

On motion of Councillor Gates and Councillor Lutz, that Committee of the Whole recommend Municipal Council approve the 2025/26 Five-year Capital Investment Plan, as detailed in Appendix B of the October 21, 2025 Request for Decision.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

On motion of Councillor Best and Councillor Sappington, that Committee of the Whole recommend Municipal Council approve the 2025/26 Canada Community-Building Fund use for Village projects, as detailed in Appendix A of the October 21, 2025 Request for Decision.

Motion Carried.**Results**

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

Committee of the Whole took a brief recess from 10:39-10:52 a.m.

9b. [Supplemental Budget and Contribution Agreement - Canada Housing Infrastructure Fund](#)

Tyler Honeywood, Manager of Financial Reporting, presented the Request for Decision as attached to the October 21, 2025 agenda and provided a [presentation](#).

On motion of Councillor MacPherson and Councillor Gates, that Committee of the Whole recommend Municipal Council direct the Chief Administrative Officer to execute a Contribution Agreement with the Department of Housing, Infrastructure, and Communities Canada as outlined in the October 21, 2025 Request for Decision.

Motion Carried.**Results**

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

On motion of Councillor Sappington and Councillor MacPherson, that Committee of the Whole recommend Municipal Council approve a supplemental budget in the amount of \$1,077,278 to bring the Water Treatment and Pumping Facility component of project # 11-2408 Production Well, GL 22-3-351-200, to a total budget of \$4,877,278, and to be financed with grants from the Housing Accelerator Fund and the Canada Housing Infrastructure Fund.

Motion Carried.**Results**

For 8

Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

9d. [Support for Valley Wildcats Hockey Clubs](#)

Mike Livingstone, Director of Finance & IT, presented the Request for Decision as attached to the October 21, 2025 agenda and provided a [presentation](#).

On motion of Councillor Gates and Councillor MacPherson, that Committee of the Whole recommend Municipal Council direct the CAO to negotiate with the Valley Wildcats on a mutually beneficial sponsorship and/or advertising agreement for the U18 and U15 not-for-profit teams for the remainder 2025/26 season, with the option to extend into the 2026/27 season, and not to exceed \$10,000.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

10. **Board and Committee Reports**

10a. **Fire Services Advisory Committee**

Deputy Mayor Peckford provided a brief verbal update.

10b. **Annapolis Valley Regional Library Board**

Councillor Lutz provided a brief verbal update.

10c. **Kentville Joint Fire Services Committee**

Councillor Hiltz noted that the Kentville Volunteer Fire Department had received their new fire truck.

10d. **Police Advisory Board**

Councillor Sappington gave a brief report on the Nova Scotia Chiefs of Police Association & Nova Scotia Association of Police Governance 2025 Fall Conference which she attended.

- 10e. **Kings Regional Emergency Management Advisory Committee** Mayor Corkum provided a brief verbal update.
- 10f. **Valley Regional Enterprise Network Liaison & Oversight Committee** Mayor Corkum provided a brief verbal update.
- 10g. [Committees of Council](#) For information.
- 10h. [External Boards and Committees](#) For information.

On motion of Deputy Mayor Peckford and Councillor Hiltz, that Committee of the Whole receive the Board and Committee Reports as provided verbally on October 21, 2025 for information.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

11. Other Business

Councillor Gates made note of a member of the public having shared a positive experience with Municipal staff.

Councillor Sappington congratulated Dan Stovel, Kings Regional Emergency Management Coordinator, on his retirement at the end of October and thanked him for his service.

Councillor Lutz brought forward a motion for the development of a Municipal Well Upgrade Program.

On the motion of Councillor Lutz and Councillor Best, that Committee of the Whole recommend Municipal Council direct the CAO to oversee the development of a Municipal Well Upgrade Program, designed to support homeowners through low interest loans in the development of a new well.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For

District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

Councillor Best shared an update on the upcoming fundraiser for a pickleball court.

There was discussion on District Meetings.

12. **Comments from the Public**

Sam Fields, Morristown, provided comments on the Municipality and Municipal finances.

13. **Adjournment**

On motion of Councillor Sappington and Deputy Mayor Lutz, there being no further business, the meeting adjourned at 11:48 a.m.

Motion Carried.

Results

For 8
Against 0

District	Name	Results
Mayor	Dave Corkum	For
District 1	Everett MacPherson	For
District 2	Doug Gates	For
District 3	Robbie Hiltz	For
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	-

Approved by:

Dave Corkum
Mayor

Haley Hutt
Administrative Assistant/Recording Secretary

Results Legend	
-	Absent
COI	Conflict of interest
For	A vote in favour
Against	A vote in the negative or any Councillor who fails or refuses to vote and who is required to vote by the preceding subsection, shall be deemed as voting in the negative.

Presentation to Committee of the Whole

Subject: FireSmart Program

Organization: FireSmart Canada

Name of Presenter(s): Jennifer Daniels

Date: November 18, 2025

Organization:

(Who) Summary of the organization you will represent:

FireSmart Canada is a national program within the CIFFC (Canadian Interagency Forest Fire Centre), empowers Canadians to increase resilience to wildfires and minimize their negative impacts. Recognized as a key part of Canada's prevention and mitigation efforts, the program identifies and reduces wildfire risks and provides actionable guidance for homeowners and communities.

Discussion:

(What) Brief summary of the topic you wish to discuss:

The FireSmart program is a national initiative designed to help communities reduce the risk of wildfires. It focuses on practical steps individuals, neighborhoods, and municipalities can take to protect homes, properties, and natural areas from wildfire damage.

In Nova Scotia, FireSmart is being actively promoted through community education, fuel reduction projects, and partnerships with local governments. Communities are encouraged to assess wildfire risks, create defensible spaces around homes, clear dry brush and debris, and use fire-resistant building materials. FireSmart Canada also supports local FireSmart Committees, which help lead community action plans and engage residents.

FireSmart practices, communities can improve safety, reduce the potential for wildfire loss, and

Request:

(Why) Please indicate the purpose of the presentation - is your organization requesting a commitment? (funding, letter of support, etc.) Or providing the presentation for information?

The purpose of the presentation is for information purposes. The intent is to present the FireSmart program to municipal council to raise awareness about the growing risk of wildfires in our province and to highlight the steps our communities can take to become more resilient. FireSmart offers practical, proven strategies to reduce wildfire risk, protect homes, and keep residents safe. By adopting FireSmart principles at the municipal level, we can strengthen emergency preparedness, support local education and mitigation efforts, and work together to create a safer, more fire-resilient community.

Presentation to Committee of the Whole

Subject: Uranium and Nova Scotia

Organization: Citizens Against Uranium Exploration and Mining in Nova Scotia

Name of Presenter(s): Meagan Dimmell

Date: November 18, 2025

Organization:

(Who) Summary of the organization you will represent:

I represent a grassroots group who has been working closely with community involvement and experts including CAPE Canadian Association of Physicians for the Environment, EAC Ecology Action Centre, Council of Canadians, and various other groups around Nova Scotia as well as experts in Geology. We are asking for our Government to consider our concerns, which note the significant affects this can have on Nova Scotians health, environment and communities.

Discussion:

(What) Brief summary of the topic you wish to discuss: lifting the Ban without consultation from first nation and communities. The Environmental impact, land, air and water. The health implications. 42% of Nova Scotians rely on well water, a large number in kings county alone.

Request:

(Why) Please indicate the purpose of the presentation - is your organization requesting a commitment? (funding, letter of support, etc.) Or providing the presentation for information? We are requesting that council join 6 other counties that have sent a letter requesting a pause to our Government, asking for meaningful consultation with First Nations and the Public and to share how this "safe" mining can happen in our small, water filled Province, when experts opinions are ignored.

TO	Committee of the Whole
PREPARED BY	Scott Conrod, Chief Administrative Officer
MEETING DATE	November 18, 2025
SUBJECT	Update on Wind-Up Agreement Greenwich, Wolfville, Fire Districts

ORIGIN

- January 13, 2022 Council Closed Session
- January 18, 2022 Council Closed Session
- [February 22, 2022 Special Council](#)
- [March 10, 2022 Special Council](#)
- July 5, 2022 Council Closed Session
- January 3, 2023 Council Closed Session
- February 14, 2023 Council Closed Session
- March 7, 2023 Council Closed Session
- March 28, 2023 Council Closed Session
- April 18, 2023 council Closed Session
- [August 15, 2023 Special Council](#)
- November 19, 2024 Council Closed Session
- December 17, 2024 Council Closed Session
- March 4, 2025 Council Closed Session
- April 1, 2025 Council Closed Session

RECOMMENDATION

That Committee of the Whole receive for information a briefing on the present status of the Wind-Up of the Mediation/Arbitration Agreement between the Municipality, Town of Wolfville, Greenwich Fire Commission, and Greenwich Volunteer Fire Department.

INTENT

To provide Council, as well as members of the public, with an overview and update of the mediation process started in 2022 regarding Greenwich and Wolfville Fire Services.

DISCUSSION

On August 4, 2022 the Province appointed Frank DeMont, KC as Mediator and Arbitrator in respect to issues that were then in dispute regarding fire service delivery within the Greenwich and Wolfville Fire Districts. The work of Mr. DeMont lead to the execution of a Mediation / Arbitration Agreement between the Municipality, the Greenwich Fire Commission, and the Greenwich Volunteer Fire Department. This Agreement was subsequently amended to include the Town of Wolfville.

The Municipality, the Town of Wolfville, the Greenwich Fire Commission, and the Greenwich Volunteer Fire Department agreed to a wind-up of their mediation-arbitration agreement. The wind-up agreement was primarily predicated on an impasse on the location of a new fire station. The mediation/arbitration proceedings have and continue to be under the jurisdiction of the Provincially appointed Arbitrator, Mr. Frank Demont, KC.

More specifically, on December 17, 2024 and March 4, 2025, Municipal Council instructed the CAO in closed session to include the following points within a wind-up agreement. The wind-up agreement has been executed and the following items described in **red font** are intended as a status update on each aspect.

1. Wolfville and Kings engage in bilateral discussions related to a new fire station;
Ongoing
2. Kings and GVFD enter into a five-year Fire Services Operations Agreement with year-over-year increases being limited to CPI;
Completed/executed
3. GFC takes steps needed to dissolve the Greenwich Fire Commission (with active support of the GVFD);
Undertaken by GFC and GVFD

The following is the text from an October 21, 2025 Order issued by the Nova Scotia Lieutenant Governor on the advice of Executive Council... "The Governor in Council on the report and recommendation of the Minister of Municipal Affairs dated August 22, 2025, and pursuant to clause 55A(1)(a) of Chapter 406 of the Revised Statutes of Nova Scotia, 1989, the Rural Fire District Act, is pleased to order that the Fire Protection Commissioners for the District of Greenwich (also known as the Greenwich Fire Commission) is dissolved."

4. Upon dissolution, the GFC will transfer their assets and liabilities to the Municipality and the Municipality will immediately thereafter transfer those same assets and liabilities to the GVFD;
Presently underway
5. Mr. DeMont retains jurisdiction over finalization of the Greenwich Fire Services Operations Agreement;
Now complete
6. Kings and GVFD to work with one another and the Village of Port Williams on a confidential basis to determine if a consolidation of services might be possible; and
It was concluded not to pursue consolidation
7. Mr. DeMont will report to the Minister and afford the Parties the opportunity to review a draft of the report prior to submission.
Mr. DeMont has filed his report to the Minister

FINANCIAL IMPLICATIONS

- Legal expenses of the individual parties were covered by the parties themselves. Legal expenses for the Municipality have been covered under the Municipality's annual legal line-item budget
- The work of the Mediator/Arbitrator has been primarily covered by the Province of Nova Scotia
- Other study expenses were shared with the Town
- Expenses associated with the transfer of assets are being funded from the Wind-Up of the Greenwich Fire Commission (any change in this approach will be reported)

STRATEGIC PLAN ALIGNMENT

	Strong Communities	
	Environmental Stewardship	
	Economic Development	
✓	Good Governance	Modernization fire service governance
	Financial Sustainability	
	Other	

APPENDICES

- None

TO	Committee of the Whole
PREPARED BY	Scott Conrod, Chief Administrative Officer
MEETING DATE	November 18, 2025
SUBJECT	2025-2029 Strategic Plan

ORIGIN

- [January 23, 2025 Committee of the Whole Strategic Planning Session](#)
- [January 21, 2025 Strategic Planning Process Presentation](#)
- [2021-2024 Strategic Plan](#)

RECOMMENDATION

That Committee of the Whole recommend Municipal Council approve the draft 2025-2029 Strategic Plan as attached to the November 18, 2025, Request for Decision.

INTENT

For Committee of the Whole to consider recommending Municipal Council approve the draft 2025-2029 Strategic Plan.

DISCUSSION

Strategic Plans provide clear direction and a roadmap for success. They assist in aligning an organization's resources and teams toward common goals and support proactive, evidence-based decision making while enabling adaptability in an evolving environment.

The Vision, Mission, and Values of the Municipality of the County of Kings are established by Municipal Council and have informed this Strategic Plan. Our vision and mission give us direction, and our values define the work.

The Municipality will remain accountable for the work in this Plan by regularly updating the public on progress. This document is, by design, a dynamic and adaptable plan. It positions the Municipality to achieve goals established by Council while strategically responding to emergent opportunities, and it will be central to the development of upcoming work plans and budgets.

In addition to public feedback collected by Council during the 2024 Municipal Election, discussion was undertaken regarding the current work and future strategic direction of the Municipality over the term of the current Council.

The actions outlined in the Plan are organized across five Key Strategic Priorities (KSPs). Each of the five KSPs contain lists of focus areas and projects which are considered during budget deliberations and in the assignment of Municipal resources.

The Key Strategic Priorities are:

- Strong Communities
- Environmental Stewardship
- Economic Development
- Good Governance
- Financial Sustainability

Request for Decision

Together with the Vision, Mission and Values, these priorities provide the foundation for a resilient, forward-looking Municipality that is committed to serving its residents, strengthening its communities, and building a sustainable future.

FINANCIAL IMPLICATIONS

- There are no direct financial implications associated with this decision. Council will consider project-specific costs as part of their annual operational, reserve, and capital budget deliberations.

STRATEGIC PLAN ALIGNMENT

	Strong Communities	
	Environmental Stewardship	
	Economic Development	
	Good Governance	
	Financial Sustainability	
✓	Other	Establishes the 2025-2029 Strategic Plan

ALTERNATIVES

- Council may opt to revise the proposed 2025-2029 Strategic Plan in whole or in part.

IMPLEMENTATION

- Adoption of the draft 2025-2029 Strategic Plan.
- Posting on Municipal website.

ENGAGEMENT

- Councillors' conversations with residents during the 2024 Municipal Election campaign were taken into consideration during the drafting of the Plan.
- Councillors' perspectives were shared during preliminary meetings regarding the establishment of the Plan.

APPENDICES

- Appendix A: Draft 2025-2029 Strategic Plan

MUNICIPALITY *of the*
COUNTY *of* KINGS

STRATEGIC PLAN
2025-2029

Land Acknowledgement

The Municipality of the County of Kings is in Mi'kma'ki, the ancestral, unceded, and current territory of the Mi'kmaq Peoples. The Municipality of the County of Kings is a neighbour to Annapolis Valley First Nation and Glooscap First Nation, as well as a diverse urban and rural Indigenous population.

We are all treaty people and commit to upholding the Peace and Friendship Treaties and working towards reconciliation in all areas of the Municipality.

INTRODUCTION

The Vision, Mission and Values of the Municipality are established by Municipal Council and have informed this Strategic Plan. Our vision and mission give us direction, and our values define the work.

These foundational elements have informed five Key Strategic Priorities (KSPs). Each of the five KSPs contain lists of focus areas and projects which are considered during budget deliberations and in the assignment of Municipal resources.

The Municipality will remain accountable for the work in this Plan by regularly updating the public on progress. This document is, by design, a dynamic and adaptable Plan. It positions the Municipality to achieve goals established by Council while strategically responding to emergent opportunities, and it will be central to the development of upcoming work plans and budgets.

From the Office of the Mayor

On behalf of Municipal Council and staff of the Municipality of the County of Kings, it is my pleasure to introduce this Strategic Plan that aligns with the 2025-26 through to 2028-29 fiscal years. We are fortunate to build on the solid groundwork laid in many service areas over the last four years. This Strategic Plan provides updated Key Strategic Priorities in areas such as the [Joint Accessibility](#) and [Active Transportation](#) Plans, our Strategies for [Belonging](#) and [Economic Development](#), and the [Housing Accelerator Fund](#) Program.



Within these pages, you will find calls for action including new approaches to generating revenue; the establishment of an Engagement Strategy; upgrades to internal systems supporting service delivery; enhancements to critical infrastructure; the advancement of green energy projects; and important growth in commercial assessment.

As we set priorities based on the needs of the day, we are mindful that we can always do better. We welcome your feedback as we incorporate this Plan within upcoming budgets and staff generated work plans.

Respectfully,

A handwritten signature in black ink, reading "Dave L. Corkum". The signature is fluid and cursive.

Mayor Dave Corkum

MAYOR AND COUNCIL



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Vision

A community of communities where all people belong.

Mission

Respective of residents' needs, we endeavour to enhance the quality of life for all through the provision of Municipal services in an inclusive, effective, efficient, and collaborative manner.

Values

Accountability | Diversity | Excellence | Innovation
Integrity | Respect | Transparency | Stewardship

OUR VALUES

Accountability - the obligation to accept responsibility for one's actions and decisions, and to be answerable for the outcome or impact.

Diversity - deliberate celebration and intentional inclusion of the full range of human experience present throughout the Municipality.

Excellence - consistently striving for high standards and continuous improvement.

Innovation - finding new or improved ways in offering municipal services.

Integrity - acting with honesty and being truthful in your words and deeds.

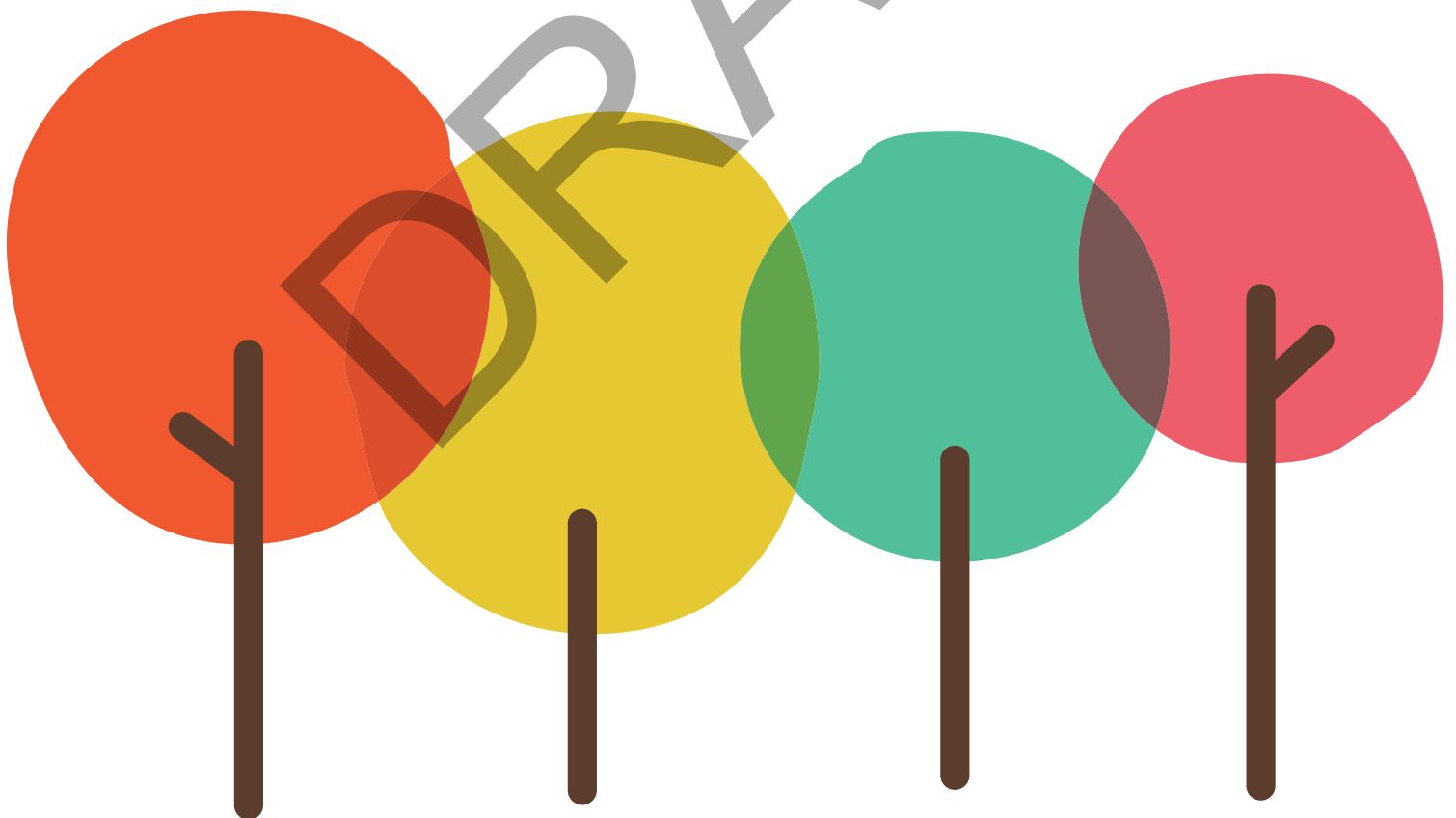
Respect - due regard to the wellbeing, rights, cultural practices, and value systems of others.

Transparency - the visible and accessible sharing of information especially concerning decision making.

Stewardship - methods of operations that ensure a resource is responsibly cared for and not depleted or permanently damaged.



KEY STRATEGIC PRIORITIES





KEY STRATEGIC PRIORITIES

STRONG COMMUNITIES

Support vibrant, diverse, welcoming, and sustainable communities through enhanced infrastructure, recreation programming, engagement opportunities, advocacy, and responsible land use planning.

STRATEGIC FOCUS

- Accessibility
- Active Transportation
- Advocacy
- Belonging
- Community Facilities Development
- Critical Infrastructure Management
- Land Use Planning
- Recreation



KEY STRATEGIC PRIORITIES

ENVIRONMENTAL STEWARDSHIP

Integrate climate and sustainability considerations in our decision-making processes. Make significant investments in Municipal and community-based initiatives.

STRATEGIC FOCUS

- Corporate Greening
- Renewable Energy



KEY STRATEGIC PRIORITIES

ECONOMIC DEVELOPMENT

Undertake or facilitate sustainable development and promotional opportunities beneficial to our economy and community.

STRATEGIC FOCUS

- Commercial Tax Base Growth
- Economic Development Partnerships
- Economic Development Strategy



KEY STRATEGIC PRIORITIES

GOOD GOVERNANCE

Enhance communication with communities. Continually review and evaluate processes, agreements, and partnerships to improve efficiency and effectiveness.

STRATEGIC FOCUS

- Communications
- Duty to Consult
- Engagement
- Indigenous Engagement



KEY STRATEGIC PRIORITIES

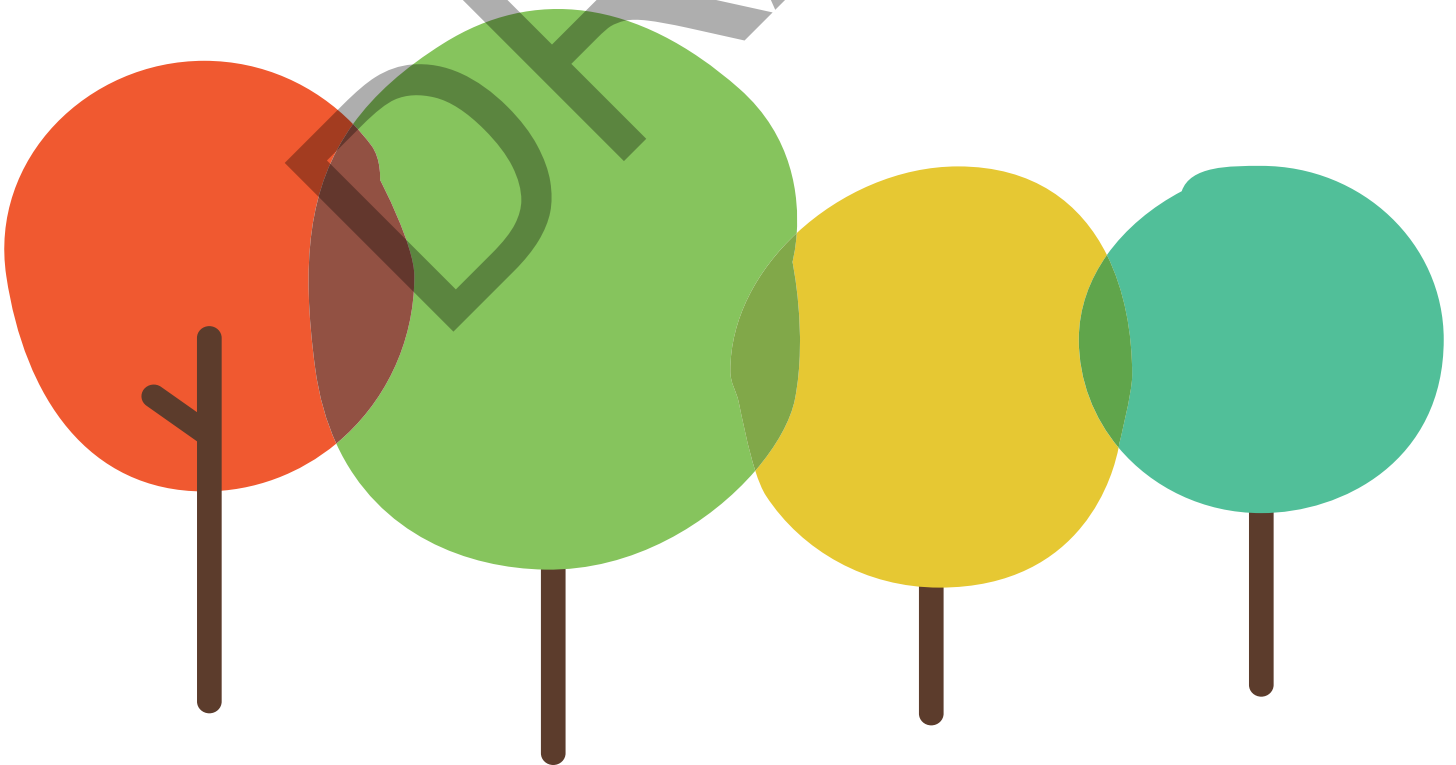
FINANCIAL SUSTAINABILITY

Enhanced sustainability of Municipal operations through continuous improvement.

STRATEGIC FOCUS

- Asset Management
- Cost Analysis of Strategic Projects
- Review of Municipal Revenue Sources

KEY STRATEGIC PROJECTS



STRONG COMMUNITIES

	2025/26	2026/27	2027/28	2028/29
Accessibility	Refine and implement actions to address Provincial accessibility standards			
	Connect standards to budgeting cycle through creation and use of a dedicated financial reserve			
Active Transportation	Implement Active Transportation Plan , e.g., Harvest Moon extension/access points, and Safe Routes to Schools	Refresh Active Transportation Plan, e.g. alignment with Municipal Specifications	Implement Active Transportation Plan, e.g., sidewalks, and Provincial share- the-road programming	
Advocacy	Continue Municipal Council’s advocacy related to cell phone coverage, affordable housing, certain legislative changes, and work with the Nova Scotia Federation of Municipalities and the Federation of Canadian Municipalities			
	Explore partnership opportunities with the Provincial and Federal orders of governments			
Belonging	Implement Strategy for Belonging , e.g., economic reconciliation (Meadowview Solar), and multilingual Municipal signage	Implement refreshed actions in the Strategy for Belonging, e.g., recruitment and retention of a representative workforce and integration of equity and diversity into Municipal operations		
	Further clarify relationships and develop partnerships with the Towns in Kings County			

STRONG COMMUNITIES

	2025/26	2026/27	2027/28	2028/29
Community Facilities Development		Improve support for community-owned facilities, e.g., enhanced assistance for Community Halls		
Critical Infrastructure Management	Undertake engineering reviews of water and wastewater systems	Seek external funding and continue Engineering, Design, and Construction for Central Services (Sewer & Water)		
	Implement Housing Accelerator Fund program			
Land Use Planning	Review of Municipal Planning Documents relative to regulations governing the installation of large-scale wind turbines			
Recreation	Establish agreement on approach between Regional Recreation Facility Partners	Reach agreement from the Municipal partners on stepped* project elements	Design and commence construction	Construct and commission
	Review supports to recreation partners, e.g., Towns, Villages, and Community Groups	Implement recommendations		

* Municipal Council has been approaching its decisions through a “stepped process”. Each component of the project needs to be considered before proceeding to a final decision to ensure that financial and staffing resources are not prematurely expended.

ENVIRONMENTAL STEWARDSHIP

	2025/26	2026/27	2027/28	2028/29
Corporate Greening	Plan and install Net-Zero Meter and other efficiency upgrades to Municipal Facilities			
	Transition to Plug-In Hybrid Fleet for Light Duty Vehicles			
Renewable Energy	Meadowview Solar : Continue engagement and determine procurement processes	Complete design and modelling	Continue construction	Commission and Operate
		Execute power purchase agreement		
		Begin procurement processes and construction		
	Southwest Quadrant : Continue to explore wind energy under as-of-right development			

ECONOMIC DEVELOPMENT

	2025/26	2026/27	2027/28	2028/29
Commercial Tax Base Growth	Work with the Province and partners to increase the Municipality's commercial assessment, e.g., development of the Cambridge Business Park			
Economic Development Partnerships	Work closely with Valley REN on projects, e.g., commercial land database			
Economic Development Strategy	Review and renew the Economic Development Strategy	Implement Economic Development Strategy		Renew Economic Development Strategy

GOOD GOVERNANCE

	2025/26	2026/27	2027/28	2028/29
Communications	Implement communications survey	Update Communication Strategy informed by District Meetings	Implement updated Communication Strategy leading to Policy development	
Duty to Consult	Establish working group to address Municipal obligations		Implement working group recommendations on Municipal processes	
Engagement	Host District Meetings	Prepare Engagement Strategy informed by District Meetings	Implement Engagement Strategy leading to Policy development	
Indigenous Engagement			Collaborate with the Mi'kmaq on development of consultation/consent process	Incorporate framework into Municipal processes

FINANCIAL SUSTAINABILITY

	2025/26	2026/27	2027/28	2028/29
Asset Management	Improve reserve elements of capital financing	Update Wastewater Reserve Impairment (compare financial requirements to existing reserve balances)		
	Advance a strategy to revamp the Provincial J-Class Roads funding program			
	Install wastewater monitoring equipment to enable data-informed decisions	Use findings to inform decisions		
Cost Analysis of Strategic Projects	Develop framework	Implement framework examinations		
Review of Municipal Revenue Sources		Explore new revenue opportunities, e.g., management of Municipal biosolids	Enhance public communications around Municipal budgeting	

DRAFT

MUNICIPALITY *of the*
COUNTY *of* KINGS

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TO	Committee of the Whole
PREPARED BY	Louanne Comeau, GIS Technician, Civic Address Coordinator
MEETING DATE	November 18, 2025
SUBJECT	Renaming a Section of Waterville Mountain Road to Gristmill Court

ORIGIN

- First introduction

RECOMMENDATION

That Committee of the Whole recommend Municipal Council approve renaming section #KI0722 of Waterville Mountain Road to Gristmill Court as described in the Request for Decision dated November 18, 2025.

INTENT

For Committee of the Whole to recommend that Municipal Council approve renaming the identified section of Waterville Mountain Road to accommodate the re-alignment of Waterville Mountain Road by the Province, as part of the Highway 101 Cambridge Interchange project.

DISCUSSION

The Highway 101 Cambridge Interchange Project is currently taking place. As part of the project, Waterville Mountain Road will be re-aligned to a new roundabout at Highway 1. This will result in the severing of a small section of Waterville Mountain Road from the main part of the road, which will become a new cul-de-sac (see Image 1). The Department of Nova Scotia Public Works owns and maintains Waterville Mountain Road and has requested the Municipality to engage the property owners to rename the severed section of the road. The section of Waterville Mountain Road to be renamed is Section 03 of Road Authority #KI0722, located in the community of Cambridge, District 6.

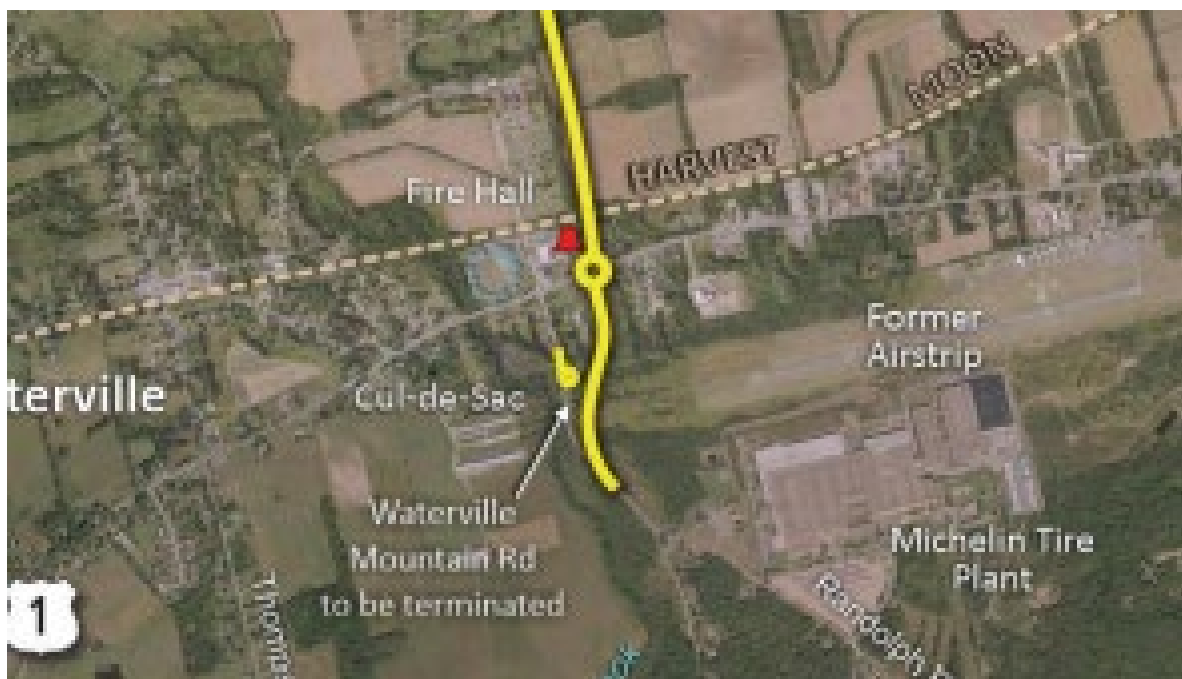


Image 1.

There are four dwellings affected by the re-alignment of Waterville Mountain Road which will be located on the new cul-de-sac. They are identified as civic addresses 1102, 1103, 1114, and 1121 Waterville Mountain Road, Cambridge (see Image 2).



Image 2.

Two rounds of petitions were presented to the affected property owners. Fifty percent agreement was reached on the first petition, so a second attempt was made with an alternate name. The second petition resulted in agreement by three of the four affected property owners (75%). Although this falls slightly short of the 80% threshold for considering a name change under Section 15 e) of [By-law 96](#), given safety considerations caused by the road re-alignment, it is recommended that a road name change occur under Section 15 g), which does not require the 80% threshold be reached. If this section of the road is not renamed, then it would be difficult for emergency vehicles to locate these addresses which would no longer be accessible from the main section of the road. Section 15 g) states “in cases

Request for Decision

where an existing road name is creating a public safety issue, based upon input from emergency responders, the Civic Address Coordinator shall initiate a street name change without a petition to affected residents, seeking Council approval directly”.

The recommended new name for the affected section of Waterville Mountain Road is Gristmill Court, which was suggested by one of the residents following the failed first petition. The name was suggested given the historical presence of a gristmill, used for milling grain, on the west side of Waterville Mountain Road, in the mid-1800's, as shown in the map excerpt below in Image 3.

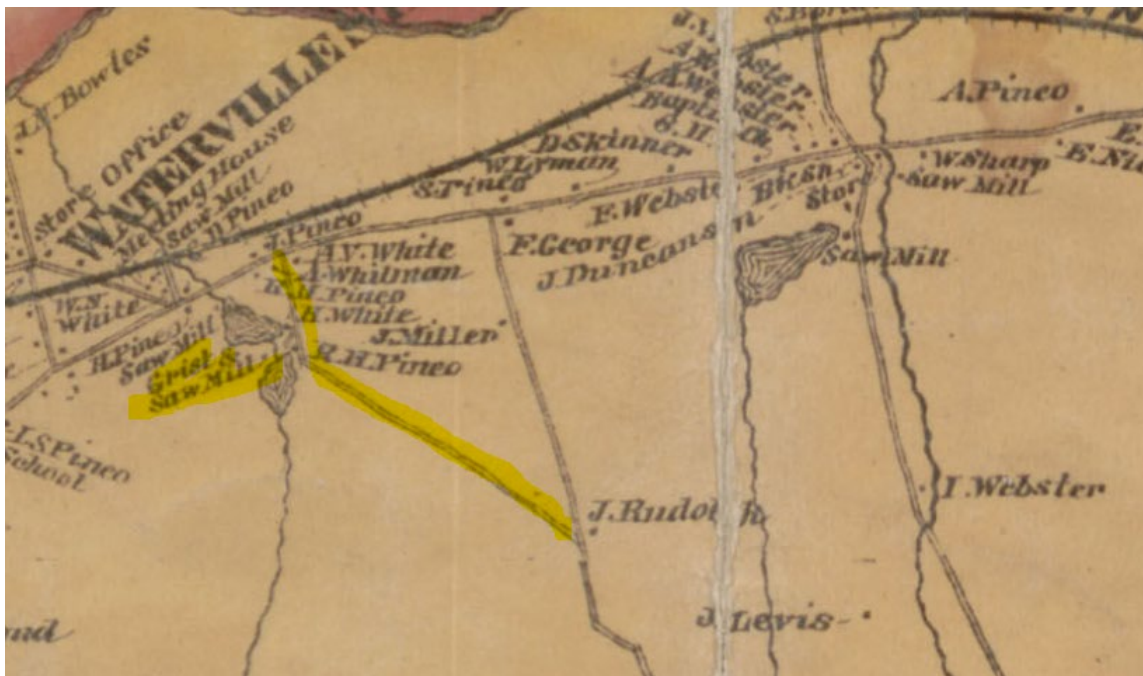


Image 3. Section of map by A.F. Church, dated March 24th, 1864 (Reference: Nova Scotia Archives Map Collection: F/230 – 1872).

FINANCIAL IMPLICATIONS

- Renaming a road section does not change road ownership. Gristmill Court remains a provincial road and the Province is responsible for all associated costs.
- New road signage is the responsibility of the Province and there is no cost to the Municipality.
- The civic numbers of the impacted properties will remain the same, allowing residents to reuse their existing civic number signage.
- There may be some small financial impact to the residents if they are required to pay for reissuance of personal documents containing their civic address.

STRATEGIC PLAN ALIGNMENT

Strong Communities	
Environmental Stewardship	
Economic Development	
Good Governance	

Request for Decision

	Financial Sustainability	
✓	Other	Civic addressing is a core ongoing responsibility of the Municipality

ALTERNATIVES

- No recommended alternatives.

IMPLEMENTATION

- Inform Nova Scotia Department of Public Works of the approved name.
- Notify property owners of approved road name.
- Update road name in the Nova Scotia Civic Address File.

ENGAGEMENT

- Two rounds of petitions were conducted, with 75% agreement from the affected residents reached.

APPENDICES

- None.

APPROVALS

Chad West, Manager, IT	November 5, 2025
Mike Livingstone, Director, Finance & IT	November 10, 2025
Scott Conrod, Chief Administrative Officer	November 12, 2025

Committee of Council Reports - November 18, 2025

Board/Committee	Chair/Reporting Councillor/ Members	Last/Next Meeting	Report
Asset Management Committee	Peter Allen, Doug Gates, Tim Harding	September 3, 2024 Next: May 7, September 11, October 7, 2025	
Audit & Finance Committee	Dave Corkum, Everett MacPherson (Chair), Riley Peckford (Vice-Chair), Emily Lutz	September 15, 2025 Next: TBD	Written report provided October 7, 2025
Diversity Kings County	Everett MacPherson (Vice- Chair) Christina Sappington (Chair)	September 3, 2025 Next: November 12, December 1, 2025	Verbal report provided October 7, 2025
Fences Arbitration Committee	Bob Best Alternate: Christina Sappington	No meetings	
Fire Services Advisory Committee	Peter Allen, Doug Gates, Riley Peckford (Reporting Councillor)	September 18, 2025 Next: December 11, 2025	Written report provided November 3, 2025
Greenwood Water Utility Source Water Protection Committee	Riley Peckford	September 11, 2025 Next: March 19, 2026	Written report provided October 7, 2025
Joint Accessibility Advisory Committee	Robbie Hiltz	September 10, 2025 Next: December 10, 2025	Written report provided October 7, 2025
Lake Monitoring Committee	Riley Peckford Alternate: Tim Harding	No recent meetings	
Nominating Committee	Dave Corkum (Chair), Peter Allen, Everett MacPherson, Riley Peckford	August 19, 2025 Next: TBD	Recommendations provided September 2, 2025
Planning Advisory Committee	Emily Lutz (Chair), Riley Peckford (Vice-Chair), Doug Gates, Everett MacPherson	September 9, 2025 Next: November 12, December 9, 2025	Recommendations provided November 3, 2025
Police Advisory Board	Bob Best, Robbie Hiltz, Christina Sappington	September 17, 2025 Next: December 17, 2025	Written report provided October 7, 2025
Regional Sewer Committee	Tim Harding Alternate: Everett MacPherson	October 17, 2025 Next: November 27, 2025	Written report provided November 3, 2025
Sandy Court Source Water Protection Committee	Tim Harding	February 25, 2025 Next: TBD	Written report provided March 18, 2025

External Board and Committee Reports - November 18, 2025

Board/Committee	Reporting Councillor	Last / Next Meeting	Report
Annapolis Valley Regional Library Board	Emily Lutz Alternate: Peter Allen	September 18, 2025	Verbal report provided October 7, 2025
Annapolis Valley Trails Coalition Board	Bob Best Alternate: Robbie Hiltz	August 2024	Verbal report provided September 3, 2024
Canning Source Water Protection Committee	Everett MacPherson		
Kentville Joint Fire Services Committee	Bob Best, Robbie Hiltz, Christina Sappington	March 20, 2025 Next: October 23, 2025	Written report provided April 1, 2025
Kentville Source Water Protection Advisory Group	Doug Gates	March 26, 2025	
Kentville Water Commission	Doug Gates	March 26, 2025	
Kings Regional Emergency Management Advisory Committee	Dave Corkum, Robbie Hiltz	October 20, 2025 Next: January 19, 2026	Written report provided November 3, 2025
Landscape of Grand Pré Inc. Member	Christina Sappington Alternate: Vacant		
Landscape of Grand Pré Inc. Board	Peter Allen	September 2024	Verbal report provided September 3, 2024
New Minas Source Water Protection Committee	Christina Sappington		
Nova Scotia Solid Waste-Resource Regional Chairs Committee	Dave Corkum (Vice-Chair)	September 19, 2025 Next: TBD	Written report provided October 7, 2025
Port Williams Source Water Protection Committee	Doug Gates		Verbal report provided March 18, 2025
Valley Community Fibre Network (Authority) Board	Emily Lutz		Verbal report provided October 7, 2025
Valley Regional Enterprise Network Liaison & Oversight Committee	Dave Corkum	Proposed Marketing Levy Info Session September 17, 2025 Next: TBD	Written report provided October 7, 2025
Valley Regional Services Board (Kings Transit & Valley Waste)	Dave Corkum	September 17, 2025 Next: October 15, 2025	Written report provided October 7, 2025
Western Regional Housing Authority Board	Citizen Member only		
Wolfville Source Water Protection Advisory Committee	Peter Allen		