MUNICIPALITY of the COUNTY of KINGS

COMMITTEE OF THE WHOLE
Tuesday, November 17, 2026
9:00 a.m.
AGENDA

Video Recording Times Noted in Red
Video is Available here

1. Roll Call & Land Acknowledgement 9:06
2. Approval of Agenda 10:50 — Page 1
3. Disclosure of Conflict of Interest Issues 11:47
4. Approval of Minutes 12:02
   a. October 20, 2026 — Page 2
5. Business Arising from Minutes 12:44
   a. October 20, 2026 — Page 2
6. Presentations
   a. 9:05am: Housing Trust of Nova Scotia 12:55 — Page 10
   b. 9:25am: Safe Haven Animal Rescue 36:01 — Page 11
7. Administration
   a. Community Engagement Strategy 56:33 — Page 12
   b. Existing Kings Vision Grant: Landmark East Association 1:10:00 — Page 26
8. Financial Services
   a. Fiscal 2027/28 Budget Timeline 1:20:00 — Page 51
9. Board and Committee Reports
   a. New Minas Source Water Protection Committee 1:36:35 — Page 54
   b. Regional Recreation Facility Steering Committee 1:37:09 — Page 55
   c. Committees of Council 1:40:05 — Page 57
   d. External Boards and Committees 1:40:13 — Page 58
10. Other Business 1:41:07
11. Comments from the Public
12. Adjournment 1:42:47

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 Jijiktukwej L'nue'kati 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.

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THE MUNICIPALITY OF THE COUNTY OF KINGS
COMMITTEE OF THE WHOLE
Tuesday, October 20, 2026
DRAFT MINUTES

Meeting Date and Time

A meeting of the Committee of the Whole was held on Tuesday, October 20, 2026, 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 Councillor Harding with notice. Councillor Hiltz arrived shortly after Roll Call at 9:02 a.m.

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	-
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	For

Also in attendance were:

- Scott Conrod, Chief Administrative Officer
- Andrea Hyslop, Deputy Chief Administrative Officer
- Brad Carrigan, Director, Engineering & Public Works
- Trish Javorek, Director, Planning & Inspections
- Terry Kelly, In-house Solicitor
- Mike Livingstone, Director, Finance & IT
- Jordan Matheson, Manager, Engineering Services
- Maria Lahoud, Recreation Coordinator
- Graysen Parker, Diversity Specialist
- Suzanne Selwood, Administrative Assistant/Recording Secretary

Moment of Silence

A moment of silence was held for the tragedy at Canadian Forces Base Wainwright.

Land Acknowledgement

Mayor Corkum read the Land Acknowledgement per Policy ADMIN-01-025: Land Acknowledgement.

Excuse Absence

On motion of Councillor Gates and Deputy Mayor MacPherson, that Councillor Harding's absence from the October 20, 2026 Committee of the Whole meeting be excused.

Motion Carried.

Results

For 9
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	For

2. Approval of Agenda

On motion of Councillor Lutz and Councillor Sappington, that Committee of the Whole approve the October 20, 2026 agenda as circulated.

Motion Carried.

Results

For 9
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	For

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

No Conflict of Interest issues were declared.

4. **Approval of Minutes**

4a. September 15, 2026

On motion of Councillor Allen and Councillor Lutz, that the minutes of the Committee of the Whole meeting held on September 15, 2026 be approved as circulated.

Motion Carried.

Results

For 9
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	For

5. **Business Arising from Minutes**

5a. September 15, 2026

There was no business arising from the September 15, 2026 minutes.

6. **Presentations**

6a. Doane Grant Thornton - 2025/26 Consolidated Financial Statements

Aaron Kelly from Doane Grant Thornton presented the 2025/2026 Consolidated Financial Statements.

On motion of Councillor Hiltz and Deputy Mayor MacPherson, that Committee of the Whole receive for information the presentation of the

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2025/2026 Consolidated Financial Statements as provided on October 20, 2026.

Motion Carried.

Results

For 9
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	For

6b. **Valley REN - Restructuring Process Update**

Emily Boucher, CEO, provided a presentation.

On motion of Councillor Peckford and Councillor Hiltz, that Committee of the Whole receive for information the Valley REN - Restructuring Process Update presentation as provided on October 20, 2026.

Motion Carried.

Results

For 9
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	For

6c. **Jijuktu'kwejk Watershed Alliance - E. coli Monitoring in Kings County**

Sinead Addis, Operations Manager, provided a presentation.

On motion of Councillor Sappington and Councillor Allen, that Committee of the Whole receive for information the Jijuktu'kwejk Watershed Alliance - E. coli Monitoring in Kings County presentation as provided on October 20, 2026.

Motion Carried.

Results

For 9
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	-

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District 6	Bob Best	For
District 7	Emily Lutz	For
District 8	Christina Sappington	For
District 9	Peter Allen	For

7. **Administration**

7a. **Flag Raising & Proclamation: MADD Canada's Project Red Ribbon Day**

On motion of Deputy Mayor MacPherson and Councillor Sappington, that Committee of the Whole recommend Municipal Council receive for information the MADD Project Red Ribbon Day community flag raising notification as provided on October 20, 2026 and proclaim November 1, 2026 "Project Red Ribbon Day" in the Municipality of the County of Kings.

Motion Carried.

Results

For 9
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	For

7b. **2026 Volunteer Recognition Event & Awards**

Maria Lahoud, Recreation Coordinator, presented the Briefing as attached to the October 20, 2026 agenda and provided a presentation.

On motion of Councillor Gates and Councillor Hiltz, that Committee of the Whole receive the October 20, 2026 Briefing regarding the 2026 Volunteer Celebration Event & Awards as information.

Motion Carried.

Results

For 9
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	For

7c. **Amendments to Diversity Kings County Committee Terms of Reference**

Graysen Parker, Diversity Specialist, presented the Request for Decision as attached to the October 20, 2026 agenda and provided a presentation.

On motion of Councillor Sappington and Councillor Allen, that Committee of the Whole recommend Municipal Council approve the

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amended Terms of Reference for the Diversity Kings County Committee, as detailed in the October 20, 2026, Request for Decision.

Motion Carried.

Results

For 9
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	For

7d. **Amendment to Policy ADMIN-01-025: Land Acknowledgement**

Grayson Parker, Diversity Specialist, presented the Request for Decision as attached to the October 20, 2026 agenda and provided a presentation.

On motion of Deputy Mayor MacPherson and Councillor Best, that Committee of the Whole recommend Municipal Council provide seven days' notice, per s.48(1) *Municipal Government Act*, to amend Policy ADMIN-01-025: Land Acknowledgement as outlined in the October 20, 2026 Request for Decision.

Motion Carried.

Results

For 9
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	For

7e. **Western Kings Rink Association Emergency Funding Request**

Andrea Hyslop, Deputy CAO, presented the Request for Decision as attached to the October 20, 2026 agenda and provided a presentation.

On motion of Councillor Lutz and Deputy Mayor MacPherson, that Committee of the Whole recommend Municipal Council provide the Western Kings Rink Association emergency funding support of $10,000 to replace one failed dehumidifier at the Credit Union Centre in Kingston, as outlined in the October 20, 2026 Request for Decision.

Motion Carried.

Results

For 9
Against 0

District	Name	Results
Mayor	Dave Corkum	For

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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	For

8. **Engineering & Public Works**

8a. **2027-2028 Cost Shared Program for Paving of Subdivision Streets**

Jordan Matheson, Manager of Engineering Services, presented the Request for Decision as attached to the October 20, 2026 agenda and provided a presentation.

On motion of Councillor Allen and Councillor Lutz, that Committee of the Whole recommend Municipal Council direct the Chief Administrative Officer to submit the list of recommended Subdivision Roads for paving contained in the October 13, 2026 Request for Decision to the Nova Scotia Department of Public Works under Cost Sharing Agreement No. 2023-014 for the 2027-2028 fiscal year.

Motion Carried.

Results

For 9
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	For

9. **Councillor Item**

9a. **Review of Nova Scotia Capped Assessment Program (CAP)**

Councillor Peckford presented the Councillor agenda item as attached to the October 20, 2026 agenda.

On motion of Councillor Peckford and Councillor Best, that Committee of the Whole recommend Municipal Council direct the CAO to prepare a report examining the impacts of Nova Scotia's Capped Assessment Program (CAP) on the Municipality of the County of Kings, including its effects on property tax fairness, municipal revenues, and opportunities to adjust residential tax rates to better benefit residents.

Motion Defeated.

Results

For 2
Against 7

District	Name	Results
Mayor	Dave Corkum	Against
District 1	Everett MacPherson	Against
District 2	Doug Gates	Against

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District 3	Robbie Hiltz	Against
District 4	Riley Peckford	For
District 5	Tim Harding	-
District 6	Bob Best	For
District 7	Emily Lutz	Against
District 8	Christina Sappington	Against
District 9	Peter Allen	Against

Council took a short break from 11:03 to 11:14 a.m.

10. **Board and Committee Reports**

10a. **Audit & Finance Committee**

Deputy Mayor MacPherson presented the report as attached to the October 20, 2026 agenda

10b. **Diversity Kings County Committee**

Councillor Sappington presented the report as attached to the October 20, 2026 agenda.

10c. **Landscape of Grand Pré Inc. Board**

Councillor Allen presented the report as attached to the October 20, 2026 agenda.

10d. **Committees of Council**

For information.

10e. **External Boards and Committees**

Councillor Sappington provided a verbal update on the Nova Scotia Association of Police Governance Conference.

Deputy Mayor MacPherson provided a verbal update on the Kings County Homelessness Advisory Committee and would provide a written report at the next Council meeting.

On motion of Councillor Best and Councillor Allen, that Committee of the Whole receive the Board and Committee Reports as attached to the October 20, 2026 agenda and as provided verbally for information.

Motion Carried.

Results

For 9
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	For

11. **Other Business**

11a. **Pre-approval of Canada Community-Building Fund for Village of Aylesford**

Mike Livingstone, Director of Finance & IT, presented the Request for Decision as attached to the October 20, 2026 agenda and provided a presentation.

On motion of Councillor Best and Councillor Gates, that Committee of the Whole recommend Municipal Council approve the Village of Aylesford's 2026/27 capital projects and use of Canada Community-

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Building Fund as detailed in the October 20, 2026 Request for Decision.

Motion Carried.

Results

For 9
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	For

12. **Comments from the Public**

No members of the public were in attendance.

13. **Adjournment**

There being no further business, the meeting adjourned at 11:30 a.m.

Approved by:

_____ _____

Dave Corkum
Mayor

Suzanne Selwood
Administrative Assistant/Recording Secretary

Results Legend	
For	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.

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Presentation to Committee of the Whole

Subject: Housing for Working Households - Mission and Model

Organization: The Housing Trust of Nova Scotia (HTNS)

Name of Presenter(s): Angela Bishop, Chief Executive Officer

Date: 11/17/26

Organization:

(Who) Summary of the organization you will represent: HTNS is a provider of non-market or non-profit housing - our focus is on providing manageable rents for working households. HTNS operates with a mixed-income model where working households with combined household incomes of between ~$42,500 and ~$85,000 pay rents aligned with those incomes. We are looking to grow across Nova Scotia.

One component of our work is housing for healthcare workers where occupation is the primary resident selection criteria and retention and attraction are foundations. For this program, the rent range is higher - we might house a doctor, for example. We plan on developing 16 units in Hibou Court. Learn more at www.housingtrust.ca

Discussion:

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

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?

Presentation is for informational purposes, especially that Councillors understand that we do not provide supports and services for folks facing challenges. We aim to make rents manageable.

Presentation to Committee of the Whole

Subject: Introduction of Safe Haven Animal Rescue

Organization: Safe Haven Animal Rescue

Name of Presenter(s): Beth Lenentine, Kathryn Downe

Date: 11/17/26

Organization:

Organization: Safe Haven Animal Rescue Annapolis Valley
What we do:
- Rescue animals from neglect, abandonment, and unsafe situations
- Provide veterinary care, vaccinations, and medical treatment
- Foster animals in safe, home-based environments
- Match animals with carefully screened adoptive families - Support responsible pet ownership through education and outreach
- Assist community members facing challenges caring for their pets
- Supports Kings County families seeking assistance for vulnerable pets
- Engages volunteers from across the municipality
- Hleps reduce animal suffering and pet homelessness in our communities

Discussion:

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

To provide the municipality with information on Safe Haven Animal Rescue programs and our impact on Kings County. The presentation will include information on the number of animals rescued, the number of successful adoptions, the number of volunteer hours annually, and the partnership with two local veterinary clinics.

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?

Our presentation is intended to introduce Safe Haven as a community partner and help council to gain insight into the value our organization provides to Kings County residents, animals and neighbourhoods.

We are interested in exploring opportunities to partner with the municipality and to determine what community grant programs may be available to support our work.

MUNICIPALITY of the COUNTY of KINGS

Request for Decision

TO	Committee of the Whole
PREPARED BY	Lindsey Halliday, Community Engagement Specialist
MEETING DATE	November 17, 2026
SUBJECT	Community Engagement Strategy

ORIGIN

- Strategic Plan 2025-2029

RECOMMENDATION

That Committee of the Whole recommend Municipal Council approve the Community Engagement Strategy as described in the November 17, 2026, Request for Decision.

INTENT

To provide Committee of the Whole with the proposed Community Engagement Strategy for consideration and recommendation to Municipal Council for approval.

DISCUSSION

The Municipality's Strategic Plan 2025-2029 identifies the development of a Community Engagement Strategy as a priority under the "Good Governance" Key Strategic Priority. The proposed Community Engagement Strategy (see Appendix A) has been created to establish a framework to guide future community engagement practices for the Municipality.

The Community Engagement Strategy was built upon the feedback received from the 2025-2026 District Meet and Greets. Through the District Meet and Greets, residents expressed a strong desire to feel more connected to local government and the decisions being made by Municipal Council. This feedback reinforced the need to review existing engagement practices and identify opportunities for improvement on how the Municipality receives input from its residents.

The proposed Community Engagement Strategy is a two-year plan guided by five principles:

1. Respect;
2. Accessibility;
3. Accountability;
4. Transparency; and
5. Timeliness.

The Strategy focuses on the following four priority areas:

1. Expand initial engagement dataset to further understand community needs and priorities;
2. Standardize internal community engagement tools and practices;
3. Modernize community engagement; and
4. Increase and diversify engagement opportunities.

These four priority areas will provide the Municipality with:

- A broader understanding of community needs and a foundation for measuring changes over time;
- Standardized tools, templates and processes that will help staff determine when engagement is appropriate and clearly communicate how public feedback influences decisions;
- Additional avenues for residents to provide input and understand the results of Municipal engagements; and

- A variety of engagement opportunities to help ensure a broad range of community voices are heard and reduce barriers to participation.

Some examples of projects to meet the above priorities include:

- Develop a "roles and responsibilities" of the different levels of government;
- Create templates for staff to standardize engagement;
- Review and update the Community Engagement Policy;
- Bring engagement opportunities to pre-existing public events.

As part of the Community Engagement Strategy, Council will receive semi-annual updates that summarize the engagement activities undertaken during the reporting period, as well as any upcoming opportunities for public engagement. The Strategy will be implemented over a two-year period.

FINANCIAL IMPLICATIONS

- There are no additional financial implications associated with this request. Financial considerations associated with the Community Engagement Strategy will be considered during budget deliberations.

STRATEGIC PLAN ALIGNMENT

	Strong Communities	
	Environmental Stewardship	
	Economic Development	
✓	Good Governance	Develop and adopt an Engagement Strategy
	Financial Sustainability	
	Other	

ALTERNATIVES

- Municipal Council may choose not to approve the Community Engagement Strategy as presented or provide alternative recommendations on areas of focus for the Community Engagement Strategy.

IMPLEMENTATION

- Upon approval, Municipal Staff will develop and implement a workplan to ensure alignment with the Strategy and make recommendations to Municipal Council as required.

ENGAGEMENT

- Feeback received from the 2025-2026 District Meet and Greets informed the development of the Community Engagement Strategy.

APPENDICES

- Appendix A: Community Engagement Strategy

APPROVALS

Andrea Hyslop, Deputy Chief Administrative Officer — November 2, 2026

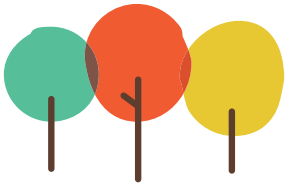
Scott Conrod, Chief Administrative Officer — November 10, 2026

MUNICIPALITY *of the*
COUNTY *of* KINGS

COMMUNITY ENGAGEMENT STRATEGY

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LAND ACKNOWLEDGEMENT

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The Municipality of the County of Kings is in Mi'kma'ki, the ancestral, unceded and current territory of the Mi'kmaq Peoples. The Municipal of the County of Kings is a neighbour to Jijiktukwej L'nue'kati 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

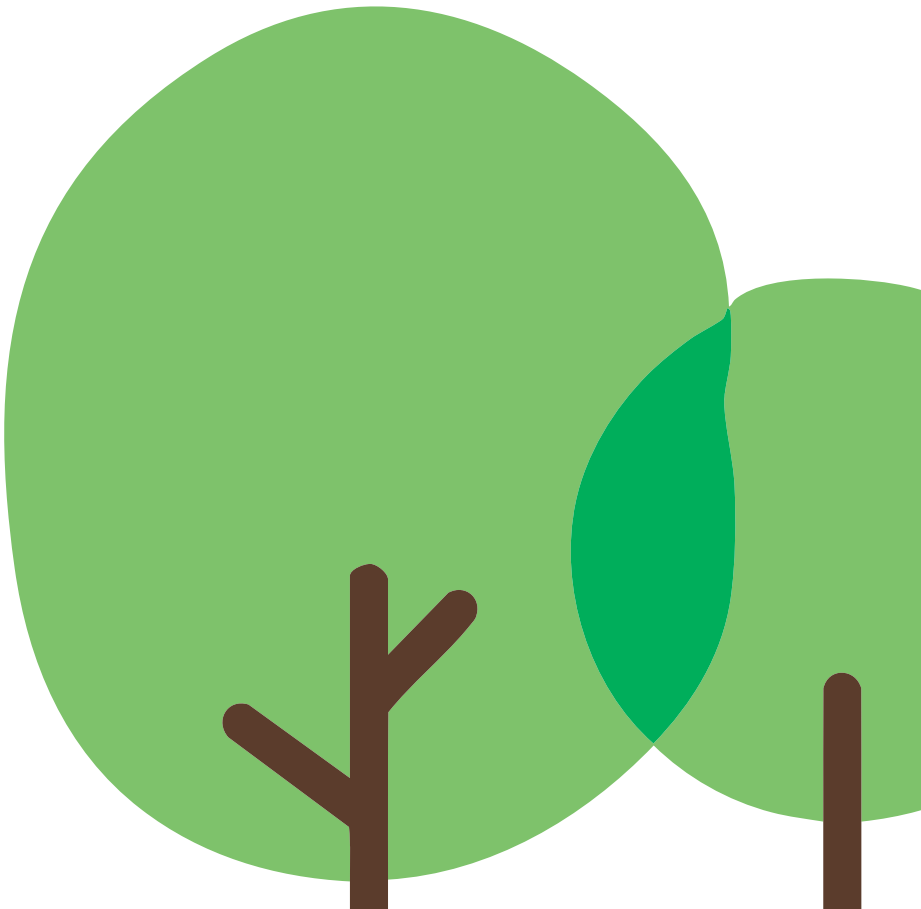
Community engagement is an important part of local government. When undertaken effectively it creates opportunities for community members to better understand municipal issues, and provide input on their needs and concerns.

The Municipality of the County of Kings is committed to strengthening our public engagement efforts by:

- providing meaningful opportunities for residents to participate;
- providing education to improve transparency on how input is considered in municipal decisions; and
- increasing the number of people who participate.

Implementation of this Community Engagement Strategy will occur progressively over two years. It is important to note that there are statutory requirements relative to municipal requirements, and that some municipal decisions are subject to specific legislated requirements, public notices, hearings, or consultation. This strategy is designed to complement those requirements but does not replace them.

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GUIDING PRINCIPLES

The following principles will guide the Municipality's approach to community engagement.

RESPECT

Inclusive engagement where all participants can share their views, concerns, and ideas through respectful dialogue.

ACCESSIBILITY

We will identify and reduce barriers to participation by considering accessibility in our engagement methods.

ACCOUNTABILITY

We will report back on what we hear and how/why community input influenced decisions.

TRANSPARENCY

We will communicate clearly about the purpose of our engagement, how the input will be used, and our decision-making process.

TIMELINESS

When possible, engagement will be considered during project planning to help inform decisions.

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OUR COMMITMENT

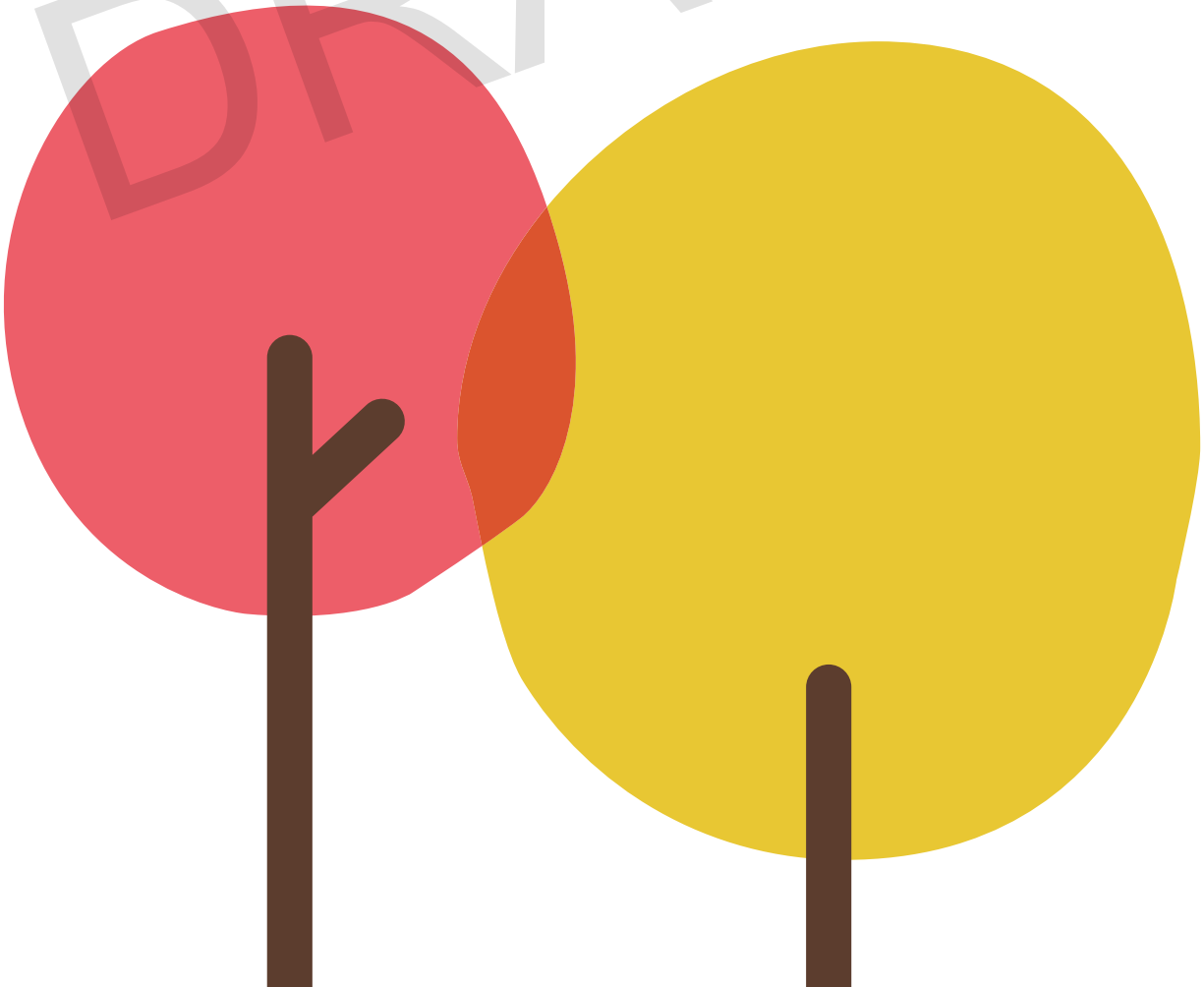
Our community is home to people with different identities, backgrounds, experiences and relationships with local government. The Municipality will aim to consider these perspectives and take reasonable steps to engage individuals from traditional marginalized groups, and will not rely solely on voluntary participation as a representation of the broader community.

WHEN AND HOW WE WILL ENGAGE

The Municipality will engage when:

- It is required by legislation (e.g. *Municipal Government Act*)
- Council or administration request public input on a project
- The matter has potential to significantly impact residents
- Planning major projects, initiatives or programs
- A project may have an impact on a particular community group

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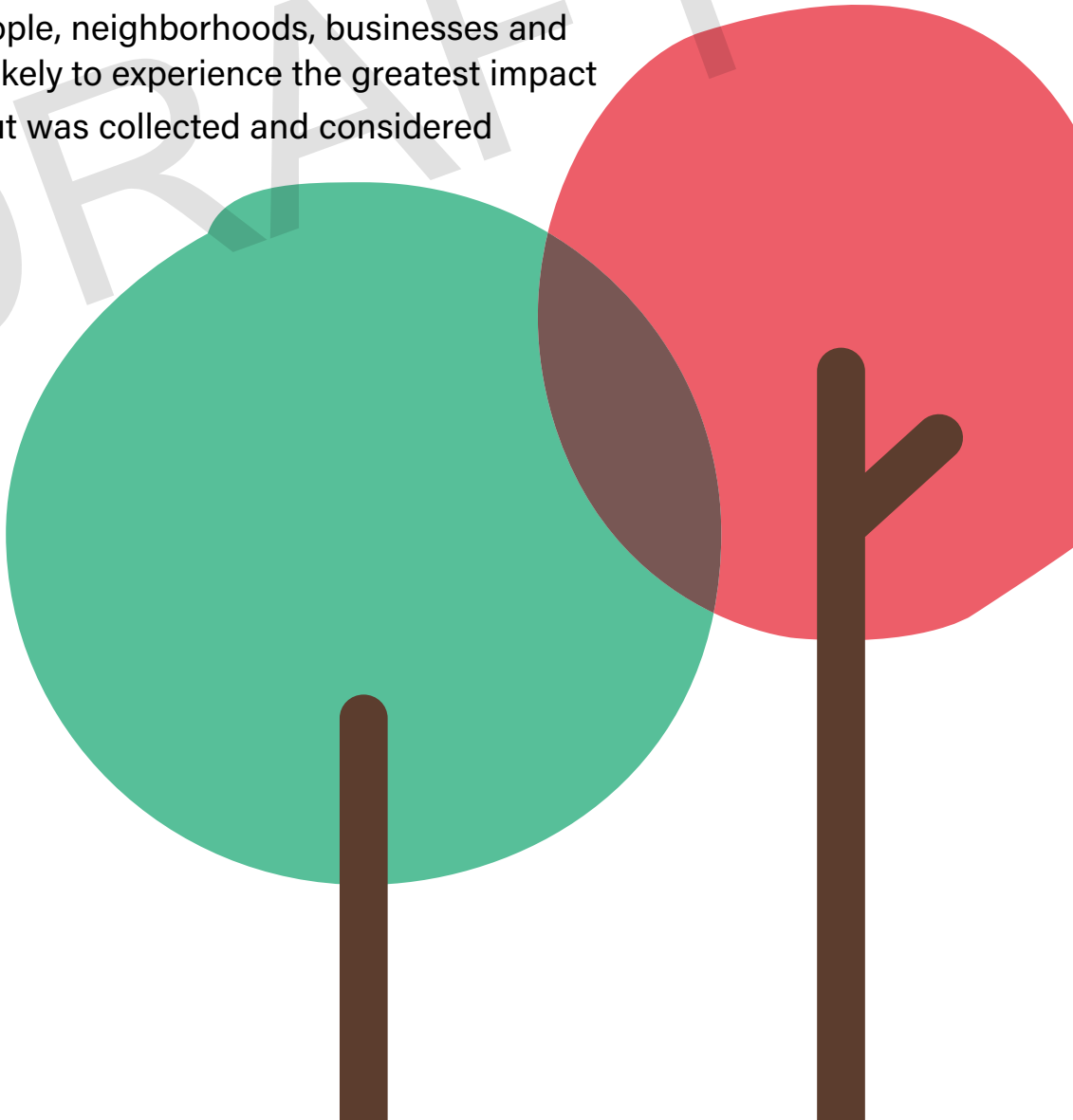


Municipal engagement on projects will vary depending on the complexity, scale, and anticipated impact. The Municipality will use the International Association of Public Participation (IAP2) spectrum to determine the appropriate level of engagement. The IAP2 provides guidance on developing meaningful public engagement. The system is broken into five levels: Inform, Consult, Involve, Collaborate, Empower. Each level represents increasing degrees of public influence in the decision-making process.

Municipal engagement efforts will aim to:

- Communicate what spectrum of engagement is taking place
- Allow sufficient time to participate
- Be clear about what can be influenced
- Listen first
- Make it easy to participate
- Reach out directly to those most affected
- Identify the people, neighborhoods, businesses and organizations likely to experience the greatest impact
- Show how input was collected and considered

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OUR PATH
FORWARD
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1 EXPAND INITIAL ENGAGEMENT DATASET TO FURTHER UNDERSTAND COMMUNITY NEEDS AND PRIORITIES

The Municipality's District Meet & Greets held in 2025/26 were an important first step in gathering data. Expanding this initial engagement dataset will provide a broader understanding of community needs and provides a foundation for measuring changes over time. This will be established by collecting and analyzing data and feedback to identify key needs, priorities, and emerging trends to help inform municipal programs and investments.

GUIDING PRINCIPLES ALIGNMENT:

Accessibility

- Respect

DELIVERABLES:

- Comprehensive community engagement survey available to all residents in multiple formats and promoted broadly to encourage participation from residents in various districts and demographic groups.
- Summary and analysis of survey findings presented to Council that highlight key community-wide priorities, needs and engagement trends.
- Baseline findings to inform future engagement planning initiatives.

ACTIONS:

- Conduct a comprehensive community engagement survey.
- Compile data from survey, District Meet and Greets 2025/26, and election participation.
- Analyze trends and identify priority issues to develop a broader understanding of community needs.
- Identify baseline metrics that can be consistently tracked for future engagement.

DRAFT

2 STANDARDIZE INTERNAL COMMUNITY ENGAGEMENT TOOLS AND PRACTICES

Establish consistent community engagement standards across Municipal departments. Standardized tools, templates, and processes will help staff determine when engagement is appropriate, which engagement method to use, and clearly communicate how public feedback influences decisions.

GUIDING PRINCIPLES ALIGNMENT:

- Transparency
- Timeliness
- Accountability

DELIVERABLES:

- Develop a community engagement toolkit to support engagement planning and delivery across all departments.
- Develop a community engagement training program.
- Align engagement policy with practice.
- Annual review of engagement practices and outcomes.

ACTIONS:

- Create standardized engagement templates, tools and resources for use across all departments (e.g. “What We Heard” reports, checklists, facilitation guides, etc.)
- Incorporate accessibility, inclusion, communications, facilitation, and reporting considerations into municipal engagement practices.
- Support departments in using the templates for appropriate engagement methods and evaluate effectiveness and consistency of their use.
- Deliver training to Municipal staff on the purpose of engagement, the Municipal Engagement Strategy, use of the community engagement toolkit, and statutory versus discretionary engagement.
- Review the Community Engagement Policy to ensure alignment with the Community Engagement Strategy.

DRAFT

3 MODERNIZATION OF COMMUNITY ENGAGEMENT

Modernizing community engagement ensures residents can participate in variety of ways that are convenient, accessible, and reflective of their preferences. Incorporating a digital engagement platform will complement, not replace, in-person engagement providing an additional avenue for residents to provide input and understand the results of municipal engagements.

GUIDING PRINCIPLES ALIGNMENT:

- Accessibility
- Transparency
- Accountability

DELIVERABLES:

- A digital community engagement portal with project-specific engagement pages, and interactive engagement tools like discussion pages.
- An engagement calendar that shares upcoming meetings, open houses, engagement sessions and learning opportunities.
- Improving communication and notification to the public about engagement opportunities.

ACTIONS:

- Review current community engagement practices to identify opportunities for modernization.
- Expand use of digital engagement tools by creating an engagement portal and calendar.
- Develop project pages that provide information about active engagement initiatives and opportunities to participate.
- Monitor participation and review practices to ensure they meet community needs.

DRAFT

4 INCREASE AND DIVERSIFY ENGAGEMENT OPPORTUNITIES

Meaningful community engagement requires more than a single approach or meeting. Providing a variety of engagement opportunities helps ensure a broader range of community voices are heard and is intended to reduce barriers in participation.

GUIDING PRINCIPLES ALIGNMENT:

- Accessibility
- Transparency
- Timeliness
- Respect
- Accountability

DELIVERABLES:

- Targeted engagement workplan for underrepresented community groups.
- Educational engagement opportunities to increase public awareness of municipal government.
- Youth-focused and youth driven engagement initiatives.
- Closing the loop on engagement activities by ensuring information is shared with the public about the findings of all engagement initiatives.

ACTIONS:

- Monitor participation rates and demographic representation to identify gaps and opportunities for improvement.
- Design a quick reference guide explaining the roles of municipal, provincial, and federal government.
- Explore opportunities to educate youth in school about municipal government.
- Provide regular touch point opportunities such as online surveys, quick questions, and pop-up engagement activities.
- On-going review of participation data to identify gaps and continue to inform future engagement activities.

DRAFT

REVIEW & CONCLUSION

The Community Engagement Strategy will undergo a comprehensive review upon the election of a new council. The purpose of the review is to ensure that the Strategy continues to reflect the needs and expectations of the community. This cycle of engagement, evaluation, and improvement will help ensure that the Strategy remains relevant and that the Municipality's approach to engagement continues to evolve with community needs.

Community engagement is an important part of local government. It provides opportunities for residents to share their knowledge, experiences and priorities with the Municipality, which in turn allows Municipal Council and staff to better understand the communities they serve. When undertaken strategically and thoughtfully, community engagement can lead to stronger relations, a greater understanding of municipal services and responsibilities, increased trust between residents, Council and municipal staff, and informed decision making.

DRAFT



MUNICIPALITY of the COUNTY of KINGS

Request for Decision

TO	Committee of the Whole
PREPARED BY	Amie Johnstone, Grants and Funding Coordinator
MEETING DATE	November 17, 2026
SUBJECT	Existing Kings Vision Grant: Landmark East Association

ORIGIN

- July 5, 2022 – Municipal Council approval of 2022-2023 Kings Vision Grant allocations, including new multi-year commitments and pre-funding conditions
- FIN-05-018 Community Grants Policy

RECOMMENDATION

That Committee of the Whole recommend Municipal Council approve the Landmark East Association's revised project scope, remove the pre-funding condition, and execute the award under a General Terms and Conditions Letter instead of a Contribution Agreement, awarding $160,030, as outlined in the November 17, 2026 Request for Decision.

INTENT

For Committee of the Whole to consider the Landmark East Association request to amend the scope of the project applicable within the existing Kings Vision Grant multi-year funding award.

DISCUSSION

Background:

In 2022, the Landmark East Association applied for a Kings Vision Grant requesting $250,000 towards a $3.5 million dollar project; see Appendix A for complete application details. At the time, Municipal Council approved a multi-year Kings Vision Grant award totalling $160,030.00 to be distributed as $40,030 in Year 1, and $40,000 each year thereafter. The award included one pre-funding condition: *"Confirmation of complete capital project funding is required."* This condition needed to be satisfied before a Contribution Agreement could be executed between Landmark East Society and the Municipality.

Since 2022, Landmark East Association continued fundraising and securing support toward the completion the project.

In August 2026, Municipal staff met with Judy Rafuse, Landmark East School's Capital Campaign and Fundraising Coordinator, to discuss the status of the project. Following this meeting, Landmark East submitted a request to modify the scope of the project; see Appendix B. The request is due to the increase in the estimated project cost – from $3.5 million to $5 million – due to significant increases in construction costs. This has made the project increasingly difficult to complete without substantial delays.

Landmark East School revised the project to focus on a more affordable, pre-engineered steel recreation centre, reducing the estimated cost to approximately $1.7 million while maintaining the project's core purpose. The Association is requesting approval to apply the previously approved Kings Vision Grant funding of $160,030 to the revised project. Staff recommend approving the revised project scope, as it maintains the original intent of the Kings Vision Grant award – supporting the development of an indoor

recreation centre at Landmark East School. While the revised scope reduces the overall size of the original project, it retains the primary recreation component to which funding was approved.

Staff further recommend removing the original pre-funding condition requiring confirmation of complete project funding and the requirement for a Contribution Agreement. Based on the information provided by the Landmark East Association, the revised project presents a more financially achievable approach to constructing the intended recreation facility. In place of a Contribution Agreement, staff recommend issuing a General Terms and Conditions Letter outlining the approved project scope, permitted use of funds, reporting requirements, and other applicable conditions. This approach allows the existing award to proceed under revised terms while maintaining appropriate oversight of Municipal funding.

FINANCIAL IMPLICATIONS

- There are no additional financial implications associated with this recommendation, as it does not increase the Municipality's previously approved financial commitment.
- The existing multi-year Kings Vision Grant award of $160,030 has been accrued in full. The proposed amendment would change the approved project scope and funding conditions without increasing the total award.

STRATEGIC PLAN ALIGNMENT

	Strong Communities	
	Environmental Stewardship	
	Economic Development	
	Good Governance	
	Financial Sustainability	
✓	Other	Policy

ALTERNATIVES

- Municipal Council may choose not to accept this request for change, which therefore voids the award as the project is no longer achievable under the original budget and scope. In this case, accrued funds would be transferred to surplus in accordance with the Municipality's Surplus Allocation Policy.
- Municipal Council may provide alternative direction, such as requesting further information or recommending an alternative amount be awarded for this project.

IMPLEMENTATION

- Following Council's decision, Municipal staff will:
  - advise Landmark East Association of the approved scope amendment and any applicable conditions.
  - prepare and issue a General Terms and Conditions Letter reflecting Council's decision and the requirements for use of funds, payment, and accountability.
  - update the Municipality's published grant-recipient information, as required.

APPENDICES

- Appendix A: Original Application
- Appendix B: Letter from Landmark East School requesting to modify the scope of the project

- Appendix C: Revised project budget and funding summary.

APPROVALS

Andrea Hyslop, Deputy Chief Administrative Officer	November 16, 2026
Scott Conrod, Chief Administrative Officer	November 16, 2026

Grant Program:	2022-23 KINGS VISION GRANT
Binder Tab:	1
Organization:	Landmark East Association
Project:	Capital Campaign - Building on Success
Funding Request:	$250,000
Funding Request Details:	requesting multi year funding of $50,000 per year for 5 years
Total Project Cost:	$3,500,000
Funding Request as a percentage of Total Project Cost:	7%
Project Description:	Our project will see an additional building added to our campus to house a gymnasium, kitchen, cafeteria/performance area. We will also upgrade classrooms with state-of-the-art technology and furniture to meet the unique needs of students with learning differences. This will include Smartboards in every classroom, a Chromebook for every student, flexible furniture, calming centres, and products such as Bouncy Bands that let children move their feet and exercise their legs which encourages active sitting and relieves excess energy, stress, and anxiety. This grant will contribute to our overall goal of $3.5million to bring this much-needed building and upgrades to fruition. *See file for complete details
Key Strategic Priority:	Strong Communities & Economic Development

Section 1 – Applicant Information

Applicant Organization Name	Landmark East School
Name of the Initiative	Capital Campaign-Building on Success
Primary Contact at Organization	Judy Rafuse
Organization's Mailing Address	708 Main St., Wolfville, NS B4P 1G4
Organization's Physical Address (if different from mailing)	
Daytime Phone Number	902-[redacted]
Email Address	jrafuse@landmarkeast.org

Section 2 – Total Request

Total estimated cost		$3,500,000.00			
Amount Requested Max. 50% of total project cost		$50,000 per year x 5 years			
✔	Capital Funding		Operating Expenses	✔	Programming

Section 3 – About the Organization

What is the status of your non-profit organization?		Registered with the NS Registry of Joint Stocks as a non-profit club, association, society, or organization. **Registry number:**
	✔	Registered Canadian Charity **ID number:** 11900 5015 RR001 Landmark East Association.
		Municipal Government (Town or Village)
		First Nations' Government
		AVRCE or CSAP School within in Kings County

PLEASE NOTE: Awarded funding will be issued to the registered organization named in the Registry of Joint Stocks/Charity information

Tell us about the Organization.
What is your mandate and what are your goals? What type of things does your Organization do?

Landmark East School was founded in 1979 to serve students with learning differences. It is an independent, not-for-profit school and is the only one in Canada that offers a boarding option so students can attend from all across our province and beyond.

All Landmark East students have been diagnosed with a learning difference such as dyslexia, attention deficit disorder, or auditory processing disorder. Despite the best efforts of teachers in the traditional public school system, these learning differences present huge challenges for students. Every student who attends Landmark East

see expanded answer on next page. (A)

Municipality of the County of Kings
Kings Vision Grant
Application

expanded response. (A).

Tell us about the organization.
What is your mandate and organizational goals? What type of things does your organization do?

Landmark East School was founded in 1979 to serve students with learning differences. It is an independent, not-for-profit school and is the only one in Canada that offers a boarding option so students can attend from all across our province.

All Landmark East students have been diagnosed with a learning difference such as dyslexia, attention deficit disorder, or auditory processing disorder. Despite the best efforts of teachers in the traditional public school system these learning differences present huge challenges for students. Every student who attends Landmark East, comes with a heart-wrenching story of failure, feeling incapable of learning, and low self-esteem. They have experienced a lack of success over two or more years in public school, despite the fact that they have average to above-average intellectual and academic abilities.

We know that like us, you believe every child in Nova Scotia deserves a positive and effective educational experience. We also know you understand that while we have a robust public education system, not all individuals are successful in that environment. Landmark East School, with its small class sizes and teachers specifically trained to meet specific learning differences, is uniquely positioned to design and implement individualized plans so that students get the tailored support they need to be successful. Our school has a proven track record of changing the lives of students with learning differences and some of our graduates have gone so far as to state that Landmark actually saved their lives.

Section 4 – About the Initiative

1. Please provide a brief summary of the initiative or project for which the organization is seeking funding. What will be done with the grant?

Our project will see an additional building added to our campus to house a gymnasium, kitchen, cafeteria/performance area. We will also upgrade classrooms with state-of-the-art technology and furniture to meet the unique needs of students with learning differences. This will include Smartboards in every classroom, a Chromebook for every student, flexible furniture, calming centres, and products such as Bouncy Bands that let children move their feet and exercise their legs which encourages active sitting and relieves excess energy, stress, and anxiety.
This grant will contribute to our overall goal of $3.5 million to bring this much-needed building and upgrades to fruition.

Section 4 – About the Initiative

1. Provide a brief summary of the initiative. Is there something specifically these grant funds will be used for?

Our project will see an additional building added to our campus to house a gymnasium, kitchen, cafeteria/performance area. We will also upgrade classrooms with state-of-the-art technology and furniture to meet the unique needs of students with learning differences. This will include Smartboards for every classroom, a Chromebook for every student, flexible furniture, calming centres and products such as Bouncy Bands that let children mover their feet and exercise their legs which encourages active sitting and relieves excess energy, stress and anxiety. This grant will contribute to our overall goal of $3.5 million to bring this much-needed building and upgrades to fruition.

2. How will this initiative benefit the Municipality & its citizens?

As you can see from the Fast Facts (attached), many of our students go on to study a skilled trade-this is so important in helping to address the labour shortage in these industries.
Landmark East School is a vital part of the community and this project will help ensure that what we offer stay relevant, up-to-date and responsive to the changing needs of society. Benefits of our school in this area are as follows:
-95% of our staff live in Kings County and wages earned here are spent here
-Landmark East procures goods and services from local businesses. (fuel, food, supplies, etc)
-10 families have relocated to Kings County in the past 5 years so their child could attend Landmark East. The school is actually an asset to the county from an attraction standpoint. People from all over the world look for a solution to the challenges their

3. Please describe the planning and collaboration involved in this initiative.

Applications for funding are being sought from all levels of government and all municipalities with the the county of Kings, specifically:

Federal Government.....$500,000
Provincial Government.....$500,000
Town of Wolfville.....$ 50,000
Town of Kentville.....$ 25,000
Town of Berwick.....$ 25,000

We have been successful in raising approximately $800,000 through donations so far. Major donors include:
Local Rotary clubs

See Expanded Responses on next page (B)

Municipality of the County of Kings
Kings Vision Grant
Application

Expanded Responses (B).

2. How will this initiative benefit the municipality & its citizens?
As you can see from the Fast Facts (attached), many of our students go on to study a skilled trade - this is so important in helping address the labour shortage in these industries. Landmark East School is a vital part of the community and this project will help ensure that what we offer stays relevant, up-to-date, and responsive to the changing needs in society. Benefits of our school in this area are as follows: 95% of our staff live in Kings County so wages earned are spent here. Landmark East procures goods and services from local businesses (fuel, food, supplies, etc.). 10 families have relocated to Kings County in the past 5 years so their child could attend Landmark East. The school is actually an asset to the county from an attraction standpoint. People from all over the world look for a solution to the challenges their children have and we believe that our school right here in Kings County has what they need. Families who do not live locally come to the school to visit their children; they stay in inns and hotels, dine in restaurants, shop in the area and take advantage of local amenities, further contributing to the local economy. There will be opportunity for community groups and members to rent the facility for events, meetings or classes. Because of the residence and full kitchen, there is an opportunity to house sports or cultural groups that may visit the area.

3. Please describe the collaboration involved in this initiative.
Applications for funding are being sought from all levels of government and all municipalities within the county of Kings, specifically: - Federal Government ..... $ 500,000 - Provincial Government ..... $ 500,000 - Town of Wolfville ..... $ 50,000 - Town of Kentville ..... $ 25,000 - Town of Berwick ..... $ 25,000 We have been successful in raising approximately $800,000 through donations so far. Major donors include: - local Rotary clubs - Sobeys Foundation - The Tartan Foundation - The Joan & Regis Duffy Foundation - Arthur & Sandra Irving - Henry & Linda Hicks

4. Once this initiative is complete, what does the future look like for the organization?
The future looks extremely bright for Landmark East, especially with these improvements. The added facility and technology will add improvements to our school to become even more attractive to potential students and their families year over year. We believe these improvements will help increase our number of students.

Section 5 – Alignment with one of the five Key Strategic Priorities of the Municipality's Strategic Plan

Select one of the following priority areas that best aligns with the initiative:

✔	**Strong Communities**	The Municipality will support vibrant, diverse, welcoming, and sustainable communities through enhanced infrastructure, programming, engagement opportunities, advocacy, and responsible land use planning.
	Environmental Stewardship	The Municipality will integrate climate and sustainability considerations into decision-making processes, invest in community-based initiatives, and increase advocacy for environmental protection.
✔	**Economic Development**	The Municipality will undertake or facilitate sustainable development and promotional opportunities beneficial to our economy and community.
	Good Governance	The Municipality will enhance communication with communities and stakeholders, and continually evaluate processes, agreements, and partnerships to improve efficiencies and effectiveness.
	Financial Sustainability	The Municipality will continue its sound fiscal management by efficiently managing assets, and investigating and planning for new revenue streams, and growth opportunities.

Please explain your selection.

As mentioned in the previous section, Landmark East School adds an economic benefit by ensuring students with learning differences experience a good education to see them go on to a successful future and enter the labour force with skilled trade, diplomas and degress.
The school adds to the local economy by procuring goods and services from Annapolis Valley companies. Our students and staff live primarily in Kings County and therefore the incomes of those families is circulated back into the local economy.
Landmark East add to strong communities by teaching our capable, vibrant, resilient students to go on to be contributing residents of our area. Without Landmark East, these students my land elsewhere and have to rely on social services for their survival. Our school contributes to our strong communities by giving students with learning differences the education they need and deserve to go on to be successful community

see expanded Response on next page ©

Municipality of the County of Kings
Kings Vision Grant
Application

4. Once this initiative is complete, what does the future look like for the organization?
The future looks extremely bright for Landmark East, especially with these improvements. The added facility and technology will add improvements to our school and become even more attractive to potential students and their families year over year.

Section 5 – Alignment with one of the five Key Strategic Priorities of the Municipality's Strategic Plan

Select one of the following priority areas that best aligns with the project or initiative?

✔	**Strong Communities**	The Municipality will support well-planned environments to create vibrant, resilient, and sustainable communities through investments in infrastructure, active living, and land use planning.
	Environmental Stewardship	The Municipality will advance environmental stewardship through a heightened awareness and incorporation of sustainability elements within core operations and capital projects.
✔	**Economic Development**	The Municipality will undertake or facilitate development beneficial to our community.
	Good Governance	The review and evaluation of processes, agreements, and partnerships to improve efficiencies and effectiveness.
	Financial Sustainability	The Municipality will continue its sound fiscal management by efficiently managing assets, and investigating and planning for new revenue streams and growth opportunities.

Please explain.

As mentioned in the previous section, Landmark East School adds an economic benefit by ensuring that students with learning differences experience a good education to see them go on to a successful future and enter the labour force with skilled trades, diplomas and degrees.

The school adds to the local economy by procuring goods and services from Annapolis Valley companies. Our students and staff live primarily in Kings County and therefore the incomes of those families is circulated back into the local economy.

Landmark East adds to strong communities by teaching our capable, vibrant, resilient students to go on to be contributing residents of our area. Without Landmark these students may land elsewhere and have to rely on social services for their survival. Our school contributes to our strong communities by giving students with learning differences the education they need and deserve to go on to be successful community members with the ability to hold jobs and be contributing members to society.

The ability for community members to have access to the facility also adds a component to strengthen community ties. Landmark East has a strong complement of volunteers who give their time and talents to the board and committees, helping with fundraising, programming and the overall operation of the school.

Expanded Response ©

Section 6 – Budget & Funding of the Initiative

The Municipality requires particular financial information from applicants depending on the amount of the request.	
Requests **$7,500 and above** must provide,	
✔	1. A financial statements for your last fiscal year

An **itemized budget** is required to accompany this application and must clearly identify:

1. The initiatives total costs by pertinent category of expenditures;
2. All sources of funding including a comment to advise if pending, requested, or confirmed (including funding from Federal or Provincial governments);
3. All in-kind contributions/donations.

**** If you have estimated any of your costs, please explain the assumptions.**

Section 7 – Declaration

We are submitting this application for the purpose of obtaining financial assistance from the Municipality of the County of Kings. The statements contained in this application are, to the best of our knowledge, true and correct. We submit that all aspects of this proposed project will comply with existing municipal, provincial, and federal codes, guidelines, orders and laws. We acknowledge that any misrepresentation or misappropriation of funds will result in the grant being revoked.

We understand it is our responsibility, as the applicant, to ensure adherence to any Health Protection Act Orders or other provincial guidelines related to safety and/or gatherings.

We agree to allow representatives of the Municipality of the County of Kings to inspect the site of the project described in this application, to audit the books and records of the applicant, to make inquiries, and to obtain all pertinent information necessary to evaluate this application.

We understand that all or part of this application may be made available to the public in accordance with the federal Access to Information and Protection of Privacy Act and the provincial Freedom of Information and Protection of Privacy Act.

Organization President Name (Printed):	Karen Fougere
Organization President Signature:	K Fougere
Date:	February 3, 2022
Organization Secretary/Treasurer/Authorized Member Name (Printed):	Judy Rafuse
Organization Secretary/Treasurer/Authorized Member Signature:	Judy Raf
Date:	February 3, 2022

Detail page

Use this page to confirm a charity's status and Business/Registration number. The Charities Directorate has not necessarily verified the other information provided by the charity.

LANDMARK EAST ASSOCIATION

Business/Registration number:

119005015 RR 0001

Charity status:

Registered

Effective date of status:

1978-09-01

Sanction:

N/A

Language of correspondence:

ENGLISH

Designation:

Charitable organization

Charity type:

Advancement of Education

Category:

Support of schools and education

Address:

708 MAIN STREET

City:

WOLFVILLE

Province, territory, outside of Canada:

NS

Country:

CA

Postal code/Zip code:

B4P1G4

Charity Email address:

Charity website address:

View this charity's quick view information

Quick view

Landmark East Capital Campaign Budget 2022-2023

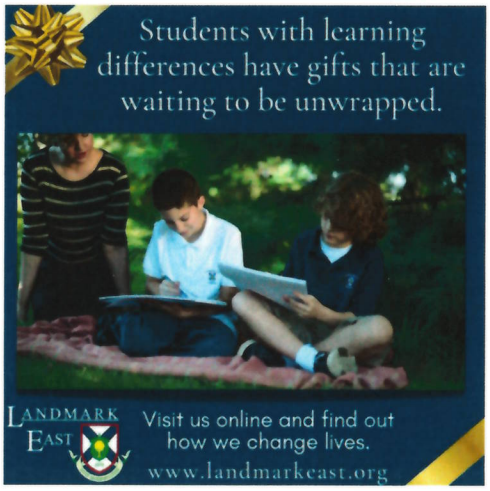
Building	$2,760,070.74
Kitchen	$300,000.00
Classrooms	$400,000.00
Gym Equipment	$17,200.00
Outdoor learning center	$25,000.00
	$3,502,270.74

Potential funding

Government of Canada	$500,000.00	meetings on-going
Government of Nova Scotia	$500,000.00	Proposal sent
Municipality of Kings	$250,000.00	Proposal sent
Municipality of West Hants		
Town of Wolfville	$50,000	Proposal being worked on
Town of Kentville	$25,000.00	$5000 per year x 5 years
Town of Berwick	$10,000.00	$2000 per year x 5 years
Sobeys Foundation	$50,000	Received
Marsha Sobey	$300,000.00	Received
Rotary Clubs of Annapolis Valley	$300,000.00	
John and Judy Bragg Foundation	$50,000	Received
	$2,035,000.00	
Diff	$1,467,270.74	

FAST FACTS about LANDMARK EAST SCHOOL

OUR STUDENTS



Student Profile

- average to above-average intellectual and academic abilities
- an identified learning difference that affects reading, writing and/or math
- have made little or no progress in public school over 2 or more years
- likely to experience feelings of worthlessness and lack of self-belief
- often experience anxiety and even school-refusal

Graduates

- 85% go on to post-secondary education
- Just a few examples of success include business owners, a pilot for a major Canadian airline, a computer program manager, and a public relations officer.

OUR SCHOOL

Grades

- Elementary (grades 3-6)
- Middle (grades 7-9)
- High School (grades 10-12)
- Consolidating Year (additional year after grade 12)

Enrolment

- current: 61
- number from Nova Scotia: 52
- number from Kings County: 41
- maximum possible enrolment: 75

Maximum Class Sizes

- Elementary – 6
- Middle School – 8
- High School – 10

Staffing

- number of employees: 44
- number of teachers: 17
- number of administrative staff: 4
- number of support staff: 23

Annual Tuition Costs

- basic tuition: $29,900
- with 1:2 Intensive Support: $35,400 (2 students together receive individualized support with a teacher for 1 hour daily)
- with 1:1 Intensive Support: $40,900 (1 student receives individualized support with a teacher for 1 hour daily)
- additional boarding cost: $18,000

Provincial Government Support for Nova Scotia families

- $9,800 (*Tuition Support Program*)
- up to an additional $9,800 (*Tuition Support Supplement*) based on financial need

Without this support, few students would be able to attend Landmark East School.

Annual Tuition Disbursements (donations and events)

- bursary funds raised and awarded annually: $280,000
- families who require some level of bursary funding: 50%
- average bursary amount: $10,000

We are very grateful to local service groups, Foundations and individuals who support our bursary fund regularly.

ECONOMIC BENEFITS

- Many of our students have natural hands-on learning abilities and go on to be trained and employed in skilled trades such as plumbing, carpentry, and small-engine repair. This is particularly important considering the shortage of skilled trade workers now and projected into the future. Without the necessary supports to be successful in high school, many students with learning differences are unable to attain the necessary credits to attend community college, or may drop out of school altogether before graduating. As a result, they are destined for lives in low-paying employment or worse. That trajectory changes for them at Landmark East School.

- 95% of our 44 employees live in Kings County. Wages earned are cycled back into the community.

- We contribute significantly to local businesses by sourcing goods and services, for example:
  - food
  - fuel
  - painters, roofers, pavers, etc.
  - vehicle maintenance and repairs
  - insurance providers
  - office supplies

- In addition to families from Nova Scotia, Landmark attracts families from outside the province to live and work in Kings County. Over the past 5 years, 10 families have relocated here from outside of Nova Scotia so that their children can attend our school.

- Families who do not live locally come to the school to visit their children; they stay in inns and hotels, dine in restaurants, shop in the area and take advantage of local amenities.

- Because of the residence facilities and full kitchen/dining room, visiting groups (e.g., sporting, cultural, entertainment) can stay on campus and enjoy the many opportunities of the region.

"BUILDING ON SUCCESS" CAPITAL CAMPAIGN PROJECT

The importance of a gymnasium on campus

- Landmark East pays close attention to the importance of educating the whole child, and recognizes that physical health is a vital part.
- A gymnasium on site would provide students with the benefits of daily physical activity to increase their alertness, attention, and motivation to learn – all ingredients to successful learning. These activities have also been proven to reduce disciplinary problems.
- Currently, our students' opportunities for physical health are impeded by inclement weather. Further, when they travel to other local facilities, they lose valuable instructional time.

Benefits of the new building

- Gymnasium and performance centre will be available for community use, when possible.

- B.D. Stevens, a prominent 4th-generation Nova Scotia company has been hired to design and construct the new building.

- Construction will meet or exceed the *National Energy Code of Canada for Buildings* (NECB) to help reduce energy consumption within the building while balancing the costs of construction, for example:
    - efficient heating, ventilation and air-conditioning to reduce indoor pollutants, control humidity to provide a healthier indoor environment and reduce operating costs
    - high performing windows
    - high performing insulation
    - air tightness to limit air leakage and exterior noise
    - ENERGY STAR certified lighting and appliances

Enhancements to existing classrooms

- interactive Smartboards
- 1 Chromebook per student
- low-glare lighting
- flexible seating, including stand-up desks, calming chairs

Major donors to date

- Sobeys Foundation
- Rotary Clubs of the Annapolis Valley
- John and Judy Bragg Family Foundation
- Edwards Family Foundation
- Arthur and Sandra Irving
- The Tartan Foundation
- The Joan and Regis Duffy Foundation
- Henry and Linda Hicks

September 8, 2026

Request to Council to Amend the existing vision grant to reflect the revised capital project.

Landmark East School

Landmark East School is an independent day and boarding school for children with learning differences. Our students are diagnosed with ADHD, Dyslexia, etc. While students attend Landmark East School from across Nova Scotia and Canada, the majority of our students come from communities throughout the Annapolis Valley.

Our success can be attributed to small class sizes, (between 6-10) and individualized instruction.

Since the inception of Landmark East School, our students have never had an indoor recreation facility. Instead, students went to Acadia University or Louis Millett Centre.

Daily physical activity is an important part of the Landmark East School program. Inspired by the work of Dr. John Ratey and the research outlined in *Spark*, our students participate in daily movement as part of their school day. Research has demonstrated the connection between physical activity and improved attention, alertness, emotional regulation and readiness to learn—all particularly important for the students we serve.

An on-campus recreation facility has therefore been a long-standing priority for Landmark East School.

Background

In January 2022, Landmark East School made a presentation to Kings County Council, under the Kings Vision Grant program, for a contribution of $250,000 towards a $3.5 million dollar project. Our vision was to build a structure designed by B.D. Stevens to house a gymnasium, kitchen and cafeteria/performance area. Also included in the Capital plan were upgrades to our current classrooms.

Council generously approved funding of $40,000 annually for four years, for a total contribution of $160,000, with an additional $30 awarded from the remaining Kings Vision Grant allocation.

Landmark East School subsequently began fundraising for the project and received significant support from donors who shared our vision for improving recreation, learning and gathering spaces for our students and community.

Adapting the Project to Ensure Success

Between 2022 and 2024, construction costs increased significantly. In consultation with KCI Consulting, Landmark East School determined that the original $3.5 million project would likely cost close to $5 million to complete.

Continuing with the original plan would have required several additional years of fundraising, while construction costs continued to rise. More importantly, it would have further delayed providing our students with an indoor recreation space that the school has needed for decades.

Rather than abandon the project or continue pursuing a plan that was becoming increasingly difficult to achieve, Landmark East School reconsidered how we could responsibly deliver its most important components.

In 2025, the school made the decision to proceed with a pre-engineered steel recreation centre. This approach significantly reduced the overall capital requirement while preserving the central objective of providing students with a permanent, purpose-built indoor space for physical activity.

Before proceeding, Landmark East School consulted with major donors to the campaign. The revised approach was met with strong support and fundraising continued.

The current recreation centre project is estimated at approximately $1.7 million, as outlined in the attached project budget.

Importantly, the remaining priorities identified in the original capital plan have not been abandoned. Landmark East School has successfully attracted additional donor support specifically directed toward improvements to our kitchen, dining and classroom spaces. By separating these projects, the school has been able to pursue each priority in a financially responsible and achievable way.

Continuing the Original Vision

Although the size and structure of the original capital project have changed, the fundamental purpose behind Council's investment has not. The recreation centre that formed an important part of the original proposal is being delivered.

In fact, revising the project has allowed Landmark East School to move from a significantly more expensive concept to an achievable project while maintaining the core benefit Council originally agreed to support.

The facility will provide daily recreation opportunities for Landmark East School students and will also create additional indoor recreation capacity within Kings County. Outside school hours, the school intends to make the facility available for community rentals and partnerships, extending the benefit of this investment beyond Landmark East School itself.

Our Request

Landmark East School respectfully requests that the Municipality of the County of Kings approve an amendment to the existing Kings Vision Grant of $160,030, allowing the previously approved funding to be applied to the revised recreation centre project.

We recognize that the project before Council today is different from the one presented in 2022. We believe, however, that the revised project represents responsible stewardship of both donor and public funds.

Council's original investment was intended to help create something lasting for Landmark East School students and the broader community. That opportunity remains.

We are grateful for Council's belief in this project and respectfully ask for its continued support as we bring the recreation centre to completion.

Attachments: Budget Estimates

Donors

Photos

Budget Estimates

Excavation	$100,000.00
Foundation	$240,000.00
Steel Structure	$625,000.00
Carpentry	$100,000.00
Electrical	$75,000.00
Mechanical	$125,000.00
Gym Floor	$120,000.00
Town Civil items	$6,500.00
Survey	$4,850.00
Classroom Upgrades	$300,000.00
Tree Removal	$8,000.00
Signage	$10,000.00
Interior Wall	$13,000.00
Power line from Main St	$20,000.00
Gym Equipment	$50,000.00
Project Manager	$35,000.00
Site Fencing	$2,800.00
Basketball Nets	$20,000.00
Landscaping	$35,000.00
Back Stairs	$20,000.00
	$1,910,150.00

Landmark East School

Capital Campaign Donors

Rotary Clubs of the Annapolis Valley

Sobeys Family/Foundation

The River Phillip Foundation

The Edwards Foundation

B.D. Stevens Foundation

The Webster Foundation

EKM Foundation

Town of Berwick

Town of Wolfville

Municipality of West Hants

Alumni Families

Landmark East Rotary Recreation Centre

Construction Progress





Currently the HVAC system and electrical is being installed, the gutters around the roof are going on and soon all sides will be fully enclosed.

Landmark East School Capital Campaign

Budget Estimates

Foundation	$100,000.00
Steel Structure	$240,000.00
Carpentry	$625,000.00
Electrical	$100,000.00
Mechanical	$75,000.00
Gym Floor	$125,000.00
Town Civil items	$120,000.00
Survey	$6,500.00
Classroom Upgrades	$4,850.00
Tree Removal	$300,000.00
Signage	$8,000.00
Interior Wall	$10,000.00
Power line from Main St	$13,000.00
Gym Equipment	$20,000.00
Project Manager	$50,000.00
Site Fencing	$35,000.00
Basketball Nets	$2,800.00
Landscaping	$20,000.00
Total	$1,910,150.00

Landmark East School Capital Campaign

Donated to Date (Oct 15, 2026): $1,644.904.00

Capital Campaign Donors include:

Rotary Clubs of the Annapolis Valley

Sobeys Family/Foundation

The River Phillip Foundation

The Edwards Foundation

B.D. Stevens Foundation

The Webster Foundation

EKM Foundation

Town of Berwick

Town of Wolfville

Municipality of West Hants

Alumni Families

Asks not yet confirmed:

Jumpstart	$20,000.00 - unconfirmed to date
Town of Kentville	$20,000.00 (Spring budget)
Private donor	$50,000.00 - pending
Municipality of Kings	$160,030.00 - pending

MUNICIPALITY of the COUNTY of KINGS

Request for Decision

TO	Committee of the Whole
PREPARED BY	Katrina Roefs, CPA, Senior Accountant
MEETING DATE	November 17, 2026
SUBJECT	Fiscal 2027/28 Budget Timeline

ORIGIN

- First introduction to Committee of the Whole

RECOMMENDATION

That Committee of the Whole recommend Municipal Council approve the 2027/28 Budget Timeline as attached to the November 17, 2026 Request for Decision.

INTENT

To consider the proposed budget timeline and recommend approval by Municipal Council.

DISCUSSION

Section 65 *Municipal Government Act* mandates that Council adopt annual operating and capital budgets.

To support this requirement, Finance staff have developed a proposed budget timeline that outlines key milestones and deliverables. Upon Council approval, this timeline will serve as a framework to guide the Municipality through the approval of the 2027/28 Operating and Capital Budgets.

Once approved this document will provide structure, clarity and accountability for key deliverables through the budget process.

At present, two days have been allocated for budget deliberations. However, should only one day of budget deliberations be required, the proposed budget timeline accommodates approval of the Municipal budget prior to the beginning of the 2027/28 fiscal year.

FINANCIAL IMPLICATIONS

- There are no direct financial implications associated with the budget process and timeline.
- The Municipality's 2027/28 Operating and Capital Budgets are key financial documents that guide the Municipality's activities throughout the 2027/28 fiscal period.
- The budget ultimately establishes the annual Municipal tax rate and is the financial mechanism by which the Municipality's strategic direction is implemented.

STRATEGIC PLAN ALIGNMENT

	Strong Communities	
	Environmental Stewardship	
	Economic Development	
✓	Good Governance	The proposed budget timeline provides Council with the opportunity to implement the Municipal budget in advance of the start of the 2027/28 fiscal year.

✓	Financial Sustainability	Supports sound fiscal management.
	Other	

ALTERNATIVES

- Committee of the Whole may opt to refer the matter back to staff for further review.

IMPLEMENTATION

- Budget Process and Timeline will be published to the Municipal website.
- The timeline will be communicated to staff.
- A condensed budget timeline will be developed and posted to the Municipality's social media and website.

ENGAGEMENT

- There has been no public engagement specifically related to the budget timeline.

APPENDICES

- Appendix A: Fiscal 2027/28 Budget Timeline

APPROVALS

Mike Livingstone, Director of Finance & IT	November 10, 2026
Scott Conrod, Chief Administrative Officer	November 16, 2026

Municipality of the County of Kings
Fiscal 2027/28 Budget Timeline

January 19, 2027 – **Decision**

Tuesday January 19, 2027 – 9:00am
Regular Committee of the Whole meeting
Valley Waste Budget presentation
Tidal Transit Budget presentation
Receive budget presentations as information

February 24, 2027

Release of draft Capital Budget

March 3, 2027

Wednesday March 3, 2027 – 10:00am
Special Committee of the Whole meeting
Capital Budget presentation

March 10, 2027

Release of draft Operating Budget
Release of draft Water Utility Budget

March 24, 2027

Wednesday March 24, 2027 – 9:00am
Special Committee of the Whole meeting
Operating Budget presentation
Water Utility Budget presentation

March 31, 2027 - **Decision**

Wednesday March 24, 2027 – 9:00am
Special Council meeting
First round of budget deliberations

April 20, 2027 – **Decision**

Tuesday April 20, 2027 – 9:00am
Special Council meeting
Second round of budget deliberations if required

MUNICIPALITY of the COUNTY of KINGS

Committee Update

TO	Committee of the Whole
FROM	Councillor Sappington
COMMITTEE	New Minas Source Water Protection Committee
COMMITTEE MEETING DATE	October 29, 2026
COTW MEETING DATE	November 17, 2026

New Minas Source Water Protection Committee met on October 29th.

An overview of the 2024 Source Water Protection Plan (SWPP) was given. The Committee's mandated responsibilities under the Plan and the Terms of Reference were reaffirmed. An education and engagement strategy is on the way. The Chair mentioned a water utility study is planned for next year.

Respectfully submitted,

Christina Sappington

MUNICIPALITY of the COUNTY of KINGS

Committee Update

TO	Municipal Council
FROM	Deputy Mayor MacPherson
COMMITTEE	Regional Recreation Facility Steering Committee
COMMITTEE MEETING DATE	October 22, 2026
COTW MEETING DATE	November 17, 2026

The Regional Recreation Facility Steering Committee (Steering Committee) met on Thursday, October 22, 2026. There was representation present from the three partnering Municipal units: Municipality of County of Kings, and the Towns of Kentville, and Wolfville. Representation consisted of both elected officials and staff.

In attendance:

Mayor Dave Corkum, Municipality of the County of Kings (Chair)
Deputy Mayor Everett MacPherson, Municipality of the County of Kings
Mayor Andrew Zebian, Town of Kentville
Deputy Mayor Debra Crowell, Town of Kentville
Mayor Jodi MacKay, Town of Wolfville (Vice-Chair)
Deputy Mayor Jennifer Ingham, Town of Wolfville
Scott Conrod, CAO, Municipality of the County of Kings
Craig Langille, Director of Parks and Recreation, Town of Kentville
Barb Shaw, Manager, Communications & Strategic Initiatives, Town of Wolfville
Joanna McGrath, Executive Assistant/Recording Secretary

Regrets: Glenn Horne, CAO, Town of Wolfville

Website Design & Release

The Town of Kentville provided an update on the progress of the website design which will be used to post official information on the design and construction of the facility. It was reiterated that consistent communication is essential as milestones are achieved throughout the process. We are getting closer to finalizing contractual matters which when concluded will trigger the launch of the website. The website will be transferred to Communications for review and content consideration before being publicly launched. The website will be maintained for a five-year period.

Contract Matters

The meeting went in-camera to discuss contract related matters. Upon return to the general meeting, the following motions were approved:

1. Conditional Letter of Approval – Kings County Recreation Forward Association (KCRFA)

   The Steering Committee agreed to approve the KCRFA fundraising plan subject to the Association agreeing to certain proposed amendments and clarification dealing with naming rights.

2. Naming, Renaming, and Sponsorship Policy

   The Steering Committee approved the Regional Recreation Facility Naming, Renaming, and Sponsorship Policy as provided in the October 22, 2026 meeting package with the following amendments that:

   a. The Steering Committee delegate approval of lower-value naming and sponsorship-recognition decisions to staff of the Municipal Parties and the KCRFA up to the time of commissioning; and

   b. The Town of Kentville have the authority to approve the name of the Kentville Arena.

3. Donations & Income Tax Receipting

   The Steering Committee adopted the Donations & Income Tax receipting recommendations as set out in the related October 22, 2026 Request for Decision.

Meeting adjourned.

Respectfully submitted,

Everett MacPherson

Committee of Council Reports - November 17, 2026

Board/Committee	Chair/Reporting Councillor/ Members	Last/Next Meeting	Report
Asset Management Committee	Peter Allen, Doug Gates, Tim Harding	October 7, 2025 Next: April 9, September 22, 2026, March 23, 2027	
Audit & Finance Committee	Dave Corkum, Everett MacPherson (Chair), Doug Gates, Emily Lutz	October 13, 2026 Next: TBD	Written report provided October 20, 2026
Diversity Kings County Committee	Everett MacPherson, Christina Sappington	October 5, 2026 Next: November 16, 2026	Written report provided October 20, 2026
Fences Arbitration Committee	Bob Best Alternate: Tim Harding	No meetings	
Fire Services Advisory Committee	Peter Allen, Robbie Hiltz, Riley Peckford	September 17 Next: December 17, 2026	Written report provided October 13, 2026
Greenwood Water Utility Source Water Protection Committee	Riley Peckford	September 11, 2025 Next: TBD	Written report provided October 7, 2025
Joint Accessibility Advisory Committee	Bob Best	June 10, 2026 Next: September 9, December 9, 2026	Recommendations provided July 7, 2026
Nominating Committee	Dave Corkum (Chair), Peter Allen, Everett MacPherson, Riley Peckford	April 21, 2026 Next: November 12, 2026	Recommendations provided May 5, 2026
Planning Advisory Committee	Emily Lutz, Riley Peckford, Doug Gates, Everett MacPherson	October 13, 2026 Next: November 10, 2026	Recommendations provided November 2, 2026
Police Advisory Board	Bob Best, Robbie Hiltz, Christina Sappington (Chair)	September 16, 2026 Next: October 8, December 16, 2026	Written report provided October 13, 2026
Regional Sewer Committee	Tim Harding Alternate: Everett MacPherson	June 11, 2026 Next: TBD	Verbal report provided July 7, 2026

External Board and Committee Reports - November 17, 2026

Board/Committee	Reporting Councillor	Last / Next Meeting	Report
Annapolis Valley Regional Library Board	Emily Lutz Alternate: Christina Sappington	September 17, 2026 Next: AGM June 2027	Verbal & Written report provided October 13, 2026
Annapolis Valley Trails Coalition Board	Robbie Hiltz Alternate: Tim Harding	February 26, 2026	Written report provided February 3, 2026
Canning Source Water Protection Committee	Everett MacPherson		
Kentville Source Water Protection Advisory Group	Doug Gates	March 26, 2025	
Kentville Water Commission	Doug Gates	July 30, 2026 Next: TBD	Verbal report provided September 1, 2026
Kings County Homelessness Advisory Committee	Everett MacPherson	October 19, 2026 Next: November 16, 2026	Written report provided November 2, 2026
Kings Regional Emergency Management Advisory Committee	Dave Corkum, Riley Peckford	July 20, 2026 Next: TBD	Written report provided September 15, 2026
Landscape of Grand Pré Inc. Member	Peter Allen Alternate: Christina Sappington	September 23, 2026 Next: TBD	Written report provided October 20, 2026
Landscape of Grand Pré Incorporated Board	Doug Gates	May 6, 2026 Next: TBD	Written report provided June 2, 2026
New Minas Source Water Protection Committee	Christina Sappington	October 29, 2026 Next: TBD	Written report provided November 17, 2026
Nova Scotia Solid Waste-Resource Regional Chairs Committee	Dave Corkum (Vice-Chair)	September 25, 2026 Next: TBD	Written report provided October 13, 2026
Port Williams Source Water Protection Committee	Doug Gates	March 18, 2026 Next: March 18, 2027	Verbal report provided April 7, 2026; Written report provided April 21, 2026
Regional Recreation Facility Steering Committee	Dave Corkum (Chair)	October 22, 2026 Next: November 19, 2026	Written report provided November 17, 2026
Valley Community Fibre Network (Authority) Board	Robbie Hiltz	September 11, 2025 Next: December 4, 2025, May 22, 2026	Verbal report provided October 7, 2025
Valley Regional Enterprise Network Liaison & Oversight Committee	Dave Corkum Alternate: Christina Sappington	May 28, 2026 Next: TBD	Written report provided June 2, 2026
Valley Regional Services Board (Tidal Transit & Valley Waste)	Dave Corkum Alternate: Emily Lutz	October 21, 2026 Next: November 18, 2026	Written report provided November 2, 2026
Western Regional Housing Authority Board	Citizen Member only		
Wolfville Source Water Protection Advisory Committee	Peter Allen	March 11, 2026 Next: June 10, 2026	Written report provided April 7, 2026