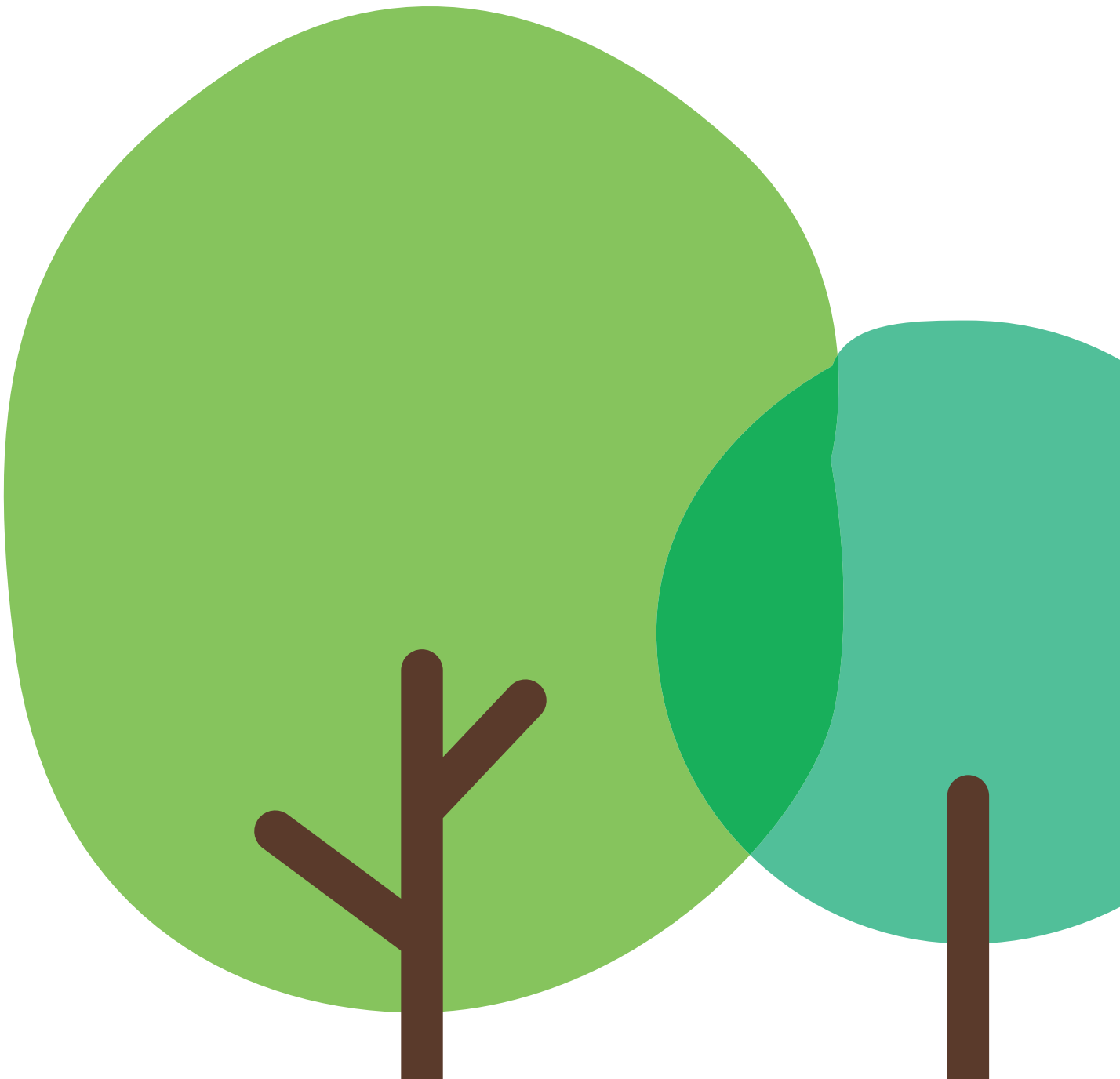




MUNICIPALITY *of the*
COUNTY *of* KINGS

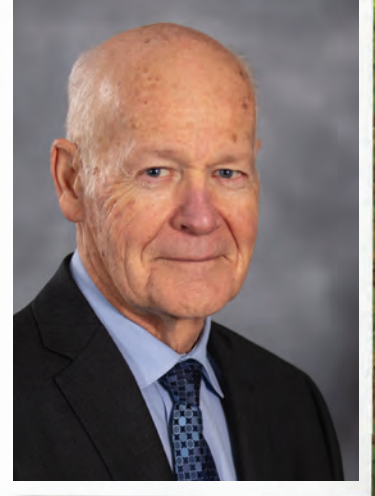
STRATEGIC PLAN 2021-2024

UPDATED MARCH 2023





MUNICIPALITY of the
COUNTY of **KINGS**



FROM THE OFFICE OF THE MAYOR

All progressive businesses, organizations and institutions recognize the necessity for strategic planning. If you do not have an established destination, it is unlikely that you will get there from here.

The Municipality of the County of Kings, through lengthy and thoughtful meetings filled with relevant facts, statistics, ideas and debate, establishes an outward looking [4 years] strategic plan.

As with any good plan, it must be dynamic. Circumstances often change. Priorities must change with the circumstances. Therefore, the strategic plan is designed to respond to changing circumstances, priorities and available resources.

I am indebted to our Councillors and staff, who devote many hours of thoughtful labour, discussion, research and engagement to ensure that our plan remains relevant.

Given the talent and capacity that I see within each Councillor and our strong staff complement, I have no doubt that we “can get there from here” to the betterment of our entire municipality and the citizens that we represent.

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A close-up photograph of a sunflower field. The sunflowers are in various stages of bloom, with bright yellow petals and dark brown centers. The background is a soft-focus field of more sunflowers under a bright sky.

VISION

A community of communities
where all people belong.

MISSION

To enhance the quality of life for all through the
provision of municipal services in an inclusive,
effective, and collaborative manner.

VALUES

Integrity • Respect • Excellence • Transparency
Innovation • Diversity • Sustainability

INTRODUCTION

The vision, mission and values of the Municipality are established by Council and set the stage for the development of the Strategic Plan. The Strategic Plan, in turn, becomes Key Strategic Priorities, and it is further partitioned into projects and initiatives with measureable work plans and outcomes for staff.

Our values are the constant presence in all activities of the Municipality.

The Municipality will remain accountable for the work outlined 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.



KEY STRATEGIC PRIORITIES



STRONG COMMUNITIES

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

STRATEGIC FOCUS

- Support to Community Facilities
 - Active Transportation
 - Diversity
 - Accessibility
 - Review of Recreation Services
- New Minas Growth Centre Secondary Plan
 - Critical Infrastructure
 - Planning
 - Community Advocacy



ENVIRONMENTAL STEWARDSHIP

Integrate climate and sustainability considerations into our decision-making processes. Make significant investments in municipal and community-based initiatives. Increase advocacy for environmental protection.

STRATEGIC FOCUS

- Community Based Environmental Projects
 - Solar Power Projects
 - Wind Power Projects
 - Asset Management
- Environmental Advocacy

ECONOMIC DEVELOPMENT

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

STRATEGIC FOCUS

- Industrial and Manufacturing Park Development
 - Attraction and Promotion
 - Development of Growth Centres
 - Broadband
 - Infrastructure





GOOD GOVERNANCE

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

STRATEGIC FOCUS

- Communications; Residents and Stakeholders
 - Process Improvement
 - Structural Reform
- Municipal Human Resources
 - Open Space Planning

FINANCIAL SUSTAINABILITY

Continue sound fiscal management by efficiently managing assets, and investigating and planning for new revenue streams, and growth opportunities.

STRATEGIC FOCUS

- Review of Municipal Revenue Sources
 - Asset Management
- Advocate changes to Municipal Government Act
 - Budget Engagement
 - Municipal Financial Policies
 - Asset Retirement Obligations
- Modernization of J-Class Roads Program



STRATEGIC PROJECT LIST 2023 & 2024



STRONG COMMUNITIES

	2023	2024
Support to Community Facilities	<ul style="list-style-type: none"> • Construct washroom facilities and other amenities at Aylesford Lake Beach • Conduct and respond to the review of public washrooms • Undertake Phase 1.5 of Regional Recreation Facility Study 	<ul style="list-style-type: none"> • Commission, design, and construct Regional Recreation Facility • Support Kings Transit Authority and other partners on the possible installation of additional bus shelters • Undertake Phase 2 of Regional Recreation Facility Study
Active Transportation	<ul style="list-style-type: none"> • Continue to implement adopted Active Transportation Plan 	<ul style="list-style-type: none"> • Continue to implement adopted Active Transportation Plan
Diversity	<ul style="list-style-type: none"> • Execute implementation plan for Strategy for Belonging recommendations • Recruit and retain a workforce reflective of the communities served • Create and implement inclusive HR policies • Review Municipal policies through strategic lenses • Ongoing program of Equity, Diversity, and Inclusion Training and Improvements for all Staff and Council 	<ul style="list-style-type: none"> • Execute implementation plan for Strategy for Belonging recommendations • Recruit and retain a workforce reflective of the communities served • Ongoing program of Equity, Diversity, and Inclusion Training and Improvements for all Staff and Council
Accessibility	<ul style="list-style-type: none"> • Implement Accessibility Plan • Prepare action plans to address provincially adopted accessibility standards • Upgrade existing buildings, sidewalks and other infrastructure to meet requirements of NS Accessibility Act 	<ul style="list-style-type: none"> • Implement Accessibility Plan • Prepare action plans to address provincially adopted accessibility standards • Upgrade existing buildings, sidewalks and other infrastructure to meet requirements of NS Accessibility Act
Review of Recreation Services	<ul style="list-style-type: none"> • Conduct review of recreation services and complete a Recreation Master Plan • Implementation of recommendations from review 	<ul style="list-style-type: none"> • Implementation of recommendations from review
New Minas Growth Centre Secondary Plan	<ul style="list-style-type: none"> • Adopt plan (amendment to the Municipal Planning Strategy) 	<ul style="list-style-type: none"> • Implement process required for housekeeping amendments
Critical Infrastructure	<ul style="list-style-type: none"> • Continue to examine viability of water utility expansion or development for the Village of Kingston • Comprehensive engineering study for Coldbrook Water and Sanitary Sewer 	<ul style="list-style-type: none"> • Develop in-house water model for support in decision making for utilities
Planning	<ul style="list-style-type: none"> • Exploration of planning tools known as Inclusionary Zoning and Density Bonusing to increase development • Undertake amendments to MPS/LUB that are necessary to maintain consistency and provide clarity related to policies and regulations 	
Community Advocacy	<ul style="list-style-type: none"> • Improve cellular coverage in all areas • Improve access to affordable housing options for all residents • Improve Provincial road maintenance • Improve Provincial public policy related to Z-Class Roads 	<ul style="list-style-type: none"> • Improve cellular coverage in all areas • Improve access to affordable housing options for all residents • Improve Provincial road maintenance • Improve Provincial public policy related to Z-Class Roads

ENVIRONMENTAL STEWARDSHIP

	2023	2024
Community Based Energy Projects	<ul style="list-style-type: none"> • Implement a Property Assessed Clean Energy (PACE) Program • Install EV charging stations throughout the Municipality • Transition to a Municipal Electric Vehicle Fleet 	<ul style="list-style-type: none"> • Install EV charging stations throughout the Municipality • Transition to a Municipal Electric Vehicle Fleet
Solar Power Projects	<ul style="list-style-type: none"> • Secure Power Purchase Agreements and create a corporation with project partners • Secure partnership agreements • Urge Provincial Government to create pathways to viable Power Purchase Agreements • Community engagement 	<ul style="list-style-type: none"> • Commission construction and installation
Wind Power Projects	<ul style="list-style-type: none"> • Continue dialogue with the Dept. of National Defence on radar mitigation measures or identify alternative siting locations • Install meteorological towers (produce bankable data) • Urge Provincial Government to create pathway to viable Power Purchase Agreements 	<ul style="list-style-type: none"> • Secure Power Purchase Agreements and create a corporation with project partners • Commission detailed project design • Commence construction of project
Asset Management	<ul style="list-style-type: none"> • Integrating Climate Change into Asset Management Planning • Installation of rain gauges and wind stations at various Municipal facilities to help inform operations 	<ul style="list-style-type: none"> • Integrating Climate Change into Asset Management Planning
Environmental Advocacy	<ul style="list-style-type: none"> • Support sustained and improved water quality and protection • Encourage sustainable and environmentally friendly forestry practices (e.g., alternatives to deforestation) • Advocate for increased investment in dyke protection and improvement • Encourage environmentally friendly farming practices • Support alternative energy generation • To investigate, advocate and help facilitate the restoration of watercourses within Kings County 	<ul style="list-style-type: none"> • Support sustained and improved water quality and protection • Encourage sustainable and environmentally friendly forestry practices (e.g., alternatives to deforestation) • Advocate for increased investment in dyke protection and improvement • Encourage environmentally friendly farming practices • Support alternative energy generation • To investigate, advocate and help facilitate the restoration of watercourses within Kings County

ECONOMIC DEVELOPMENT

	2023	2024
Industrial and Manufacturing Park Development	<ul style="list-style-type: none"> • Engage in partnership discussions • Undertake technical studies 	<ul style="list-style-type: none"> • Commission lot layout and service design • Tender for Phase 1 construction • Develop phased business plan • Finalize partnership agreements
Attraction and Promotion	<ul style="list-style-type: none"> • Create Economic Development Strategy that aligns with partner strategies 	<ul style="list-style-type: none"> • Implement Economic Development Strategy recommendations
Growth Centre Development	<ul style="list-style-type: none"> • Review policies that may impact development in Growth Centres 	<ul style="list-style-type: none"> • Incorporate review within operational policies
Broadband	<ul style="list-style-type: none"> • Work with Valley Community Fibre Network (VCFN) partners in updating/resourcing present-day delivery • Identify Intermunicipal Service Agreement partner opportunities for fibre build-out pilots 	
Infrastructure	<ul style="list-style-type: none"> • Examination of required capacity of critical municipal infrastructure to accommodate current and future growth 	<ul style="list-style-type: none"> • Examination of required capacity of critical municipal infrastructure to accommodate current and future growth

GOOD GOVERNANCE

	2023	2024
Communications: Residents and Stakeholders	<ul style="list-style-type: none"> • Engage with schools regarding Municipal Awareness/Education programs • Implement external and internal communication strategies • Monitor Municipal Brand • Compile and present annual reports on Strategic Plan progress 	<ul style="list-style-type: none"> • Engage with schools regarding Municipal Awareness/Education programs • Implement external and internal communication strategies • Monitor Municipal Brand • Compile and present annual reports on Strategic Plan progress
Process Improvement	<ul style="list-style-type: none"> • Adopt updated Procurement Policy • Continue to review and update all Standing Committees terms of reference and work plans • Conduct review of Fire Service funding formula through the Fire Services Advisory Committee • Permitting and Inspection Review • Comprehensive municipal by-law review and refresh • Creation and implementation of a closed session database • Achieve municipal certification in an accredited health and safety program. • Undertake to explore options for alternative delivery of tax bills to residents • Development of a water utility billing policy 	<ul style="list-style-type: none"> • Develop and adopt Engagement Strategy • Conduct facilitated workshop with land developers • Comprehensive municipal by-law review and refresh • Creation and implementation of new meeting management software • Develop an Open Data Strategy to promote transparency and accountability through public access to information • Develop corporate fleet management system
Structural Reform	<ul style="list-style-type: none"> • Continue to conduct review of all Inter-Municipal Service Agreements (IMSAs) • Engage in Regional Governance discussions • Review funding mechanisms to partners, including grants and the distribution of the Canada Community Building Fund (Gas Tax) 	<ul style="list-style-type: none"> • Continue to partner in the update of IMSAs • Engage in Regional Governance discussions
Municipal Human Resources	<ul style="list-style-type: none"> • Develop and implement new hire orientations and onboarding standard operating procedures for key municipal administrative activities • Undertake total compensation review with a primary goal of improving employee retention and attraction • Establish a sub-committee of the Joint Occupational Health & Safety Committee (JOHS) that courses on the health and wellbeing of employees and elected officials 	
Open Space Planning		<ul style="list-style-type: none"> • Conduct a review of current Municipal land holdings • Examine Open Space planning policies • Develop an Open Space Plan • Complete a review of parks including Multi-generational spaces

FINANCIAL SUSTAINABILITY

	2023	2024
Review of Municipal Revenue Sources	<ul style="list-style-type: none"> • Create infrastructure expansion cost-recovery discussion paper 	<ul style="list-style-type: none"> • Review taxation models and identify new or different approaches
Asset Management	<ul style="list-style-type: none"> • Continue to review and implement Asset Management policies and practices • Continue to undertake Reserve Impairment (compare financial requirements to existing reserve balances) 	<ul style="list-style-type: none"> • Continue to review and implement Asset Management policies and practices • Continue to undertake Reserve Impairment (compare financial requirements to existing reserve balances)
Advocate changes to Municipal Government Act	<ul style="list-style-type: none"> • Urge the Provincial Government to introduce amendments to s.60 of the Municipal Government Act to enable Agreements with private sector interests 	
Budget Engagement	<ul style="list-style-type: none"> • Development of a public engagement process that provides an opportunity for Municipal residents to offer their input into the Municipality's current and long-term budget plans 	
Municipal Financial Policies	<ul style="list-style-type: none"> • Undertake review and updating of all financial policies • Review of all municipal area rate commissions 	<ul style="list-style-type: none"> • Undertake review and updating of all financial policies
Asset Retirement Obligations	<ul style="list-style-type: none"> • Evaluation of Municipal Asset Retirement Obligations to facilitate appropriate financial reporting and disclosure of the new standard PS 3280 	
Modernization of J-Class Roads Program	<ul style="list-style-type: none"> • Continue to urge the Provincial Government to introduce changes to the J-Class Road program that enable and the implementation of a Provincial and Municipal asset management program 	<ul style="list-style-type: none"> • File and implement a J-Class asset management program



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