
Integrated Community Sustainability Plan

Phase II Report



*Planting the seeds for
a sustainable future.*

Prepared for: The Municipality of the County of Kings

Prepared by: Institute for Planning and Design

Suite 1711, 1969 Upper Water Street

Halifax NS B3J 3R7

In association with SDale MacLennan, CA

March 2010

This page intentionally left blank.

Table of Contents

Part 1 Background	1
Introduction	1
Community Engagement	1
Vision	2
Values	2
Addressing Sustainability Issues through Action Plans	3
Measuring Progress	3
Why All This Matters	3
Part 2 Action Plans	6
Part 3 Resource Plan	17
Concluding Thoughts: From Plan to Action	17

This page intentionally left blank.

Introduction

In May 2009, the Municipality completed Phase I of LookOff 2030, a new Integrated Community Sustainability Plan for Kings County. This phase identified strategic priority areas concerning sustainable development in Kings County, and included a Vision statement for the County. The Phase I document can be reviewed on the Kings County website at <http://www.county.kings.ns.ca/general/Lookoff2030.htm>.

In September 2009, the Kings County Council took action to prepare the Phase Two Plan namely, the preparation of Action Plans. The ICSP is being prepared to address the four pillars of sustainability – Economic, Cultural, Environmental, and Social as defined by the Province of Nova Scotia.

The Phase One study and an earlier study completed in 2008 provided insights and public perceptions about possible strategic directions for moving forward with the Integrated Community Sustainability Plan.



Community Engagement

Community engagement is a necessary component of the ICSP process. The Phase I studies involved significant public consultation including public meetings, one-on-one stakeholder interviews, and web-based surveys. While the focus of Phase 2 was mainly on the preparation of Action Plans, it also included a public consultation component. Building the Phase I process which involved two public meetings and an online public survey, Phase 2 involved three main avenues of public engagement:

- Additional stakeholder interviews
- Two public meetings.
- A developers' forum hosted by the County

This round of public engagement presented the opportunity for participants to review the Phase I work, offer for comment on the strategic areas identified, and to test the vision statement.



Kings County Warden Fred Whalen welcomes attendees to the Phase 2 ICSP meeting in Port Williams on October 7, 2009. A second meeting was held the following night in Kingston. Earlier consultation in Phase I included a Web-based community survey and additional community meetings.

Vision

Following discussions about the community sustainability vision at the public meetings and with stakeholders, Councillors and staff collaborated on refining the vision statement. It will remain a draft statement until final ratification when this plan is adopted.

Kings County is Diverse, Dynamic and Developing Sustainably.

Our communities are safe, healthy, active, family-friendly and built on equality. Entrepreneurship, agriculture and local employers are promoted, development is balanced with agriculture, and the progressive economy is attractive to youth and immigrants. Our rich heritage and rural spirit are celebrated, and our diverse arts and culture are supported. Our water and natural resources are protected and our energy sources are renewable.

Values

The intent of expressing values in strategic planning for government is to come to a common agreement about what matters to us as a government and as a community members. The following expresses the values of the government of Kings County:

Respect

For our ability to make decisions, our jurisdiction and our accountability. Respectful for the opinions of others and for the social and cultural diversity within our community.

Trust and Honesty

Decision-making based on fact, not on rumour. Acting in the Peoples' best interest.

Hard work

Attendance at meetings, working in communities.

Service

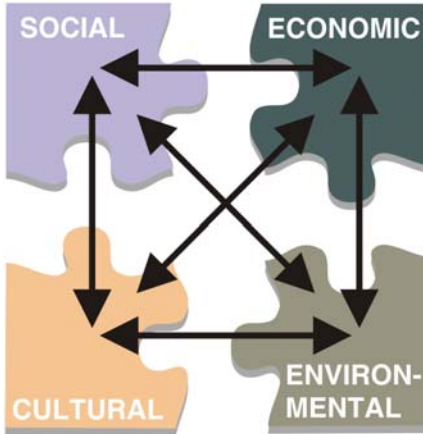
Offering personal and responsive customer service.

Responsibility

Fiscally responsible and accountable for our actions.

Addressing Sustainability Issues through Action Plans

Comments on sustainability issues received during the Phase 2 consultation process and as gleaned from the previous work are shown in the table on the following page. The table also notes the sustainability pillar to which each issue applies. It should be noted that the sustainability pillars are not silos: they do not stand alone. In fact, there is a great deal of interaction between pillars. This is reflected in the diagram at left, which shows the pillars as puzzle pieces, and which illustrates how the pieces must respond to one another. In Phase 2, the sustainability issues were matched with the appropriate strategic initiatives which then formed the basis for action plans. This resulted, for example, in a single strategic economic initiative suggested in Phase I being divided into two parts - namely Agricultural Industry and Economic Development, although it was recognized that these overlapped. The results are presented in the Action Plans section that follows.



Measuring Progress

This plan is both a sustainability and a strategic plan to direct the future course of the local government of Kings County. Any plan must have measurable outcomes, so as well as setting out broad policy intentions; there are a number of factors that will be used to measure the progress that has been made. Ideally, measures will be of things or processes that the municipality has control over. These measures can be used as indicators about how well the plan is performing and how effective are its policies. The measures must be readily available, typically through statistics gathered by the municipality or by other agencies. An additional resource is the Genuine Progress Index, a non-profit organization which measures many non-traditional variables of progress.

Why All This Matters

Most people today recognize that global warming, water shortages and rising energy prices are symptoms of our misuse or overuse of the world's natural resources. The Swedish doctor Karl-Henrik Robèrt, founder of the Natural Step, suggests that we look at it this way: Life sustaining resources are finite. The availability of resources is in conflict with in our demand for the same resources. Unless these conflicts are stabilized, they will collide. Robèrt and others like him realized that we need to start planning for change and just as importantly, how we go about business.

At the same time, globalization has created a seismic shift in the way goods are produced, bought, and sold. While our niche or specialty products such as wines and high grade tires continue to enjoy local and international success, many of the staples of our local production have come under intense pressure. These include canned vegetables, pork and beef, and poultry products which are increasingly supplied by producers located farther and farther away from the source of consumption. This is not a localized phenomenon but we feel it here strongly because of our tradition as a producing region. Even our apple production, so much a part of what identifies the Annapolis Valley as a special part of the world, is impacted by imported produce. (A recent article in *The Coast* noted that during our peak period of production, the fall, retailers in the province still import apples from the American west; this is an example, states *The Coast*, of “redundant trade”.)

“Long List” of Issues	Sustainability Pillars				Notes/expansion	IPD
	Ecn	Env	Soc	Cul		
Economic development	●				Need growth strategy	
Need to protect agricultural land.*	●				Agriculture vs development land use conflict	
[Modernize] transportation [and communications] infrastructure*	●					
Promote tourism*	●					
Agriculture Research Station	●				Under-funded, less able to respond to farmer needs	
Need to strengthen primary industries*	●					
Need to support potential alternative energy*	●	●			Wind and tidal; is the County ready?	
Need a renewable energy strategy*	●	●				
Primary industries need to follow best practices*	●	●				
Flooding	●	●			Periodic	
Chemicals in the environment	●	●			Pesticides, ornamental applications, impact on air and water, well fields; testing required	
Expand transit and carpooling*	●		●		Personal mobility in areas not served by transit: Seniors, poor, after school, handicapped and other challenged	
Central water supply	●		●		Kingston, others? Impediment to development?	
Availability of land for housing in some locations	●		●		Kingston, Canning; impact on low cost housing ?	
Poverty	●		●		Economic and social issue (single parent families, people can't pay water bill, hunger)	
Municipal education funding	●		●		Inter-municipal finance issue	
Farmers under financial stress	●		●		No support from maj buyers, avg income neg. past 5 years, young can't afford to enter industry, loss of processors	
Concerns about food security in NS	●		●		By some estimates, just 2 week's supply at any given time in Nova Scotia. Others place the time at 3 days.	
Centralization of emergency health care	●		●		Long distance to Kentville for emergency care	
Passive recreation facilities are under-funded	●		●			
Active transportation	●		●		Needs investment	
Majors not buying local food production	●		●		Not dependable	
Business retention and expansion	●				It is far easier to focus on BRE than it is to attract new business	
Concern over potential loss over major employers	●		●		14 Wing Greenwood and Michelin are stable employers – but are we too complacent?	
Recent loss of food processors	●		●		Trickle down effect – loss of primary producers as well	
Mental health	●		●		Concern is exacerbated by poverty	
Young people are leaving the area for careers	●		●	●		
Increase [comprehensive] health care availability*	●		●	●	Shortage of doctors in some villages	
Ensure housing options for all ages and incomes*	●		●	●	Affordable housing	
Promote Valley way of life*	●			●		
Decline in/need to encourage volunteerism*	●			●		
Maintain air quality and reduce GHG emissions*		●				
Protect coastal and freshwater environments*		●				
Water resource supply and protection		●			Water quality, security of supply	
Need to protect sensitive areas*		●				
More active recreation*			●			
Lack of communication			●		Info on resources, food, planning	
Value of arts and culture not acknowledged or respected			●	●		
Preserve rural heritage and character*				●		

Note: Issues marked by * were identified as priorities during earlier consultations. The others were identified during stakeholder and/or public meetings held in October 2009.

Like the chemicals in our environment, redundant trade and long distance transport of goods, and particularly of food, is an insidious problem we need to address before we become hopelessly dependent on imports. As consumers, whether as shoppers at the grocery or as buyers for major companies, we need to understand the implications of food supply globalization.

It is for reasons like these that the Government of Canada is requiring each municipality across the country to prepare and implement an Integrated Community Sustainability Plan. Kings County's plan is tied to the Municipality's eligibility for infrastructure funding, so there is a great deal of importance in undertaking the Plan and doing it well.

This report concludes with a Preliminary Resource Plan. It provides estimates for implementing each action plan. It links the existing business plan and budget process to the ICSP. It outlines the considerations necessary to successfully implement the plan. The ICSP clarifies priorities and goals. It identifies actions which can make those goals a reality. The resource plan provides a path between the ICSP and the existing processes of the municipality. The ICSP creates a new clear picture of why initiatives are being undertaken and in some cases, why not. Council will decide how and when to move ahead on each goal with improved clarity and integration.



Part 2 Action Plans

As noted in the previous section, it is important that actions undertaken in support of the four sustainability pillars should occur in concert with other actions. They should be undertaken as independent initiatives and should not conflict with other actions. Rather, they need to be taken as parts of an integrated whole: actions that work together to help the municipality achieve one sustainability vision.

By using a ranking procedure, the Phase I report developed a list of strategic areas for further action. After public consultation and deliberations with Council and Staff, and in reviewing the vision, the following prioritized list of the Action Plan items was selected to move forward. There are two levels of priority, the first level contains actions which are strongly focused on the vision. The second level tends to support the first level. Structured in this way, no one action plan will take priority in terms of timing. Instead, actions will be prioritized on what is necessary to move other actions along. For example, an infrastructure strategy (second level priority) will be necessary before some economic development strategies can be implemented.

First Level		
Agriculture Industry Health and Recreation	Economic Development Culture and Heritage	Environment

Secondary Level		
Infrastructure Education	Energy Transportation	Housing

This section presents the ten action plans listed above. Each plan is formatted the same way, first with an action plan description including a brief discussion of the current situation; the overall goal; the proposed action items; necessary resources to carry out the action plan; potential partners; a risk assessment; project dependencies and finally, means of measuring progress. These are in draft form, subject to change based on further discussion. Even after council adoption, they will be subject to change after implementation especially if the progress measures indicate they have not been effective.

As shown above, first level priorities are coloured green, while secondary level priorities are shown in blue.

Finally, in addition to this plan, the towns of Berwick, Wolfville and Kentville all have undertaken ICS Plans. There is a need to coordinate the efforts of this plan with those of the other municipalities in Kings County to strengthen the impacts of common initiatives, such as economic development actions.

Agriculture Industry



Agriculture faces multiple threats: competition from outside the region, low commodity prices, changing markets, and supply preference of the major food retailers. Farm succession is also a concern, as young farmers have difficulty obtaining funds to acquire land and get established. Navigating the maze of regulations intended to protect farmers and the environment can also be a challenge. Unconstrained development could be contrary to the principles of sustainability: it could limit future growth on the farm, loss of good agricultural land, and result in land use conflicts that limit farming operations. It is frequently more costly to service such areas.

Goal		To foster a vibrant, sustainable agriculture sector in Kings County
Actions	<ul style="list-style-type: none"> ▪ The Municipality should continue its policy of preserving agricultural land while strengthening the capacity of the growth centres to accept more intensive development. This does not mean preserving agricultural land at all costs. It may be necessary to permit some of the growth centres to increase the land available for development in order to reduce pressure on the surrounding agricultural area. This may be done through refining the criteria that permits expansion of the growth centre boundaries such as maintaining a balance in total land area and/or targeted investment infrastructure. Compact growth centres support the principles of sustainable development. 	<ul style="list-style-type: none"> ▪ Consider value added opportunities: is the MPS flexible enough to accommodate such businesses? ▪ Lobby for a provincial agricultural policy that includes assistance to farmers under a defined plan. ▪ Prepare a Business Retention and Expansion (BRE) plan for agriculture and related businesses with the Kings RDA. ▪ Support Kings RDA in the implementation of the recommendations of its agricultural viability study, linked to economic development support. ▪ The Municipality should support to the agricultural community by voicing its concerns to the other levels of government and by encouraging people and the major food retailers to buy local products. ▪ Facilitate and support current agricultural land banking initiatives.
Resources	<i>What people and tools are needed?</i>	Planning and Development Department, Provincial Departments such as Agriculture, Environment, and Transportation and Infrastructure Renewal, Kings RDA.
Implementation Partners	<i>Who can help do it?</i>	The Agricultural organizations, the Community through consultation, the major food retailers. Nova Scotia Department of Agriculture. College of Geographic Sciences.
Risk Assessment	<i>What would help us</i>	Provincial policies to provide long term program of agricultural support. Agricultural diversification.
	<i>What could go wrong?</i>	The farming community could be weakened through failure of some farms. There is a concern that the role of the federal Agricultural Research Station in Kentville may be diminished.
Project Dependencies	<i>What other action plan does this depend on?</i>	Environment Action Plan, Health Action Plan.
Potential Measures of Progress	<ul style="list-style-type: none"> o Increase in purchases of local products; produce diversity such as niche markets o Agriculture Canada baseline data updates o Number of acres in future land bank 	

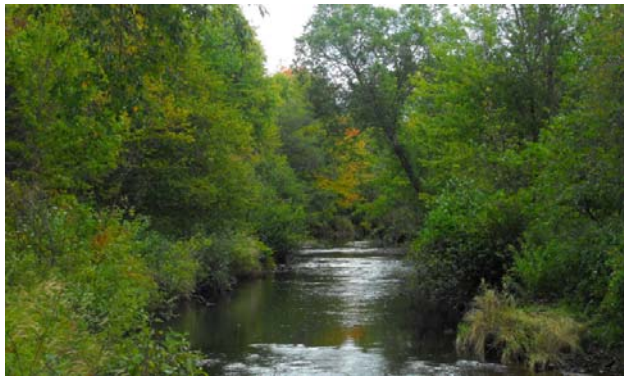
Economic Development



The strategy for economic development is focused on business retention and expansion, on tourism, addressing concerns about the potential loss of major employers through economic diversification, and encouraging major food retailers to buy local as a means of reducing stress on the agricultural industry. We will work towards addressing the needs of young people and to keep them in the region after they reach wage-earner status. The strategy also seeks to strengthen the farming, fishing and forestry sectors and to foster the use of best practices in these primary industries.

Goal	To maintain a diverse and thriving economic base within the County	
Actions	<ul style="list-style-type: none"> ▪ Establish or strengthen local business linkages through information exchange. ▪ Foster mutual support between businesses including a mentoring program. ▪ Evolve a program for upgrading skills including on-the-job training including co-op learning programs. ▪ Hire an economic development officer mandated to foster new investment in the County. ▪ Initiate a continuing buy-local campaign for all local products and services, aimed at both the consumer and the vendor (wholesalers and retailers). ▪ Encourage primary producers to seek support and advice regarding best practices and product development and diversification. ▪ Explore options and opportunities for industrial development. ▪ Explore need for a hotel in the western end of the county. 	
Resources	<i>What people and tools are needed?</i>	Planning Department, Kings Regional Economic Development Agency. Chambers of Commerce/Board of Trade. Dedicated staff person.
Implementation Partners	<i>Who can help do it?</i>	Establish advisory committee (or empower RDA) to include members from these groups: business community; schools, Kingstec; Kentville Agriculture Research Facility; Nova Scotia Departments of Natural Resources and Agriculture; Destination South West Nova.
Risk Assessment	<i>What would help us</i>	Provincial direction regarding primary industry best practices and training.
	<i>What could go wrong?</i>	Lack of support or business interest.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	There are associated strategies that include efforts to address the problem of poverty in the county, to remedy the lack of central water in certain areas which may limit the potential of those areas to attract new investment, to ensure that the regional transportation and communications systems are kept up-to-date.
Potential Measures of Progress	<ul style="list-style-type: none"> o Business start-ups o Demographic tracking o Paid employment 	

Environment



While some aspects of the environment that affect Kings County, such as global warming and air quality, may be of a global dimension, there is much we can do as a community to improve conditions here. The rural nature of the County is an important strength that helps to reduce our environmental footprint. Building on this, the environmental strategy is focused on the need to reduce local greenhouse gas emissions, to develop a renewable energy strategy, and to protect the physical environment including wetlands and sensitive areas, water resource and supply, the coastal areas, and reduction of flooding in certain areas. In addition, the strategy seeks to improve the County's readiness for climate change and developing emission and energy reduction targets.

Goal To progress as a society with a smaller impact on the natural environment

Actions	<ul style="list-style-type: none"> ▪ Continue to support and develop County Lake Monitoring program. ▪ Consider expanding program to general environmental monitoring and reporting including air quality, land use, transportation and other factors. See Potential Measures of Progress. ▪ Identify and/or document environmentally sensitive areas including wetlands and areas where flora and fauna may be at risk. Amend the Municipal Planning Strategy (MPS) and associated by-laws to protect these areas. This may also require the purchase of some strategic land parcels. ▪ Develop emission and energy reduction targets. 	<ul style="list-style-type: none"> ▪ Identify areas subject to flooding and prepare measures to abate the flooding. ▪ Prepare forecasts of climate change impacts and develop appropriate adaptation strategies. ▪ Upgrade wastewater treatment systems to reduce impacts to receiving waters. ▪ Support the prevention of agricultural land application of bio-solids due to potential long term human health and environmental risks. ▪ Improve communication and knowledge exchange among environmental regulators.
----------------	--	---

Resources	<i>What people and tools are needed?</i>	Planning Department, Engineering Department. Provincial Department of Environment. Energy programs.
Implementation Partners	<i>Who can help do it?</i>	College of Geographic Sciences; Clean Annapolis River Project; Cornwallis Headwaters Society; Ducks Unlimited; UNSM Sustainability Coordinator; Eco-Action Committee of the RDA; Eco-Trust Nova Scotia.
Risk Assessment	<i>What would help us</i>	Celebrate successes to date. Public information with respect to the risks involved if no action taken.
	<i>What could go wrong?</i>	Individual property owners may object to land use controls with respect to environmentally sensitive areas.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	The energy strategy is strongly linked to this strategy, including a focus the need to reduce greenhouse gas emissions. This strategy also supports the Agricultural Action Plan.

Potential Measures of Progress	<ul style="list-style-type: none"> o Improved lake monitoring results. o Number of hectares of wetland protected (by by-law and through purchase).
---------------------------------------	--

Health and Recreation



The strategy for health and recreation is focused on healthy communities and addressing the problem of poverty and its relation to physical and mental health. This is based on the belief that good mental health plays a vital role in fostering stable, functioning strong families. In support of this belief, regional health initiatives are trending towards comprehensive health care, instead of the emergency care focus of the past. Such initiatives as a planned dual pad arena in Greenwood, the addition of other active recreation facilities and increasing funds for passive recreation facilities could play a role in fostering healthier communities. Volunteerism needs to be supported and celebrated.

Goal	To foster the development of a community that is healthy in both mind and body	
Actions	<ul style="list-style-type: none"> ▪ Continue to support the local health care system. ▪ Support early intervention programs for children and families facing mental health problems. ▪ Prepare a county recreation strategy including a review of existing recreational facilities, which includes a policy for support of key regional recreation facilities. 	<ul style="list-style-type: none"> ▪ Encourage schools in their role in promoting healthy lifestyles through diet and active recreation and in making school facilities available for community use. ▪ Support I4 Wing in its initiative to develop a dual pad arena in Greenwood. ▪ Formalize inter-agency cooperation on health care, early intervention and support for families in crisis.
Resources	<i>What people and tools are needed?</i>	Planning department. Annapolis Valley Health. Acadia University and Kingstec. Community Health Boards.
Implementation Partners	<i>Who can help do it?</i>	Partner with Community Health Boards; ensure membership includes Health and wellness community; Police service; community service organizations; Nova Scotia Department of Health and Recreation; Community Health Board; Valley Recreation Coordinators and Directors Associations; Victorian Order of Nurses; Schools, Kingstec, Acadia University.
Risk Assessment	<i>What would help us</i>	Department of Health Promotion and Protection support
	<i>What could go wrong?</i>	Lack of support at senior levels.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	Many of the actions highlighted under other action plans will have an impact on this action plan including, especially, the environmental action plan. That plan calls for the identification and/or documentation of environmentally sensitive areas including wetlands and freshwater environments. There is also an associated strategy for active transportation as a health and transportation solution; many health concerns also centred on environmental effects on health, including the desire to improve air quality and reduce the number of chemicals in the environment. Volunteerism is addressed in the cultural action plan.
Potential Measures of Progress	<ul style="list-style-type: none"> o Increased participation in wellness programs at health centres o Increased recreation course and program registrations o Increased levels of volunteerism. 	

Culture, Heritage and Tourism



The culture and heritage of Kings County is reflective of the entire history of Nova Scotia. Its people are as important a part of the culture and heritage as is its facilities and historic features. The tourism industry benefits from this richness. For example, the church and grounds at Grand Pre remind us of the expulsion of the Acadians and the contribution of this group to the development of the region, and the Kings County Museum and smaller community museums and centres document and protect local history and culture. Acadia University represents a later phase in development and the Ross Creek Art Centre is one of the cultural newest facilities. Volunteers in Greenwood are anxious to develop the aviation museum there in partnership with the community. Culture and heritage thus represent continued opportunities for development and engagement.

Goal	To engage our people in heritage and cultural affairs as important aspects of our identity and personal development.	
Actions	<ul style="list-style-type: none"> ▪ Acknowledge and respect the importance and value of the arts and cultural sector and recognize its influence in the economy and personal development. ▪ Acknowledge the importance of the rural landscape and open space. ▪ Acknowledge and embrace all cultural groups including aboriginal and Acadian. ▪ Identify and preserve the rural heritage and culture in a way that celebrates the past and provides opportunities for the future. ▪ Inventory the arts and cultural sector of the community develop promotion strategy: market the cultural experience of Kings County as a whole, from golf courses and sports facilities to the arts, food and wine, and to museums. 	<ul style="list-style-type: none"> ▪ Link museums and cultural centres via the Internet and promote Kings County outside the County area. ▪ Celebrate and support volunteer agencies and programs. ▪ Support a nationally recognized aviation museum for Greenwood. ▪ Continue to support the efforts to have Grand Pre recognized as a UNESCO site. ▪ Continue to support cultural facilities through MEDAC programs. ▪ Continue to support local cultural through the Community Hall Assistance Program (CHAP) ▪ Continue development and implementation of anti-racism policy and discrimination action plan.
Resources	<i>What people and tools are needed?</i>	Community organizations within the County. Chambers of Commerce. 14 Wing Greenwood.
Implementation Partners	<i>Who can help do it?</i>	Destination south West Nova, MEDAC Committee, Blossom Festival Committee, community halls and museum groups.
Risk Assessment	<i>What would help us</i>	UNESCO world heritage site recognition
	<i>What could go wrong?</i>	Lack of community and senior government support.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	Environmental Action Plan. Agricultural Action Plan. Education Action Plan.
Potential Measures of Progress	<ul style="list-style-type: none"> o Increases in attendance at museums and cultural events, number of night stays at paid accommodation, number of paid golf rounds (or memberships). o Increased levels of volunteerism. o Increase in genealogical research activity. 	

Infrastructure



There is a need to take a comprehensive, strategic approach water and wastewater upgrades, effectively targeting investments in support of economic development and housing strategies. The user-funded approach to infrastructure expansion is cumbersome; a development charge approach may be more effective and equitable. There is also a need to keep modern both the transportation and communications infrastructure within the county, and there is Council's desire for a new landmark municipal building that utilizes a "green" design approach and with a goal of achieving LEED Silver.

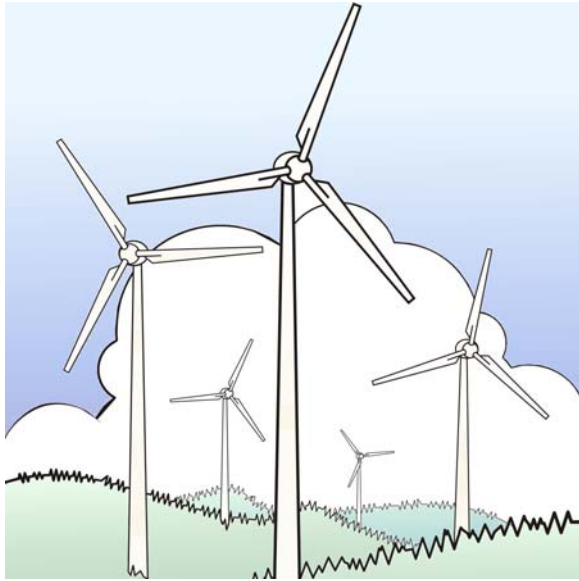
Goal	To take a strategic approach to infrastructure development and renewal
-------------	---

Actions	<ul style="list-style-type: none"> ▪ Inventory water and wastewater upgrade requirements and develop a strategic program of improvements. ▪ Monitor changes in communications technologies and seek senior levels of support for necessary upgrades. ▪ Review infrastructure cost charges as means of encouraging development in growth centres and targeted areas. 	<ul style="list-style-type: none"> ▪ Inventory transportation infrastructure elements (air, road and transit) and develop a program of renewal (independent of but related to transportation expansion programs). ▪ As economically feasible, invest in "green" building technologies to meet energy and emission reduction targets.
----------------	--	--

Resources	<i>What people and tools are needed?</i>	Engineering and Public Works Department
Implementation Partners	<i>Who can help do it?</i>	Nova Scotia Department of Transportation and Infrastructure Renewal. Nova Scotia Department of Environment and Labour. Industry Canada. NS Infrastructure Secretariat.
Risk Assessment	<i>What would help us</i>	Green Mobility Fund. Gas Tax and Building Canada Fund (or its successors); Capital program contribution (County resources). New development charge policy.
	<i>What could go wrong?</i>	Changing standards (environmental regulations). Opposition to bio-solids application. Lack of funds. Negative public reaction.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	Transportation Action Plan, Economic Development Action Plan, Environment Action Plan, Energy Action Plan, Agriculture Action Plan

Potential Measures of Progress	<ul style="list-style-type: none"> o Completion of Infrastructure Strategy. o Meet or exceed the permitting requirements of NSDOE (related to water and wastewater quality). o Increased number of new dwellings in growth centres vs rural areas.
---------------------------------------	---

Energy



Kings County has options for renewable energy in wind, solar, and tidal energy. This is an opportunity to reduce greenhouse gas emissions and make the County more self-sufficient in energy. It has a carbon reduction target of 10%. Wind, solar and geo-thermal technologies are well developed but sometimes cause negative reactions when projects are proposed. The County should be proactive in setting the criteria for site selection rather than reactive. Theoretically, tidal energy has good long term prospects but needs to be proven. The Municipality has completed an initial energy and emissions audit. The largest single user of energy is the municipal wastewater transmission and treatment system.

Goal	To reduce the County's dependence on non-renewable energy.
-------------	---

Actions	<ul style="list-style-type: none"> ▪ Complete the development of land use policies with respect to wind energy. There is a need to be proactive rather than reactive to specific proposals that may emerge. ▪ include an energy land use policy stating the criteria for locating wind and solar farms and also home-based energy systems. ▪ Celebrate achievements in energy reduction within the community. ▪ Continue to pursue the feasibility of the Kings landmark initiative. 	<ul style="list-style-type: none"> ▪ Monitor the work underway with respect to tidal energy and be prepared to respond once the technology has been proven. ▪ Encourage municipal building and wastewater treatment and pumping retrofits in order to reduce energy consumption. ▪ Encourage compact land development.
----------------	--	---

Resources	<i>What people and tools are needed?</i>	Planning Department. Design consultants. Financial consultants. Engineering Department.
Implementation Partners	<i>Who can help do it?</i>	Use Planning Advisory Committees to shape and react to the development of the criteria for Wind and Solar Energy locations.
Risk Assessment	<i>What would help us</i>	Government and NSP Inc. for alternative energy initiatives.
	<i>What could go wrong?</i>	There could be an adverse public reaction to the potential use of wind energy based on experiences (real or perceived) elsewhere.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	Agriculture Action Plan. Environment Action Plan.

Potential Measures of Progress	<ul style="list-style-type: none"> o Decline in non-renewable energy consumption measured on a per-capita basis. o Reduction in municipal energy costs and emissions.
---------------------------------------	---

Housing



The housing strategy is focused on ensuring that there are quality housing options for all ages, incomes and abilities, and that land is available for housing while balancing land demands between agriculture and development. Community cohesion and walkable neighbourhoods within growth centres are important. Practical concerns about water supply protection and providing central water supply in some areas were also noted. The problem of periodic flooding is relevant in some residential areas.

Goal	To ensure that there are quality housing options for people all ages, incomes and abilities
-------------	--

Actions	<ul style="list-style-type: none"> ▪ Undertake an inventory of housing deficiencies in consultation with such departments as Community Services including means to best address the needs of seniors housing within the Municipal Planning Strategy (MPS). ▪ Develop a plan to ensure a reasonable supply of quality affordable housing is available in the market. An example is the addition of planning provisions for bonusing that encourages developers to build affordable/alternative housing or allowances of lots for such initiatives as Habitat for Humanity. 	<ul style="list-style-type: none"> ▪ Identify areas subject to flooding and prepare measures to abate the flooding. Amend the MPS and associated by-laws if necessary to protect these areas. ▪ Develop a program to encourage vacant land within growth centres to be developed.
----------------	---	---

Resources	<i>What people and tools are needed?</i>	Planning Department. Engineering Department. Nova Scotia Department of Community Services. Nova Scotia Department of Labour. Service Nova Scotia and Municipal Relations. Department of Housing.
Implementation Partners	<i>Who can help do it?</i>	Land development industry. Habitat for Humanity.
Risk Assessment	<i>What would help us</i>	Community support.
	<i>What could go wrong?</i>	Lack of community support.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	Energy action plan which encourages a compact form of land development for walkable communities.

Potential Measures of Progress	o Increasing number of affordable housing units
---------------------------------------	---

Education



Kings County is the beneficiary of an excellent school system (part of Annapolis Valley Regional School Board and including Kingstec Community College and Acadia University). Meanwhile, poverty and mental health were identified during the stakeholder interviews as challenges related to early education. Possible school closures also threaten community cohesion. As part of its program the School Board has been promoting good food nutrition and the importance of active healthy living. While not abandoning those initiatives, the emphasis is now broadening to include education on mental health issues. A number of new school gymnasiums have been added to the school system in recent years. School facilities are open to the community for evening and weekend opportunities. There is considerable interaction between the School Board, Kingstec, and Acadia University. An issue identified during the interviews was the lack of opportunity for early drop-outs to re-enter the educational system and gain technical training. There is also the need to provide training opportunities for people who have lost their jobs through plant closings.

Goal	To maintain a strong educational system and to offer outreach	
Actions	<ul style="list-style-type: none"> ▪ Continue to encourage the interaction between the institutions of learning. ▪ Ask the Regional Development Agency or PeopleWorx to document the extent of the problem with early drop-outs and recommend a program to deal with the issue. ▪ Continue to support such non-school educational programs as 4-H. 	<ul style="list-style-type: none"> ▪ Encourage the School Board and the Regional Health Board to continue to evolve the program for families dealing with mental health challenges and to help break the cycle of poverty. ▪ Encourage schools to teach entrepreneurship and independence. ▪ Work with such institutions as Acadia University and Kingstec to develop programs for locally focused employment and entrepreneurship including trade skills and programs for early drop-outs.
Resources	<i>What people and tools are needed?</i>	School Board / Kingstec / Acadia University, Regional Health Authority
Implementation Partners	<i>Who can help do it?</i>	Kings RDA, PeopleWorx Society, Chambers of Commerce, Kings County Learning Association. Department of Community Services.
Risk Assessment	<i>What would help us</i>	Agencies continue to work together with positive attitudes.
	<i>What could go wrong?</i>	Resources may become stretched beyond current funding.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	Health and Recreation Action Plan Culture and Heritage Action Plan
Potential Measures of Progress	o Growth in school and higher education enrolment.	

Transportation



Photo: Kings Transit

Comments on transportation focused on the need to improve air quality, reduce greenhouse gas emissions through an emphasis on such transportation solutions as active transportation and expanding transit and carpooling. At the same time, the looming issue of food security has arisen due to our dependence on imported food. The problem of periodic flooding and its impact on road networks and the related long term implications global warming also need to be addressed as threats, and a general need to maintain and keep modern the county's transportation and communications infrastructure.

Goal To develop a comprehensive transportation system that offers a wider range of transportation options that are less reliant on personal auto use.

Actions	<ul style="list-style-type: none"> ▪ Continue to develop the county Trails Vision and Plan. ▪ Develop an active transportation strategy including sidewalks, bike routes and cross-country connections between communities. ▪ Develop a transportation demand management (TDM) plan and establish targets for transit use and carpooling. Link transit service to land use planning: encourage higher density land uses in vicinity of transit routes and community centres. 	<ul style="list-style-type: none"> ▪ Continue to support and expand Kings Transit as appropriate, including para-transit services. Consider expansion to support development of growth centres. ▪ Identify areas subject to flooding and prepare measures to abate road washouts; work with NSTIR to establish a protocol and timing policy for prioritizing roadway repairs and replacement of washouts on rural roads.
----------------	---	--

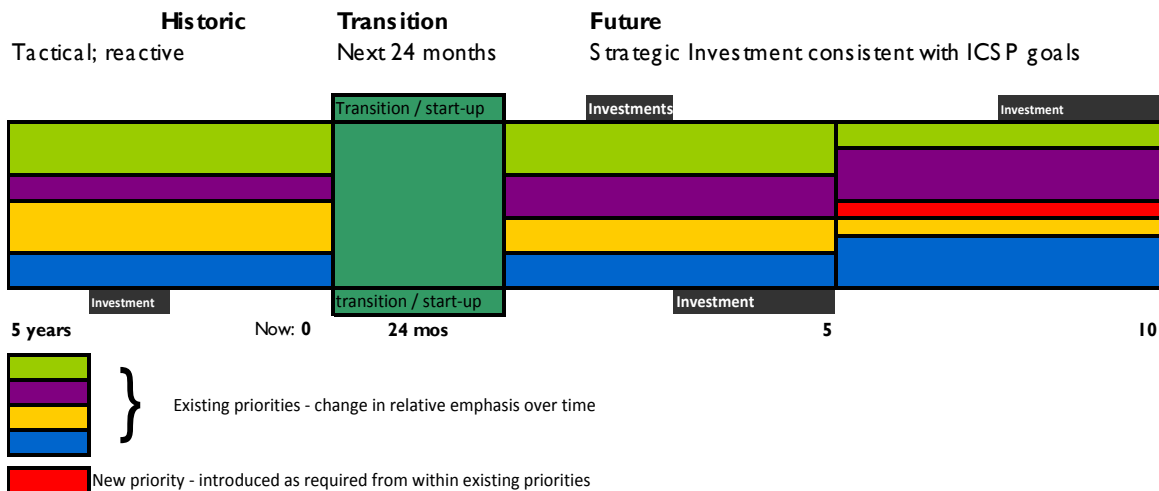
Resources	<i>What people and tools are needed?</i>	Planning department. Engineering Department. Nova Scotia Department of Transportation and Infrastructure Renewal. Kings Community Economic Development Agency.
Implementation Partners	<i>Who can help do it?</i>	Kings Transit. Kings Para-Transit. Nova Scotia Department of Transportation and Infrastructure Renewal. Nova Scotia Department of Natural Resources. Trails committee.
Risk Assessment	<i>What would help us</i>	Green Mobility Fund
	<i>What could go wrong?</i>	Lack of financial support. Lack of community support. Low density land use may make it costly or impractical to achieve certain strategies. Road maintenance costs rise without increases in senior level funding.
Project Dependencies	<i>What other action plan, program or initiatives does this depend on?</i>	This strategy is dependent on a number of other strategies. Food security will be addressed through the Agriculture Industry and Economic Development action plans. Modernization of the county's transportation and communications infrastructure will be addressed through the Infrastructure action plan.

Potential Measures of Progress	<ul style="list-style-type: none"> o New active transportation trails (measured by cumulative and added kilometres) o Increasing percentage of dwellings within 500 m of transit routes o Increasing percentage of dwellings within 500 m of community centres o Kilometres of rural road improvements
---------------------------------------	--

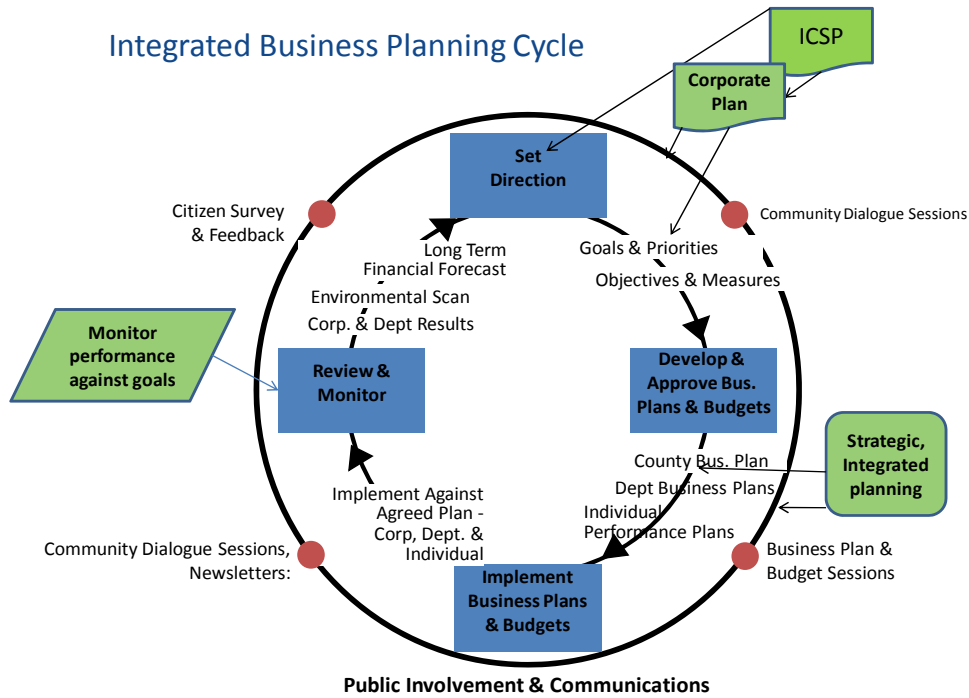
Concluding Thoughts: From Plan to Action

The ICSP is a plan not an outcome. There are costs associated with creating the plan and with getting ready to implement the plan. Planning currently has a shorter time frame and goals are for the most part pursued singularly, not as part of an overall plan. The ICSP provides direction; integrated, long-term direction that pursues multiple goals over time to achieve the broad vision created early in the ICSP process. The chart on the final page shows a summary of high-level estimates to implement the action plans as they are in the plan.

The ICSP captures ranks and coordinates priorities. Work is taking place now on many aspects of the goals in the ICSP. With a long-term plan, the opportunity is created to achieve multiple goals to achieve a clear end state; the Vision. Pulling the most important goals together into a long-term plan so that they all work together over time is a straight forward concept. This requires a different way of approaching how the municipality operates in the short-term. It means making sure that the work Council and the community does today, aligns and is consistent with the long-term goals in the plan. The plan lays out the ‘What & Why’. The ICSP Preliminary Resource Plan begins to build the ‘How’.



The Municipality uses its resources now to pursue the things it wants to achieve. It has made investments in the past when opportunities were right. This does not change with the ICSP. With the ICSP, there is an opportunity to pursue goals in an integrated, strategic manner and to make future investments against that strategic plan. The result is the opportunity to spend more efficiently and to be more effective—to put dollars and people where they will have the biggest impact on the long-term goals of the municipality.



1

The Municipality of the County of Kings is in a position to implement the ICSP goals without particularly undue financial risks. That is not to suggest that there are not significant financial pressures, there are. The very size and diversity that is Kings County requires that decisions be driven hard by what Council wants to achieve in the long-term for the greatest number of residents. Ad hoc or tactical decisions might represent one of the greatest risks because there are so many areas where limited municipal dollars could go. In addition, the short-term financial environment is presenting particular challenges to thinking and operating with the long-term in mind.

Successful ICSP Implementation

Considerations include:

- Ensuring the municipality has the capacity to implement the plan—a number of key vacancies at the present time. Even before those vacancies existed, staff capacity was identified in the budget as a priority to address strategic initiatives.
- Incorporating the ICSP goals and actions into a municipal strategic plan.
- Ensuring performance measures are created to assess the effectiveness and progress toward the goal. Success must be measured by more than the tax rate alone.
- Measure and report; measure and report – keep the community aware & involved.

Capacity

In order to successfully implement the ICSP the conditions must be created for the municipality and the community to pursue the goals in a strategic manner. The first transition steps create readiness and ensure that the capacity exists to implement the plan. The necessary capacity must be in place for strategic planning and operation.

From Tactical To Strategic

Municipalities operate successfully when the focus is tactical and reactive. The responsibility of local government is to look after those street-front operational matters; the tactical or short-term focus is an area of particular expertise and even part of the culture. Kings County, like most municipal governments, is staffed and resourced primarily for a successful tactical approach. This means that the organization has the operating capacity to focus on what is happening right now or in the next planning cycle. Operating strategically means having enough capacity to spend a portion of time on things that are not happening now. While the organization needs to remain able to respond quickly and tactically, over time it needs the expertise as an organization to operate strategically as well.

It is up to Council when it begins to make the move to an integrated, strategic planning framework to pursue the goals in the ICSP. The advantage of working from the ICSP is that if Council is only able to pick away at one or two ICSP initiatives in years when strategic money is tight, this action will still bring Kings County closer to achieving long-term strategic goals. Keeping an eye on the horizon is much easier when you have mapped out a route.

Measurement

A plan without measuring progress is unlikely to be achieved. The ICSP provides the basis against which progress can be measured. In a number of areas the responsibility rests with an organization other than Council. Then, the municipal role is to monitor progress over time. If a particular course of action is not getting the results intended, changes need to be made. Changes cannot be made if there is no real understanding of how well the current action is working.

Putting performance measures and a monitoring and reporting process in place takes time up front. That time is often sacrificed in the understandable desire to move faster or to move on to other projects. An important part of preparing to implement the plan is ensuring that the capacity and expertise exists to build performance measurement into the action plans for the ICSP and into all other aspects of the work of the municipality. Progress measurement is a key element of successful ICSP implementation and will require investment in the transition phase to complete training and develop processes.

Conclusion

Good plans begin with well-defined goals achieved by taking the time at the front-end to put the people and processes in place to pursue those goals. The Kings County ICSP provides a long-term, integrated, community based plan against which the municipality will operate and manage. The accompanying preliminary resource plan (Appendix A) provides an *'order of magnitude'* estimate of what each action area might cost to implement. Council, staff and the community will take each action area and bring it from this level of estimate to a more detailed, operational planning estimate. In addition to going into more detail on the costs and related implications, Council and staff will consider the appropriate timing of the various action area steps against available resources at each point step along the way.

Summary of Estimated Costs: Year 0 (Transition) through Years 1-5 of the ICSP

Roll-out steps	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High	Low	High		
	2010/11	2010/11	2011/12	2011/12	2012/13	2012/13	2013/14	2013/14	2014/15	2014/15	2015/16	2015/16	Total			
	0	0	1	1	2	2	3	3	4	4	5	5				
Action Plan Reference																
Joint Action Areas	\$ 5,000	\$ 25,000	\$ 45,000	\$ 180,000	\$ 190,000	\$ 300,000	\$ 5,000	\$ 20,000	\$ 20,000	\$ 75,000	\$ -	\$ -	\$ 265,000	\$ 600,000		
Agriculture	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000		
Economic Development	\$ -	\$ 5,000	\$ 80,000	\$ 170,000	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 155,000	\$ 325,000		
Environment	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ 75,000	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000	\$ 160,000		
Health & Recreation	\$ -	\$ 15,000	\$ -	\$ 10,000	\$ 20,000	\$ 80,000	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 20,000	\$ 120,000		
Culture, Heritage & Tourism	\$ -	\$ -	\$ 75,000	\$ 155,000	\$ -	\$ -	\$ -	\$ 10,000	\$ 5,000	\$ 20,000	\$ -	\$ -	\$ 80,000	\$ 185,000		
Infrastructure	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000		
Energy	\$ 5,000	\$ 30,000	\$ 5,000	\$ 30,000	\$ 5,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 80,000		
Housing	\$ -	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 25,000		
Education	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000		
Transportation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
Totals	Low	\$ 10,000 >>	\$ 205,000	\$ 295,000	\$ 80,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 615,000			
	High	\$ 105,000	\$ 560,000	\$ 580,000	\$ 185,000	\$ 100,000	\$ 5,000	\$ 1,535,000								
Transition resources																
Coordinator	\$50,250	\$50,250												\$ 50,250	\$ 50,250	
Planning position			\$80,000	\$80,000											\$ 80,000	\$ 80,000
Total	Low	\$ 60,250 >>	\$ 285,000	\$ 295,000	\$ 80,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 745,250			
	High	\$ 155,250	\$ 640,000	\$ 580,000	\$ 185,000	\$ 100,000	\$ 5,000	\$ 1,665,250								

First Level Action Plan

Secondary (supporting) Action Plan

NOTE: Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Appendix A

Preliminary Resource Plan

Legend & Structure

The action area pages that follow outline the nature of the work and level of effort based on whether staff resources are required (People); whether a project is Underway or will need Start-Up Planning; whether work is expected to be ongoing or one-time; and the different roles related to performance measures depending on whether the project is a direct responsibility of the municipality or not. Overall level of effort based on those items range from A through D. Each action step is assigned a level of effort and a cost range based on this assessment. More detail on the categories are included in the legend below.

Legend	Description	
People (C)	People (C) - will require some human resources from the municipality but will be focussed on supporting other community resources in achieving these outcomes.	
People (M)	People (M) - will require some human resources from the municipality and the work and the outcome will be the responsibility of the municipality	
Start-Up Plan	Start-Up Plan - requires creation of a project plan with specific steps to implement	
Underway	One-Time - municipal activity will not be ongoing after start-up planning is complete	
One-Time	Ongoing - municipal activity will be required on an ongoing basis at a level similar to the beginning'	
Ongoing	Underway - the municipality or other community organization has an initiative underway now	
Measure	Ensure measured - for outcomes managed by those outside the municipality - make sure performance measures are put in place & monitor them	
CM - Create Measures	Create measures - for outcomes that are managed by the municipality - develop performance measures (keep it simple); monitor and report	
Level of effort A	Municipal responsibility, new initiative	Significant
Level of effort B	Municipal responsibility, existing initiative	Minimal to moderate
Level of effort C	Community imitative, new initiative	Minimal to moderate
Level of effort D	Community imitative, existing initiative	Minimal

Range of estimated incremental cost associated with activities required

\$0-\$5,000
 \$5,001-\$20,000
 \$20,000-\$75,000
 \$75,001-\$150,000
 > \$150,000

Joint Action Areas

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
J1 Sustainable development policies - Growth Centres							
<p>A1 Determine specific policy changes required to continue to preserve agricultural land while expanding capacity of growth centres to accept more intensive development.</p> <p>A2 Develop / refine criteria that permits expansion of growth centre boundaries.</p> <p>ENGY6 Encourage compact land development focus.</p> <p>H4 Develop a program to encourage vacant land within growth centres to be developed.</p> <p>T3 Develop a transportation demand management (TDM) plan and establish targets for transit use and carpooling. Link transit service to land use planning: encourage higher density land uses in vicinity of transit routes and community centres.</p> <p>T4 Incorporate examination of transit needs in growth centre policy work.</p> <p>Step: Prepare terms of reference, create project plan and scope to obtain estimates</p> <p>Step: Undertake policy changes (align start time with other related projects (flood areas, etc.); align start of project with flooding policy work</p>	<p>People (M) Start-Up Plan One-Time Measures Level of effort-A \$5,000-\$20,000</p>						
			<p>People (M) Step 2 One-Time</p>	<p>People (M) Step 2 One-Time</p>	<p>Monitor / Report</p>	<p>M&R</p>	<p>M&R</p>
			<p>Create measures Level of effort-A \$20,000-\$75,000</p>	<p>Create measures Level of effort-A \$20,000-\$75,000</p>	<p>\$0</p>	<p>\$0</p>	<p>\$0</p>
<p>I5 Review and modify infrastructure cost charges as a means of encouraging development in growth centres and targeted areas. Ensure fees, levies and other charges are consistent with growth centre and agricultural land use policies. Lead department is Finance with Planning and Engineering as a project partners. This work is driven by the planning strategy and policies to ensure that the taxes and other charges are consistent with those policies. This action is directly linked to the first 5 under this joint action area # 1. * A project to review fees and other charges is underway now.</p> <p>Step: Create project plan and identify resources required</p>	<p>People (M) Start-Up Plan One-Time N/A Level of effort-A \$0-\$5,000</p>						

NOTE: Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Joint Action Areas

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
Step: Undertake review of charges			People (M) Step 2 One-Time Create measures Level of effort-A \$20,000-\$75,000				
J1 Sub-Total	Low >>> \$5,000	\$20,000	\$40,000	\$0	\$0	\$0	\$65,000
	High >>> \$20,000	\$80,000	\$150,000	\$0	\$0	\$0	\$250,000

J2 Flooding abatement

ENV2 Identify areas subject to flooding and develop abatement plan including possible purchase of land.							
H3 Identify areas subject to flooding and prepare measures to abate the flooding. Amend the							
T2 Identify areas subject to flooding and prepare measures to abate road washouts; work with NSTIR to establish a protocol and timing policy for prioritizing roadway repairs and replacement of washouts on rural roads.							
Step: Create project scope and work estimate to identify areas subject to flooding	People (M) Start-Up Plan One-Time N/A Level of effort-A \$0-\$5,000						
Step: Undertake study & develop abatement plan (Yr 1 or Yr 2)		People (M) Start-Up Plan One-Time N/A Level of effort-A \$20,000-\$75,000					
Step: Implement abatement plan & incorporate findings into J1 policy work			People (M) Step 3 On-going Create measures Level of effort-A > \$150,000				
J2 Sub-totals	Low >>> \$0	\$20,000	\$150,000	\$0	\$0	\$0	\$170,000
	High >>> \$5,000	\$75,000	\$150,000	\$0	\$0	\$0	\$230,000

NOTE: Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Joint Action Areas

Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	

J3 Infrastructure

I1 Based on existing 2008, CRA inventory of water and wastewater infrastructure, and needs identified in I3 (transportation infrastructure inventory) develop a multi-year, integrated, strategic improvement program that addresses both the new infrastructure needs in communities and the replacement & appropriate levels of maintenance for existing assets. Include energy retrofit opportunities for municipal buildings in this planning. This requires a cross-functional staff team including Engineering, Planning and Finance. Link to ENV4 upgrading waste water systems to reduce impact on receiving waters.

People (M)
Underway
Ongoing
Measure
Level of effort-B
\$5,000-\$20,000

Monitor

Monitor

Monitor

Monitor

I3 Undertake an inventory of transportation infrastructure elements (air, road and transit) and develop a program of renewal (independent of but related to transportation expansion programs).
Step: Develop terms of reference and RFP; award and conduct inventory

People (M)
Start-Up Plan
One-time
Measures
Level of effort-A
\$5,000-\$20,000

People (M)
Next step
One-time
Measures
LOE - A
\$20,000-\$75,000

People (M)
Next step
One-time
Measures
LOE - A
\$0

ENV4 Upgrade wastewater treatment systems to reduce impacts to receiving waters. **(Include with I1 above)**

T3 Complete implementation of active transportation strategy including sidewalks, bike routes and cross-country connections between communities.

People (C)
Project Underway
One-Time
N/A
Level of effort-B
\$0-\$5,000

J3 Sub-totals	Low >>>	\$0	\$5,000	\$0	\$5,000	\$20,000	\$0	\$30,000
	High >>>	\$0	\$25,000	\$0	\$20,000	\$75,000	\$0	\$120,000
Total Joint Action Areas	Low >>>	\$5,000	\$45,000	\$190,000	\$5,000	\$20,000	\$0	\$265,000
	High >>>	\$25,000	\$180,000	\$300,000	\$20,000	\$75,000	\$0	\$600,000

NOTE: Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Agriculture Industry

Goal **To foster a vibrant, sustainable agriculture sector in Kings County**

Action	Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
A1 Determine specific policy changes required to continue to preserve agricultural land while expanding capacity of growth centres to accept more intensive development	See Joint Action plan J1 (Sust. Dev Policies-Growth Centres)						
A2 Develop / refine criteria that permits expansion of growth centre boundaries	See Joint Action plan J1 (Sust. Dev Policies-Growth Centres)						
A3 Continue support for "Buy Local" campaign (Also part of Ec Dev goal)	People (C) Underway Ongoing Measures Level of effort-D \$0	Monitor	Monitor	Monitor	Monitor	Monitor	
A4 Develop specific advocacy plan to lobby government to support and champion issues which support this goal and a related marketing plan for consumers - i.e.: 'Provincial Buy Local'; Farmer's assistance plan; land banking program	People (C) Start-Up Plan Ongoing Measures Level of effort-C \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	Monitor	
A5 Prepare Business Retention and Expansion plan for Agriculture & related business with Kings RDA- investigate potential for a Province wide initiative.	People (C) Start-up plan One-time Measures Level of effort-C \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	Monitor	

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Agriculture Industry

Goal **To foster a vibrant, sustainable agriculture sector in Kings County**

Action

A6 Complete Agricultural Viability Study linked to Economic development support

Range Totals by Year

Low >>>
High >>>

Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
People (C) Start-up plan One-time Measure Level of effort-D \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	Monitor	
	\$0	\$0	\$0	\$0	\$0	\$0
	\$15,000	\$0	\$0	\$0	\$0	\$15,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Economic Development

Goal To maintain a diverse and thriving economic base within the county.

Actions

EDEV1 Create advisory committee to strengthen local business linkages through information exchange; to create a mentoring program and to identify on-the-job-training programs to address upgrading skill requirements (business community; schools, Kingstec; Kentville Agriculture Research Facility; Nova Scotia Departments of Natural Resources and Agriculture; Destination South West Nova); consider need for additional hotel in western end of the county; investigate industrial dev opportunities.

** Assumptions: New position identified in EDEV3 will support this work

EDEV2 Hold a conference in Kings County to encourage primary producers to showcase and investigate / research best practices, product development and diversification. Link to term economic development officer position.

** Assumptions: Action could easily begin in year 1 or 2; New Position identified in EDEV3 will support this work.

EDEV3 Develop specific investment targets for new economic development officer - create term position and partner with Chamber of Commerce and AVRDA to hire individual.

Step: Create JD and specific outcomes

Step: Hire (2 year initial term) - \$ estimate of Mun Kings share

Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
People (C) Start-up plan One-time Level of effort-D \$0	Monitor	Monitor	Monitor	Monitor	Monitor	
	People (C) Start-up plan One-time Measure Level of effort-C \$5,000-\$20,000	Monitor	Monitor	Monitor	Monitor	
People (C)&(M) Start-up plan One-time Measure Level of effort-A \$0-\$5,000	People (C)&(M) Step 2 One-time Measure Level of effort-A \$75,000-\$150,000	People (C)&(M) Step 2 One-time Measure Level of effort-A \$75,000-\$150,000	Monitor /Report	M&R	M&R	
Range Totals by Year	Low >>>	High >>>				
	\$0	\$80,000	\$75,000	\$0	\$0	\$0
	\$5,000	\$170,000	\$150,000	\$0	\$0	\$0
						\$155,000
						\$325,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Environment

Goal To progress as a society with a smaller impact on the natural environment

Actions		Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total	
ENV3	In cooperation with environmental agencies, develop forecast of the implications of climate change and appropriate adaptation strategies.		People (C) Start-Up Plan One-Time Measures Level of effort-A \$0	Monitor	Monitor	Monitor	Monitor		
ENV4	Upgrade wastewater treatment systems to reduce impacts to receiving waters.	See Joint Action J3 (Infrastructure)							
ENV5	Develop emission and energy reduction targets - working with environmental agencies and UNSM		People (M/C) Start-Up Plan One-Time Measures Level of effort-A \$0	People (M/C) Start-Up Plan One-Time Measures	Monitor	Monitor			
ENV6	Identify need for improved communication & knowledge exchange among environmental regulators.	People (C) One-Time Monitor Level of effort-A \$0			\$0				
**	Assume this will be done by raising issue with Provincial & other non-municipal organizations								
ENV7	Support the prevention of agricultural land application of bio-solids	People (C) Ongoing Monitor Level of effort-A \$0							
Range Totals by Year			Low >>>						
		\$0	\$0	\$0	\$75,000	\$0	\$0	\$75,000	
		High >>>	\$5,000	\$0	\$5,000	\$150,000	\$0	\$0	\$160,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Health & Recreation

Goal To foster the development of a community that is healthy in mind and body.

Actions	Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
<p>H&R1 Investigate existing initiatives of the Health and School Boards to determine the best means of formalizing inter-agency cooperation on health-care and to encourage and support early intervention programs for children and families facing mental health problems and in crisis. Advisory committee may be best route but investigate first. May include members from Health and wellness community, Police service, community service organizations, Nova Scotia Department of Health and Recreation, Community Health Board, Recreation and Parks Committee, Victorian Order of Nurses, Schools, Kingstec, Acadia University.</p>	People (C) Start-Up Plan One-Time Measure Level of effort-D \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	Monitor	
<p>H&R2 Identify best route for the municipality to encourage schools in their role in promoting healthy lifestyles through diet and active recreation and in making school facilities available for community use. .</p>	People (C) Start-Up Plan One-Time Measure Level of effort-D \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	Monitor	
<p>H&R3 Prepare a Kings County recreation strategy (incl. review of existing recr facilities) - will require joint project of all municipal units in the county as well as the school board.</p> <p>Step: Develop scope, Terms of reference and partner agreement</p> <p>Step: Undertake Strategy (cost represents Mun Kings portion only)</p>		People (M) Start-Up Plan One-Time N/A Level of effort-A \$0-\$5,000		People (M) Step 2 One-Time Measure Level of effort-A \$20,000-\$75,000	Monitor	Monitor	Monitor
<p>H&R4 Continue to Support initiative to develop a dual pad arena in Greenwood</p>	People (C) Underway Ongoing N/A Level of effort-D \$0-\$5,000						
Range Totals by Year		Low >>>	High >>>				
	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
	\$15,000	\$10,000	\$80,000	\$5,000	\$5,000	\$5,000	\$120,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Culture, Heritage & Tourism

Goal To encourage our people in heritage and cultural affairs as important aspects of our identity and personal development.

Actions		Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Total
		2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	
CHT1	Link museums and cultural centres via the Internet and promote Kings County outside the County area.		People (C) Start-Up Plan One-Time Measure Level of effort-C \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	
CHT2	In partnership with Destination south west Nova, MEDAC and Bloom Festival Committee - develop a multi-year program with specific outcomes to: 1) Acknowledge and respect the importance and value of the arts and cultural sector and to recognize its influence in the economy and in personal development; 2) Identify and preserve the rural heritage and culture in a way that celebrates the past and provides opportunities for the future; 3) Acknowledge the importance of the rural landscape and open space; and 4) Celebrate and support volunteer agencies and programs.				People (C) Start-Up Plan One-Time Measure Level of effort-C \$0-\$5,000	Monitor	Monitor	
CHT3	Undertake an inventory of the arts and culture sectors and develop a promotional strategy that markets Kings County as a whole (golf courses, sport facilities, arts, food, wine and museums)				People (C) Start-Up Plan One-Time Measure Level of effort-C \$0-\$5,000	Monitor	Monitor	
CHT4	Continue to support initiative towards a nationally recognized aviation museum. \$100,000 identified in Dec 10, 2009 budget presentation in special initiatives - for consideration	People (C) Underway Ongoing Measure Level of effort-D \$0	\$75,000-\$150,000					
CHT5	Continue to support the efforts to have Grand Pre recognized as a UNESCO site.	People (C) Underway Ongoing Measure Level of effort-D						
CHT6	Continue other existing initiatives which directly support this goal action area: 1) support cultural facilities through MEDAC programs; 2) support local culture through the Community Hall Assistance Program (CHAP); 3) development & implementaiton of anti-racism policy & discrimination action plan.							
**	Programs underway now - no immediate incremental costs							
Range Totals by Year				Low >>>				
		\$0	\$75,000	\$0	\$0	\$5,000	\$0	\$80,000
		\$0	\$155,000	\$0	\$10,000	\$20,000	\$0	\$185,000
				High >>>				

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Infrastructure

Goal To take a strategic approach to infrastructure development and renewal.

Actions:

- 11 Based on existing 2008, CRA inventory of water and wastewater infrastructure, and needs identified in I3 (transportation infrastructure inventory) develop a multi-year, integrated, strategic improvement program that addresses both the new infrastructure needs in communities and the replacement & appropriate levels of maintenance for existing assets. Include energy retrofit opportunities for municipal buildings in this planning. This requires a cross-functional staff team including Engineering, Planning and Finance.
- 12 Monitor any upgrades needed to existing communication technology; work with senior levels of government to upgrade where needed.
- 13 Undertake an inventory of transportation infrastructure elements (air, road and transit) and develop a program of renewal (independent of but related to transportation expansion programs).
- 14 Investigate feasibility of a new municipal administration building and investing in “green” building technologies as part of that project.
- 15 Review and modify infrastructure cost charges as a means of encouraging development in growth centres and targeted areas.

Link to MPS review re: growth centres

Range Totals by Year

Low >>>

High >>>

Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
See Joint Action J3 (Infrastructure)						
		People (M) Underway Ongoing Create measures Level of effort-B \$0-\$5,000				
See Joint Action J3 (Infrastructure)						
Plan under ENGY4						
See Joint Action J1 (Sust. Dev. Policies - Growth Centres)						
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Energy

Goal To reduce the County's dependence on non-renewable energy.

Actions		Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
ENGY1	Begin immediately to develop policies with respect to wind energy to be ready to respond to specific proposals that may emerge.							
ENGY2	Develop an energy land use policy stating the criteria for locating wind and solar farms and home-based energy systems.							
	Step: Continue to gather examples of other existing municipal policies to assess complexity and scope of work.		Combine ENGY1 & 2 People (M) Start-Up Plan One-Time N/A Level of effort-B \$0-\$5,000					
	Step: Create Kings County energy policy		People (M) Project Underway One-Time Measures Level of effort-A \$5,000-\$20,000	Monitor	Monitor	Monitor	Monitor	
ENGY3	Monitor the tidal energy project and be prepared to mobilize once the results of the technology are known.							
	Step: Develop an advance plan to understand & articulate what may be required / desired from the municipality if the project is successful. Develop basic project plan and costing so this can be considered by Council in advance.		People (M) Start-Up Plan One-Time N/A Level of effort-A \$0-\$5,000					
ENGY4	Continue to pursue the feasibility of the Kings Landmark Initiative (see also I4)							
	Step: Complete feasibility work		People (M) Start-Up Plan One-Time N/A Level of effort-A \$5,000-\$20,000					

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Energy

Goal To reduce the County's dependence on non-renewable energy.

		Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
Actions								
	Step: Council make decision and incorporate into capital budget - align other initiatives with decision			People (M) Step 2 One-Time Measures Level of effort-A				
ENGY5	Consider ways to specifically encourage building, water treatment & pumping retrofits (non-municipal owned buildings) in order to reduce energy consumption. Work with NSDEL to investigate existing programs and consider enhancements. Consider property tax options.		People (C) Start-Up Plan One-Time Measures Level of effort-C \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	
ENGY6	Encourage compact land development focus.	See Joint Action J1 (Sust. Dev. Policies - Growth Centres)						
ENGY7	Celebrate achievements in energy reduction within the community to build momentum and show leadership. Link this to ENGY5 and support community based program to do both.		People (C) Start-Up Plan One-Time Measures Level of effort-C \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	
	Range Totals by Year							
	Low >>>	\$5,000	\$5,000	\$5,000	\$0	\$0	\$0	\$15,000
	High >>>	\$30,000	\$30,000	\$20,000	\$0	\$0	\$0	\$80,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Housing

Goal To ensure that there are quality housing options for people of all ages, incomes and abilities

Actions

- H1 Undertake an inventory of housing deficiencies in consultation with such departments as Community Services including means to best address the needs of seniors housing within the Municipal Planning Strategy (MPS).
- H2 Develop a plan to ensure a reasonable supply of quality affordable housing is available in the market. An example is the addition of planning provisions for bonusing that encourages developers to build affordable or allowances of lots for such initiatives as Habitat for Humanity.

- Step: Seek funding assistance for inventory and plan development
- Step: Participate in inventory and plan development - incorporate plan recommendations into corporate plan (cost is estimate of municipal contribution to inventory project)

- H3 Identify areas subject to flooding and prepare measures to abate the flooding. Amend the MPS and associated by-laws if necessary to protect these areas.
- H4 Develop a program to encourage vacant land within growth centres to be developed.

Range Totals by Year **Low >>>**
High >>>

Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
Combine H1 and H2						
		People (C) & (M) Start-Up Plan One-Time N/A Level of effort-C \$0-\$5,000				
			People (C) & (M) Step 2 One-Time Measures Level of effort-C \$5,000-\$20,000			
See Joint Plan J2 (Flooding Abatement)						
See Joint Action J1 (Sust. Dev. Policies - Growth Centres)						
\$0	\$0	\$5,000	\$0	\$0	\$0	\$5,000
\$0	\$5,000	\$20,000	\$0	\$0	\$0	\$25,000

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Education

Goal To maintain a strong educational system and to offer outreach.

Actions:

		Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
EDUC1	Continue to encourage the interaction between the institutions of learning. (Ensure involvement is effective)	People (C) Start-Up Plan Ongoing N/A Level of effort-D \$0-\$5,000						
EDUC2	Regional Development Agency / PeopleWorks to document the extent of the problem with early drop-outs and recommend a program to deal with the issue.		People (C) Start-Up Plan One-Time Measures Level of effort-D \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	
EDUC3	Work with school boards to avoid local school closures.	People (C) Start-Up Plan One-Time N/A Level of effort-C \$0-\$5,000						
EDUC4	Encourage the School Board and the Regional Health Board to continue to evolve the program for families dealing with mental health challenges and to help break the cycle of poverty. (See Health & Recreation action plan); See H&R1							
EDUC5	Encourage schools to teach entrepreneurship and independence.	Combine EDUC 5 & 6						
EDUC6	Work with Acadia University and Kingstec to develop programs for locally focused employment and entrepreneurship including trade skills.		People (C) Start-Up Plan One-Time Measures Level of effort-D \$0-\$5,000	Monitor	Monitor	Monitor	Monitor	
Range Totals by Year		\$0	\$0	\$0	\$0	\$0	\$0	\$0
		\$10,000	\$10,000	\$0	\$0	\$0	\$0	\$20,000

Range Totals by Year

Low >>>

High >>>

Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

Transportation

Goal To develop a comprehensive transportation system that offers a wider range of transportation options that are less reliant on personal auto use.

Actions:

- T1 Complete implementation of active transportation strategy including sidewalks, bike routes and cross-country connections between communities. **See Joint Action J3 (Infrastructure)**
- T2 Identify areas subject to flooding and prepare measures to abate road washouts; work with NSTIR to establish a protocol and timing policy for prioritizing roadway repairs and replacement of washouts on rural roads.
- T3 Develop a transportation demand management (TDM) plan and establish targets for transit use and carpooling. Link transit service to land use planning: encourage higher density land uses in vicinity of transit routes and community centres.
- T4 Continue to support and expand Kings Transit as appropriate. Consider expansion to support development of growth centres. (also part of work in J1 - Joint action 1)

Year 0 2010/11	Year 1 2011/12	Year 2 2012/13	Year 3 2013/14	Year 4 2014/15	Year 5 2015/16	Total
See Joint Action J2 (Flooding Abatement)						
See Joint Action J1 (Growth Centres & MPS)						
People (C) Underway Ongoing Monitor	Monitor	Monitor	Monitor	Monitor	Monitor	
Level of effort-B \$0						
\$0	\$0	\$0	\$0	\$0	\$0	\$0
\$0	\$0	\$0	\$0	\$0	\$0	\$0

Range Totals by Year **Low >>>**
High >>>

NOTE: Preliminary estimates based on ICSP action descriptions. Detailed scope costing will be done as each action area is approved implemented-estimates will change.

This page intentionally left blank.



Institute for Planning and Design

In association with SDale MacLennan, CA