MUNICIPALITY of the COUNTY of KINGS



Land Acknowledgement

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

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

INTRODUCTION

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

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

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

From the Office of the Mayor

On behalf of Municipal Council and staff of the Municipality of the County of Kings, it is my pleasure to introduce this Strategic Plan that aligns with the 2025-26 through to 2028-29 fiscal years. We are fortunate to build on the solid groundwork laid in many service areas over the last four years. This Strategic Plan provides updated Key Strategic Priorities



in areas such as the <u>Joint Accessibility</u> and <u>Active Transportation</u> Plans, our Strategies for <u>Belonging</u> and <u>Economic Development</u>, and the <u>Housing Accelerator Fund</u> Program.

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

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

Respectfully,

Mayor Dave Corkum

MAYOR AND COUNCIL



Mayor Dave Corkum mayor.corkum@countyofkings.ca 902-690-6132(o) 902-680-6125 (c)



Councillor Tim Harding
District 5
councillor.harding@countyofkings.ca
902-670-6484



Councillor
Everett MacPherson
District 1
councillor.macpherson@countyofkings.ca
902-698-3951



Councillor Bob Best
District 6
councillor.best@countyofkings.ca
902-679-2031



Councillor Doug Gates
District 2
councillor.gates@countyofkings.ca
902-300-9548



Councillor Emily Lutz
District 7
councillor.lutz@countyofkings.ca
902-300-1776



Councillor Robbie Hiltz
District 3
councillor.hiltz@countyofkings.ca
902-389-1221



Councillor
Christina Sappington
District 8
councillor.sappington@countyofkings.ca
902-670-1096



Councillor Riley Peckford
District 4
councillor.peckford@countyofkings.ca
902-321-3232



Councillor Peter Allen
District 9
councillor.allen@countyofkings.ca
902-692-1552

Vision

A community of communities where all people belong.

Mission

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

Values

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

OUR VALUES

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

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

Excellence - consistently striving for high standards and continuous improvement.

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

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

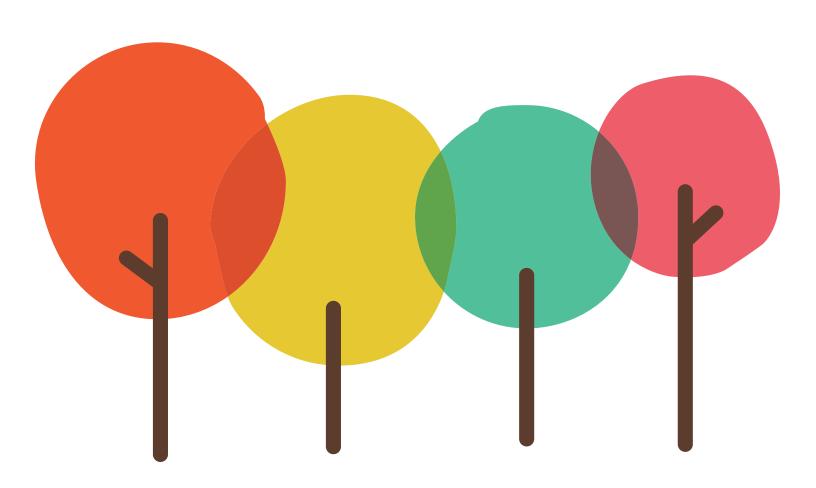
Respect - due regard to the wellbeing, rights, cultural practices, and value systems of others.

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

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



KEY STRATEGIC PRIORITES





KEY STRATEGIC PRIORITIES STRONG COMMUNITIES

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

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



KEY STRATEGIC PRIORITIES ENVIRONMENTAL STEWARDSHIP

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

- Corporate Greening
- Renewable Energy



KEY STRATEGIC PRIORITIES ECONOMIC DEVELOPMENT

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

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



KEY STRATEGIC PRIORITIES GOOD GOVERNANCE

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

- Communications
- Duty to Consult
- Engagement
- Indigenous Engagement

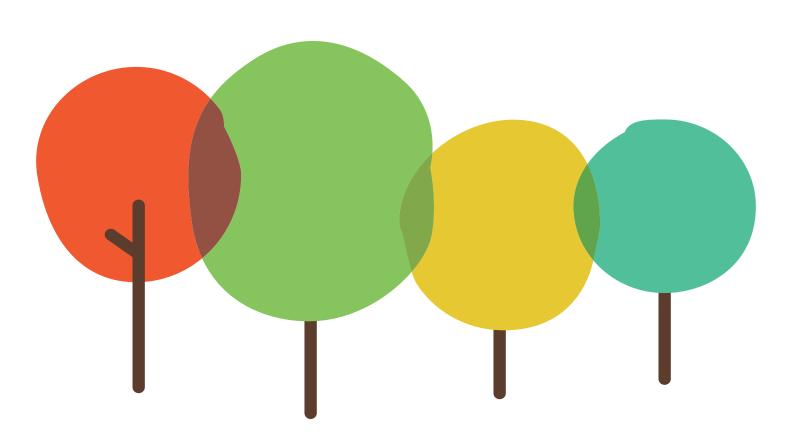


KEY STRATEGIC PRIORITIES FINANCIAL SUSTAINABILITY

Enhanced sustainability of Municipal operations through continuous improvement.

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

KEY STRATEGIC PROJECTS



STRONG COMMUNITIES

2025/26

2026/27

2027/28

2028/29

Accessibility

Refine and implement actions to address Provincial accessibility standards

Connect standards to budgeting cycle through creation and use of a dedicated financial reserve

Active Transportation

Implement
Active
Transportation
Plan, e.g.,
Harvest Moon
extension/access
points, and
Safe Routes to
Schools

Refresh Active Transporation Plan, e.g. alignment with Municipal Specifications

Implement Active Transportation Plan, e.g., sidewalks, and Provincial share- the-road programming

Advocacy

Continue Municipal Council's advocacy related to cell phone coverage, affordable housing, certain legislative changes, and work with the Nova Scotia Federation of Municipalities and the Federation of Canadian Municipalities

Explore partnership opportunities with the Provincial and Federal orders of governments

Belonging

Implement
Strategy for
Belonging,
e.g., economic
reconciliation
(Meadowview
Solar), and
multilingual
Municipal
signage

Implement refreshed actions in the Strategy for Belonging, e.g., recruitment and retention of a representative workforce and integration of equity and diversity into Municipal operations

Further clarify relationships and develop partnerships with the Towns in Kings County

STRONG COMMUNITIES

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

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

ENVIRONMENTAL STEWARDSHIP

2025/26

Meadowview

Solar: Continue

2026/27

2027/28

2028/29

Corporate Greening

Plan and install <u>Net-Zero Meter and other efficiency upgrades</u> to Municipal Facilities

Transition to Plug-In Hybrid Fleet for Light Duty Vehicles

engagement and determine Renewable procurement processes

Complete design and modelling

Execute power purchase agreement

Begin procurement processes and construction

Continue construction

Commission and Operate

Energy

<u>Southwest Quadrant</u>: Continue to explore wind energy under as-of-right development

ECONOMIC DEVELOPMENT

2025/26

2026/27

2027/28

2028/29

Commercial Tax Base Growth Work with the Province and partners to increase the Municipality's commercial assessment, e.g., development of the Cambridge Business Park

Economic Development Partnerships

Work closely with Valley REN on projects, e.g., commercial land database

Economic Development Strategy Review and renew the Economic Development Strategy

Implement Economic Development Strategy Renew Economic Development Strategy

GOOD GOVERNANCE

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

FINANCIAL SUSTAINABILITY

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

