

Council's Strategic Priorities 2026-2029



Region of Queens Municipality



Mayor's Message

January 2026

To the Residents of Queens County,



On behalf of the Mayor and Council of the Region of Queens Municipality, we extend our heartfelt thank you to every resident who participated in the 2025 Community Engagement and Strategic Priorities process. Your time, insights, and lived experiences have shaped this report in meaningful ways. Whether you joined us in person at a Town Hall, contributed through the online survey, or shared your thoughts in conversation with staff and elected officials, your voice has directly informed Council's understanding of community needs across all seven districts.

This engagement process was designed to ensure that residents had multiple ways to be heard. The level of participation we received reflects a population that cares deeply for its community and is invested in its future. Your willingness to engage openly and respectfully made these sessions meaningful, constructive, and representative of the people we serve.

Across the Municipality, we saw themes that were firmly rooted in shared values: pride of place, stewardship of our environment, support for families and seniors, and the belief that our communities thrive when opportunities, services, safety, and infrastructure are accessible to all. At the same time, each district highlighted its own unique strengths, challenges, and priorities. These local distinctions matter. They remind us that good governance is not one-size-fits-all; it is attentive, adaptive, and grounded in the realities of the people who call Queens County home.

This report reflects the collective wisdom of residents who care deeply about their communities and want to see thoughtful, sustainable, and inclusive growth. Council is committed to honouring the feedback you shared. Your input will guide our next steps as we refine the Municipality's Strategic Priorities, strengthen planning and policy decisions, and align future projects and investments with what truly matters to the people of Queens County.

In the months ahead, Council and staff will continue to work collaboratively with residents, community organizations, and partners, to translate these priorities into action. We remain committed to transparency throughout this process and will share updates as work progresses. Building a strong and vibrant future for Queens County requires partnership and this engagement process has demonstrated that when we work together, we can create meaningful and lasting impact.

Thank you again for your dedication, your honesty, and your belief in the future of Queens County. We are grateful for your continued engagement and look forward to working alongside you as we shape the next chapter for our Municipality.

Sincerely,

Mayor Scott Christian and Council
Region of Queens Municipality



OUR VISION

A thriving, naturally beautiful, rural community where **everyone** is **welcome**.



OUR MISSION

To foster a **prosperous** and **sustainable** Queens County through delivery of **quality programs and services**.

Guiding Principles

Unity

We are one united community striving to ensure that residents throughout all of Queens County feel heard, represented, and supported by their municipal council.

Responsible Growth

We are committed to effective management of population and economic growth, striving to ensure the benefits are felt throughout Queens County.

Collaboration

We work together with our neighbours and partners, both in and outside of Queens County, to ensure harmonious and effective relationships for our shared benefit.

Climate Resilience

We take proactive steps to address the threat of climate change impacts through infrastructure, emergency management, and reduction of our own greenhouse gas emissions.

Inclusion

We are welcoming and accepting of all people, and strive to improve accessibility and represent all respectful views in our work as a municipality.

Transparency

We listen to the concerns and hopes of our residents and engage honestly, providing regular and clear communications on the work of the municipality.

2026-2029 Priorities

This one-page summary captures the Priority Goals based on urgency and level of importance for Council under each Pillar. At the bottom of the page, you'll find additional goals grouped by Pillar category.

Economic Development

- ✓ Develop and implement an Economic Development Plan

Environment and Infrastructure

- ✓ Repair and replace our aging infrastructure

Community Wellness

- ✓ Strengthen partnerships with community-based organizations

Governance

- ✓ Improve transparency and accountability

ECONOMIC DEVELOPMENT

Foster regional economic collaboration with other municipalities and partner organizations

Encourage growth

Build partnerships with Indigenous communities

ENVIRONMENT & INFRASTRUCTURE

Act on coastal protection and flood mitigation

Build new infrastructure to accommodate a growing population

Enhance our Emergency Management Operations Plan

Create a robust Asset Management Plan

COMMUNITY WELLNESS

Contribute to poverty reduction

Improve accessibility of programs, services, and facilities

Develop and implement a Community Wellness Strategy

Support efforts to address gender-based violence

GOVERNANCE

Create a positive and supportive organizational atmosphere

Improve internal and external communications

How We Heard You

In October 2025, the Region of Queens Municipality conducted a county-wide engagement process to gather public input on the four strategic pillars:

- ✓ **Governance**
- ✓ **Economic Development**
- ✓ **Community Wellness**
- ✓ **Environment & Infrastructure**

Engagement Methods

TOWN HALL SESSIONS

- Seven engagement sessions held across Queens County (West Queens Community Centre, Mersey Point Hall, Liverpool Fire Hall, Port Medway Fire Hall, Milton Hall, Greenfield Fire Hall, North Queens Fire Hall)
- 165 residents participated in total
- Discussions focused on identifying priorities and opportunities within each pillar
- A Dotmocracy exercise took place following discussion
 - Residents received coloured dots corresponding to each of the four strategic pillars. Participants placed their dots beside one goal in each pillar they felt was most important, along with a Coat of Arms sticker to mark the pillar they believed RQM should focus on now. Attendees were also given a piece of paper to add a goal to the poster if the one they felt was most important was not represented. This method ensured every voice was reflected, even with limited time.

WRITTEN SURVEY

- Additional submissions were received via paper survey
- This is included in the engagement session count

Engagement type	Participants	Locations
Town Halls	165	7 Districts
Online	79	County-wide

ONLINE SURVEY

- Opened from October 16 to October 31, 2025
- 79 responses received from residents
- Participants engaged the same way as Town Hall Sessions, ranking priorities

How This Information is Used

Hearing from residents across all seven districts has helped to build a clear understanding of what matters most to the community, both overall and within each distinct area. By combining Town Hall discussions with online feedback, the municipality captured a wide range of voices and lived experiences. The diversity of input across districts also highlights how different communities face different opportunities, challenges, and priorities, painting a fuller picture of local needs. Together, this collective insight helped guide the development of shared priorities for Queens County.



Region of Queens Municipality

Summary of Community Engagement Results

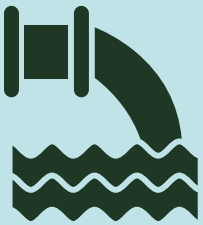
Drawing from both in-person and online engagement, this snapshot highlights which Strategic Priority pillar residents feel should be the primary focus for Region of Queens Municipality, along with the highest-ranked goals within each pillar.

Which Strategic Priority Pillar do you feel is the most important for the RQM to focus on now?



Economic Development

49%



Environment and Infrastructure

31%



Community Wellness

12%



Governance

8%

Pillars and Priority Goals

The Priority Goals that our communities have helped to set under each Pillar will inform Council's budget planning process annually. Council will work with the CAO and staff to set out specific, measurable, and actionable strategic tasks that are in alignment with the Pillars and Priority Goals based on feedback we have heard from the community and input from elected officials. The tasks will be assembled following the conclusion of the budget process each year in a Region of Queens Strategic Priorities Action Items document that reflects the direction of Council.

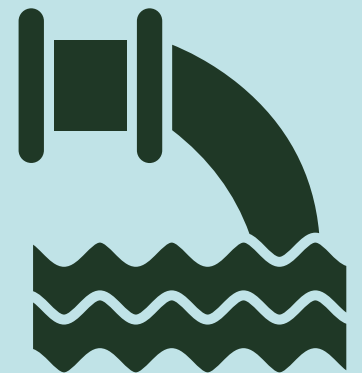
Economic Development

- ✓ **Develop and implement an Economic Development Plan (67%)**
- ✓ Foster regional economic collaboration with other municipalities and partner organizations (15%)
- ✓ Encourage growth (12%)
- ✓ Build partnerships with Indigenous communities (6%)



Environment and Infrastructure

- ✓ **Repair and replace our aging infrastructure (39%)**
- ✓ Act on coastal protection and flood mitigation (24%)
- ✓ Build new infrastructure to accommodate a growing population (23%)
- ✓ Enhance our Emergency Management Operations Plan (7%)
- ✓ Create a robust Asset Management Plan (7%)



Pillars and Priority Goals

The Priority Goals that our communities have helped to set under each Pillar will inform Council's budget planning process annually. Council will work with the CAO and staff to set out specific, measurable, and actionable strategic tasks that are in alignment with the Pillars and Priority Goals based on feedback we have heard from the community and input from elected officials. The tasks will be assembled following the conclusion of the budget process each year in a Region of Queens Strategic Priorities Action Items document that reflects the direction of Council.

Community Wellness

- ✓ **Strengthen partnerships with community-based organizations (41%)**
- ✓ Contribute to poverty reduction (23%)
- ✓ Improve accessibility of programs, services, and facilities (16%)
- ✓ Develop and implement a Community Wellness Strategy (15%)
- ✓ Support efforts to address gender-based violence (4%)



Governance

- ✓ **Improve transparency and accountability (55%)**
- ✓ Create a positive and supportive organizational atmosphere (25%)
- ✓ Improve internal and external communications (20%)

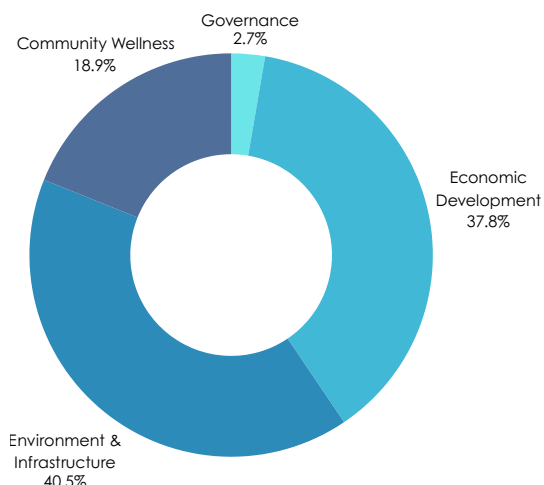


District 1

East Port L'Hebert, Port Joli, Port Mouton, South West Port Mouton, Summerville Centre, Hunts Point, Beech Hill Farms, White Point

The District 1 engagement session was held on October 21, 2025, at the West Queens Recreation Center, where **24** residents participated in a Dotmocracy exercise to share their ideas and priorities for the community, complemented by **12** additional online survey responses. The feedback reflected a strong sense of local pride, with residents expressing a shared commitment to supporting West Queens' growth and overall quality of life.

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?



Key themes in comments:

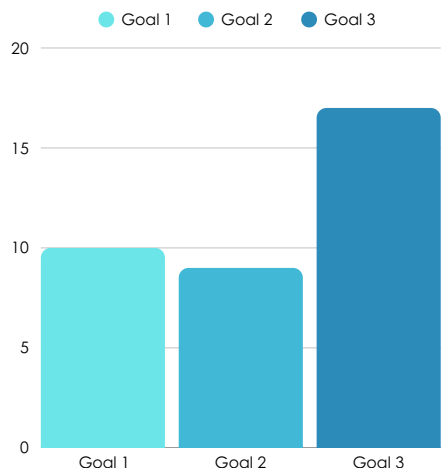
There were 18 comments in District 1

Environmental Protection & Climate Resilience

Community Visibility & Engagement

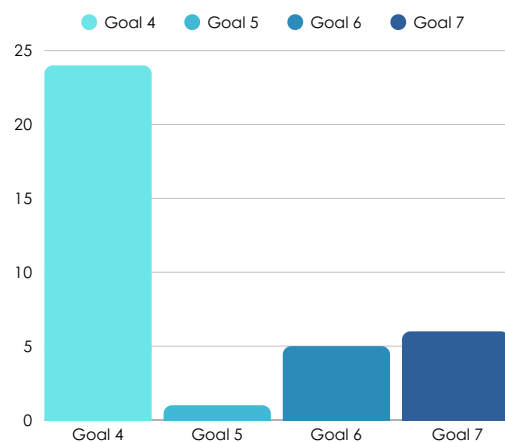
Local Opportunities & Recreation

Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications
- Goal 3 - Improve transparency and accountability**

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth

District 1

East Port L'Hebert, Port Joli, Port Mouton, South West Port Mouton, Summerville Centre, Hunts Point, Beech Hill Farms, White Point

Q&A

The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.

What can be done about the loss of cultural activities, festivals, and volunteer burnout in the community?

- The Community Economic Development Officer and Deputy CAO are working to build partnerships and promote social connection through community halls and local programming
- Council views social connection and cultural vitality as key parts of community wellness
- A shared community calendar and coordination system are being developed to help reduce event overlap and strengthen collaboration between groups

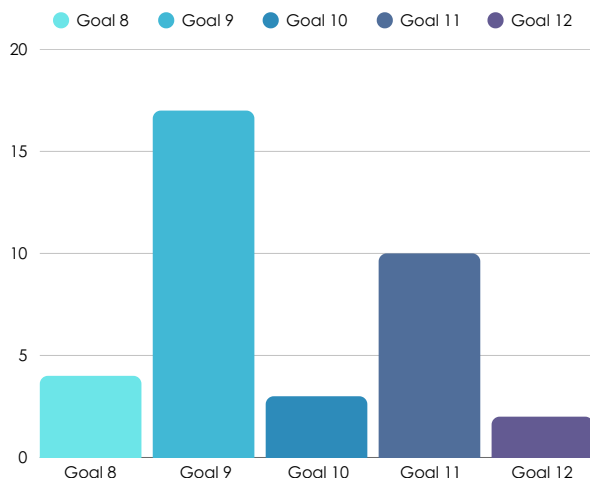
What is being done to address emergency preparedness in coastal communities with only one road in and out?

- Region of Queens Municipality will work with the Province and Emergency Management to develop long-term evacuation and resilience strategies
- These issues will form part of a broader climate-resilience and emergency-preparedness plan
- Staff will share best practices from other communities, such as clearing roadside vegetation to maintain escape routes during fires

What can the Region of Queens Municipality do about dangerous speeding, lack of enforcement, and public safety near The Quarterdeck and Summerville Beach?

- Residents are encouraged to report offenders to the RCMP to support enforcement
- Crosswalk installation near Summerville Beach and the Quarterdeck will be reviewed with provincial engineers
- A review of inconsistent speed-limit zones will be requested from the province

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



Goal 8 - Develop and implement a Community Wellness Strategy

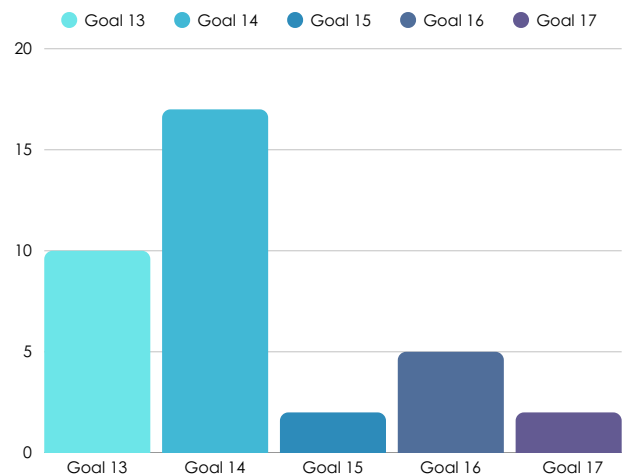
Goal 9 - Strengthen partnerships with community-based organizations

Goal 10 - Improve accessibility of programs, services, and facilities

Goal 11 - Contribute to poverty reduction

Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



Goal 13 - Repair and replace our aging infrastructure

Goal 14 - Act on coastal protection and flood mitigation

Goal 15 - Enhance our Emergency Management Operations Plan

Goal 16 - Build new infrastructure to accommodate a growing population

Goal 17 - Create a robust Asset Management Plan



District 2

Western Head, Moose Harbour, Mersey Point, Mount Pleasant, that area of Liverpool south of Waterloo Street and White Point Road; includes properties on both sides of the roads; and also including Bartling Avenue, William Street and James Street

The District 2 engagement session was held on October 20, 2025, at the Mersey Point Hall Association, where **27** residents participated in a Dotmocracy exercise to share their ideas and priorities for the community, complemented by **11** additional online survey responses. The feedback reflected a strong sense of place and stewardship, with residents emphasizing connection, collaboration, and thoughtful growth that protects community character and enhances well-being.

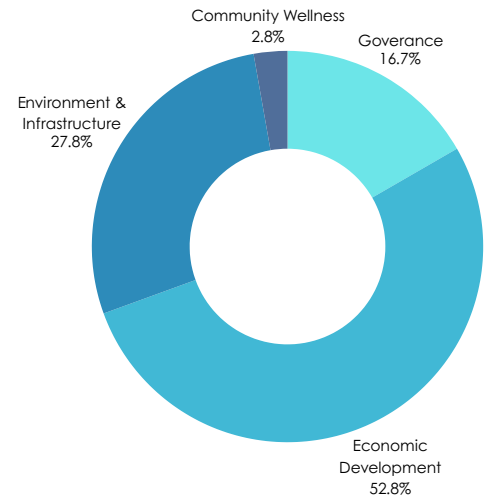
Key themes in comments:

There were 12 comments in District 2

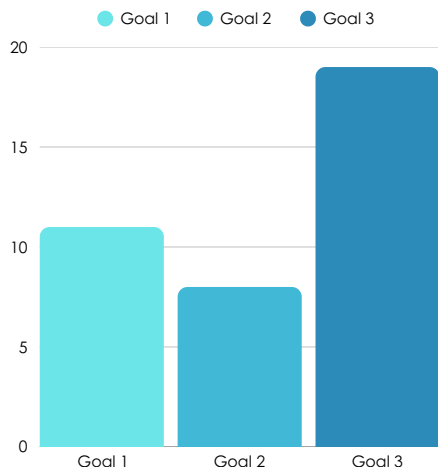
Bylaw Enforcement & Public Safety

Infrastructure & Asset Management

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?

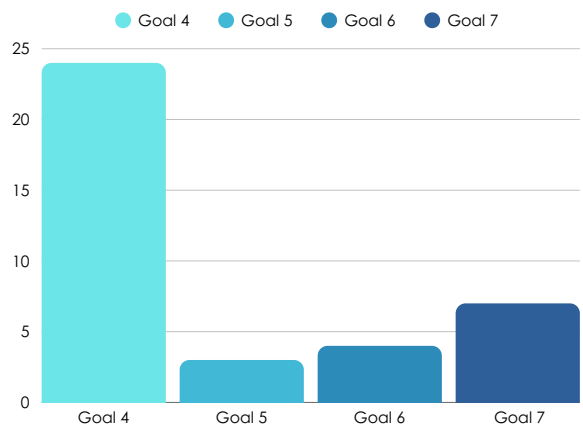


Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications
- Goal 3 - Improve transparency and accountability**

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth



District 2

Western Head, Moose Harbour, Mersey Point, Mount Pleasant, that area of Liverpool south of Waterloo Street and White Point Road; includes properties on both sides of the roads; and also including Bartling Avenue, William Street and James Street

Q&A

The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.

How will the Region of Queens Municipality improve transparency and communication with residents, including those who don't use social media?

- Expanding communication beyond social media, with more frequent updates on the municipal website
- Council is enhancing transparency through livestreamed meetings and community engagement
- Outreach methods include local media partnerships and the Engage Queens opt-in program for resident updates

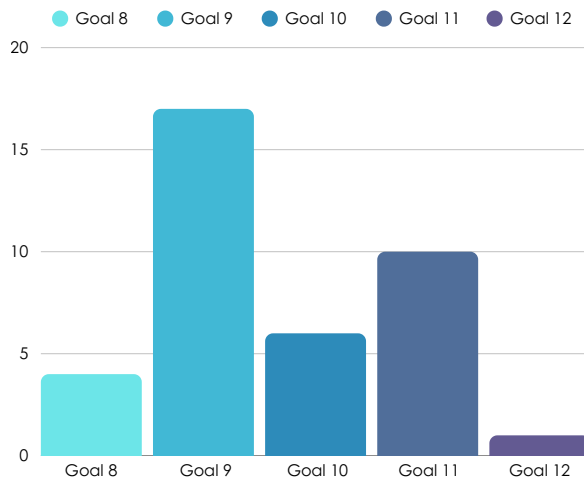
How will the Region of Queens Municipality improve transparency around speeding enforcement and data sharing with the RCMP?

- Council receives quarterly RCMP reports and will request more detailed, frequent data be shared through the Police Advisory Board
- Staff will deploy speed radar signs more strategically and assess adding fixed radar units in the next budget cycle
- The Municipality will monitor the ongoing provincial review of rural policing for potential changes to reporting standards and local resourcing

What is happening with the leaf and yard waste site, and will mulch pickup for residents return?

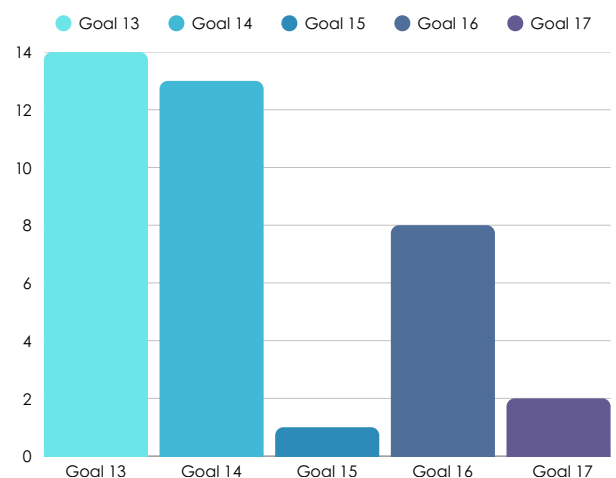
- Mulch production ended due to new safety and equipment regulations, with processing now handled by a certified contractor
- Processed mulch is removed to reduce fire risk and storage costs, and the service will not return
- The site remains open for leaf and yard waste drop-off, with only temporary closures during provincial fire bans

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



- Goal 8 - Develop and implement a Community Wellness Strategy
- Goal 9 - Strengthen partnerships with community-based organizations**
- Goal 10 - Improve accessibility of programs, services, and facilities
- Goal 11 - Contribute to poverty reduction
- Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



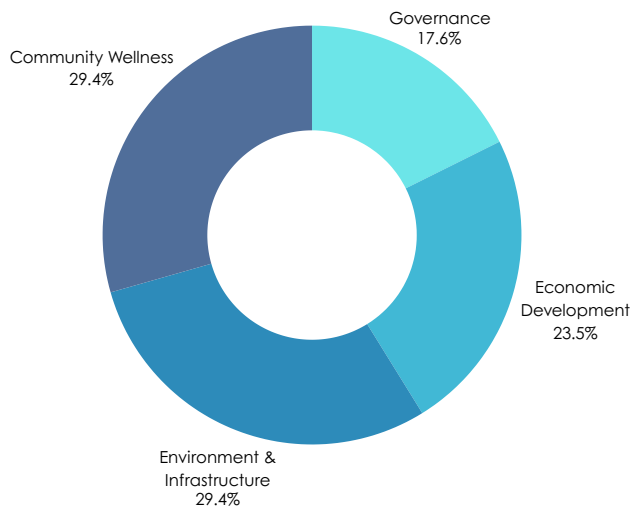
- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

District 3

Liverpool North of Waterloo Street and White Point Road; excluding properties on Waterloo Street, White Point Road, Bartling Avenue, William Street, James Street, Wolfe Street, Birch Avenue, Maplewood Drive, Hillside Drive, Central Boulevard, Riverview Road and properties on Main Street north of Wolfe Street; Brooklyn from the Liverpool boundary to Herring Cove Brook.

The District 3 engagement session was held on October 16, 2025, at the Liverpool Fire Hall, where **13** residents participated in a Dotmocracy exercise to share their ideas and priorities for the community, complemented by **12** additional online survey responses. The feedback reflected a strong sense of pride and a shared focus on protecting community well-being, including transportation, safety, and environmental stewardship.

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?

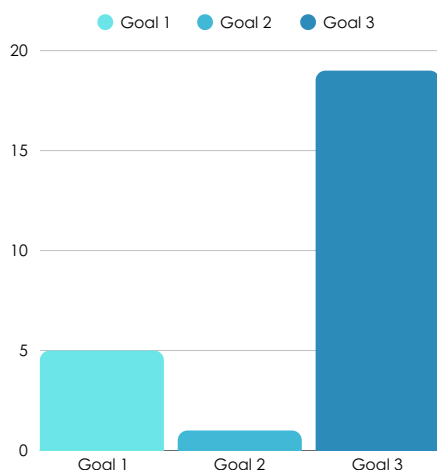


Key themes in comments:
 There were 6 comments in District 3

Active Transportation & Mobility

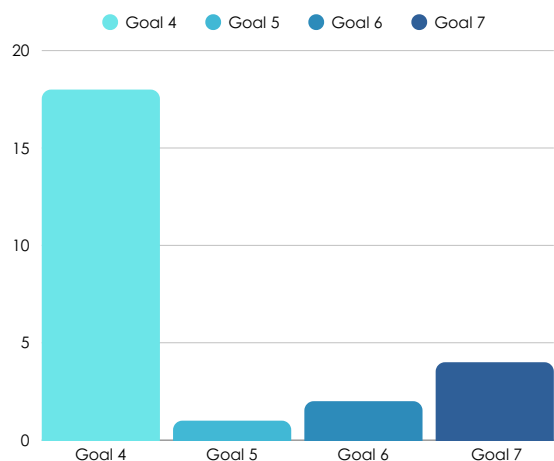
Bylaw Enforcement & Public Safety

Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications
- Goal 3 - Improve transparency and accountability**

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth

District 3

Liverpool North of Waterloo Street and White Point Road; excluding properties on Waterloo Street, White Point Road, Bartling Avenue, William Street, James Street, Wolfe Street, Birch Avenue, Maplewood Drive, Hillside Drive, Central Boulevard, Riverview Road and properties on Main Street north of Wolfe Street; Brooklyn from the Liverpool boundary to Herring Cove Brook.

Q&A The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.

What is the Region of Queens Municipality doing to prevent e-bike, e-scooters and e-skateboards incidents with users and pedestrians?

- Recognize electric bikes and scooters as a growing community safety concern
- Work with RCMP and where appropriate update municipal bylaws and policies to reflect emerging transportation technologies
- Utilize the new Policy Analyst position to explore bylaw and policy development capacity

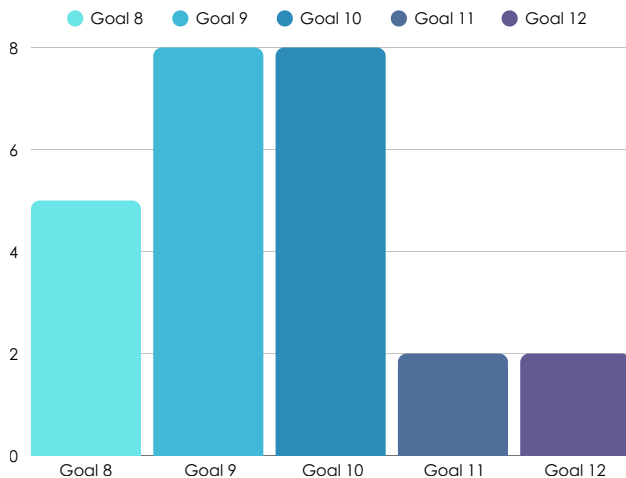
What is the Region of Queens Municipality doing to revitalize Main Street?

- Identify revitalization of Main Street as a key regional priority
- Address challenges of vacant and underutilized properties through planning, bylaw updates
- Advance land use bylaw amendments
- Promote flexibility for smaller commercial spaces to reduce costs and attract local businesses
- Encourage mixed-use development to increase downtown residential presence and vitality
- Integrate Main Street improvements into a broader downtown and waterfront revitalization strategy to create a vibrant, walkable core for residents and visitors

Why isn't Queens Place Emera Centre being used to its full potential?

- Revitalize programming and operations to increase public use and community involvement
- Expand recreation programming and event offerings to attract broader community participation
- Strengthening operations through the addition of a full-time Aquatics Director, a Recreation Programmer, and a Community Economic Development Officer (Events) position
- A Physical Activity Coordinator has been appointed and is demonstrating strong capability, with several projects already underway

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



- Goal 8 - Develop and implement a Community Wellness Strategy
- Goal 9 - Strengthen partnerships with community-based organizations**
- Goal 10 - Improve accessibility of programs, services, and facilities**
- Goal 11 - Contribute to poverty reduction
- Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan



District 4

Brooklyn east of Herring Cove Brook, Beach Meadows, Eagle Head, West Berlin, East Berlin, Port Medway, Danesville, East Port Medway

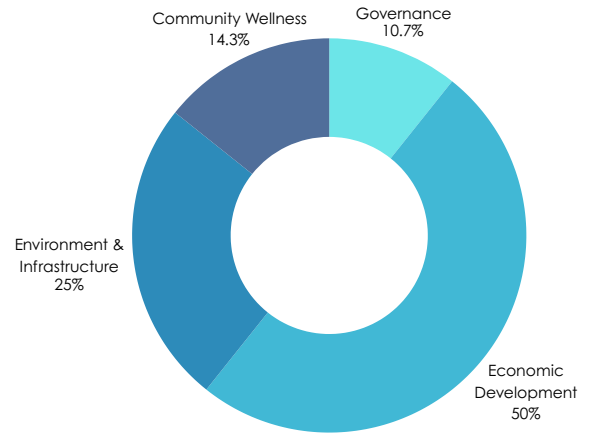
The District 4 engagement session was held on October 24, 2025, at the Port Medway Fire Hall, where **16** residents participated in a Dotmocracy exercise to share their ideas and aspirations for the community, complemented by **13** additional online survey responses. The feedback reflected a community that values connection and public spaces, with residents expressing a renewed sense of local vibrancy and interest in strengthening places where people gather and interact.

Key themes in comments:
 There were 14 comments in District 4

Access to Essential Services

Local Identity & Heritage Preservation

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?

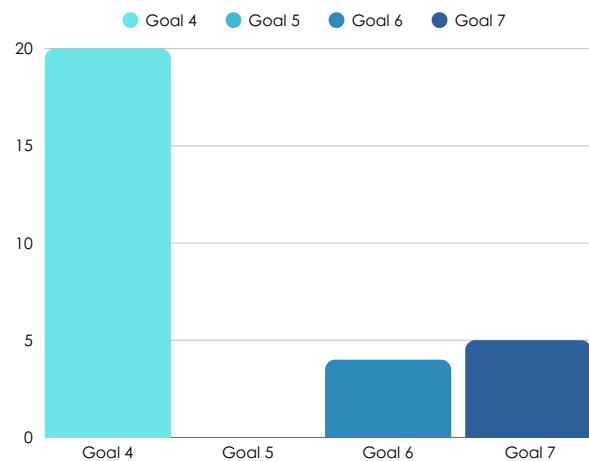


Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications**
- Goal 3 - Improve transparency and accountability

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth



District 4

Brooklyn east of Herring Cove Brook, Beach Meadows, Eagle Head, West Berlin, East Berlin, Port Medway, Danesville, East Port Medway

Q&A

The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.

How does Region of Queens Municipality plan to support food self-sufficiency and agricultural resilience?

- Acknowledge food security as a priority in the upcoming Community Wellness Strategy
- Partnerships with Queens Association for Supported Living, Privateer Farmers' Market, and federal programs are being explored
- Continue funding the Queens County Food Bank's rent for four years to redirect their funds to food access
- Bylaws limiting backyard farming and livestock will be reviewed for modernization to promote self-sufficiency

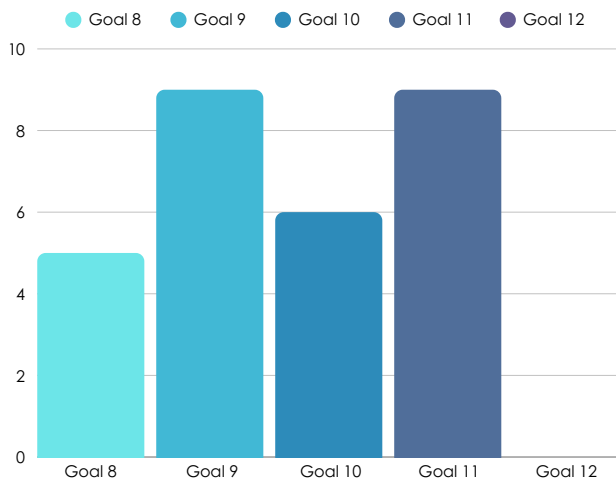
How is Region of Queens Municipality supporting arts, culture, and tourism infrastructure such as the Astor Theatre and Queens Place Emera Centre?

- Committed municipal funding toward upgrades at the Astor Theatre
- Council continues to advocate for federal funding for accessibility and HVAC improvements
- Prioritizing revitalization and increased use of Queens Place Emera Centre to attract community events and visitors

What is being done to provide training and career opportunities for young people to encourage them to stay in the community?

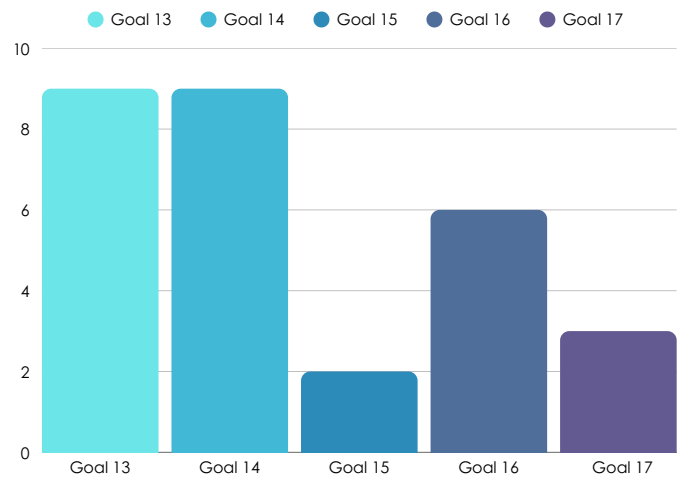
- Supports the development of local training and apprenticeship opportunities
- Staff will explore potential partnerships or scholarship programs that encourage youth to return and work locally
- Council recognizes youth retention as a key pillar of community sustainability and long-term planning

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



- Goal 8 - Develop and implement a Community Wellness Strategy
- Goal 9 - Strengthen partnerships with community-based organizations**
- Goal 10 - Improve accessibility of programs, services, and facilities
- Goal 11 - Contribute to poverty reduction**
- Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation**
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

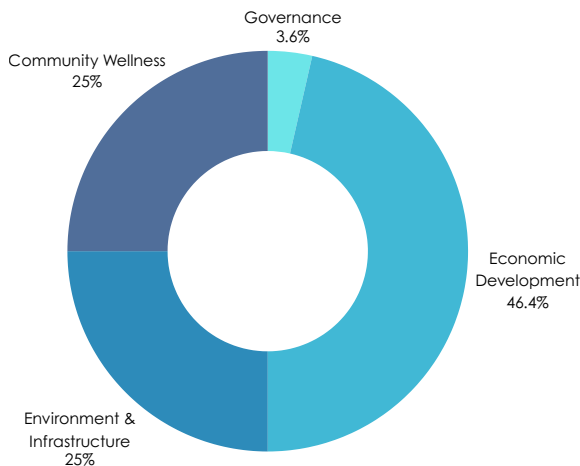


District 5

Milton, Ponhook Reserve, and Wolfe Street, Birch Avenue, Maplewood Drive, Hillside Drive, Central Boulevard, Riverview Road and properties on Main Street north of Wolfe Street in Liverpool

The District 5 engagement session was held on October 17, 2025, at Milton Hall, where **21** residents participated in a Dotmocracy exercise to share their ideas and priorities for the community, complemented by **9** additional online survey responses. The feedback reflected a community attentive to how local policies shape daily life, with a strong focus on building a safer, fairer, and more inclusive environment for all residents.

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?

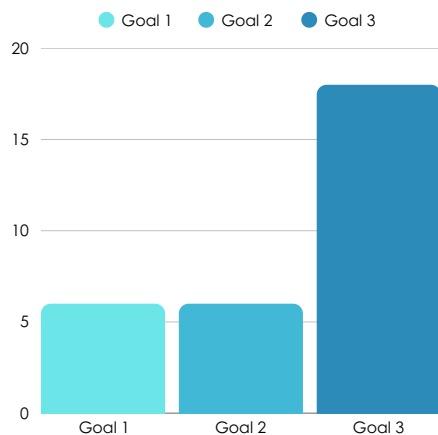


Key themes in comments:
There were 5 comments in District 5

Equity, Diversity, Inclusion & Accessibility

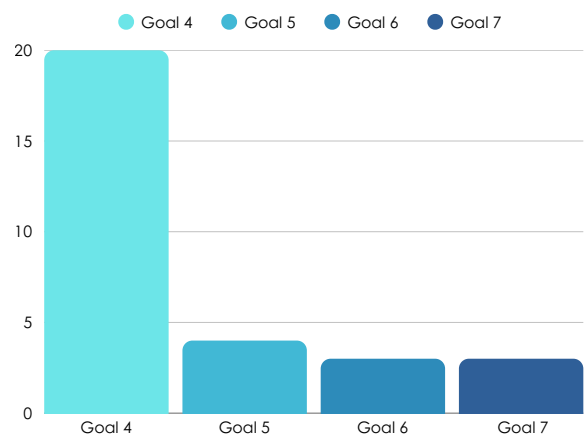
Financial Support & Affordability

Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications
- Goal 3 - Improve transparency and accountability**

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth



District 5

Milton, Ponhook Reserve, and Wolfe Street, Birch Avenue, Maplewood Drive, Hillside Drive, Central Boulevard, Riverview Road and properties on Main Street north of Wolfe Street in Liverpool

Q&A

The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.

How is the Region of Queens Municipality ensuring proper service levels with only one by-law officer?

- The Region of Queens Municipality currently operates with 1.5 full-time equivalent positions dedicated to bylaw enforcement. Staffing shortage was acknowledged
- CAO Thorpe noted that the Municipality is reevaluating service levels and focusing on an education first approach to enforcement
- A new Strategic Policy Analyst has been hired, which will allow for a comprehensive review of bylaws and policies moving forward

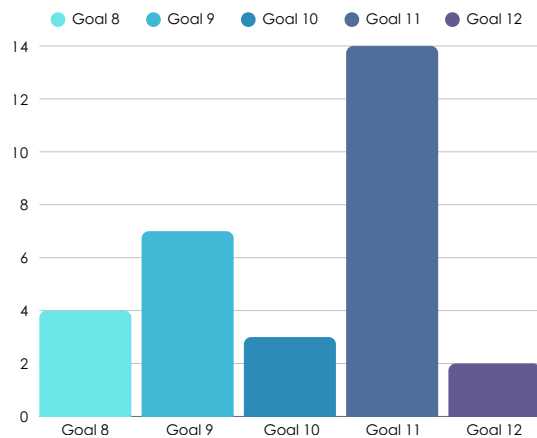
What is the Region of Queens Municipality doing to support residents experiencing poverty, food insecurity, and financial hardship?

- Income Property Tax Subsidy to improve affordability
- Funding through its Community Investment Fund to support nonprofits such as the Queens County Food Bank
- The upcoming Community Wellness Strategy will focus on poverty reduction, food security, and housing stability
- Support non-market housing initiatives such as QNCH and their Lawrence Street project to increase affordable housing options

Has the Region of Queens Municipality investigated grant or financial assistance programs to help residents access drilled wells or alternative water sources?

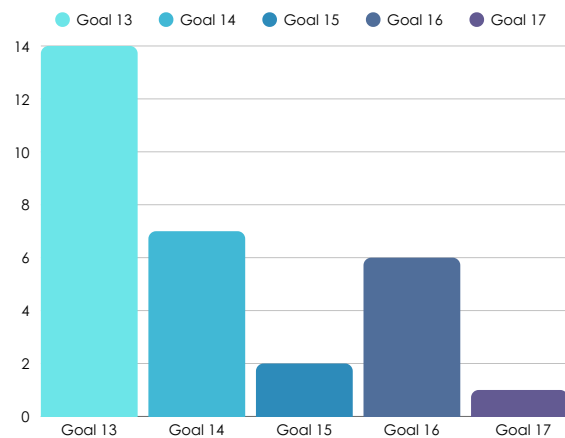
- Exploring a low- or no-interest long-term repayment program to help residents finance the cost of drilled wells, recognizing concerns about financing risks and will assess safeguards to protect homeowners
- Staff are reviewing funding options and partnerships with the province and federal government to support water access initiatives
- Will also monitor innovative water supply technologies, including desalination, though these remain cost-prohibitive for municipal application currently

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



- Goal 8 - Develop and implement a Community Wellness Strategy
- Goal 9 - Strengthen partnerships with community-based organizations
- Goal 10 - Improve accessibility of programs, services, and facilities
- Goal 11 - Contribute to poverty reduction**
- Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

District 6

Mill Village, Charleston, Riversdale, Wentworth Lake, Labelle, Wildcat Reserve, Medway River Reserve, Molega, Molega North, Greenfield, Buckfield, Bangs Falls, Middlefield, Pleasantfield

The District 6 engagement session was held on October 23, 2025, at the Greenfield Fire Hall, where **42** residents participated in a Dotmocracy exercise to share their ideas and priorities for the community, complemented by **11** additional online survey responses. The feedback reflected a community deeply engaged in how municipal decisions affect everyday well-being, with a strong focus on safety, affordability, and inclusive community development.

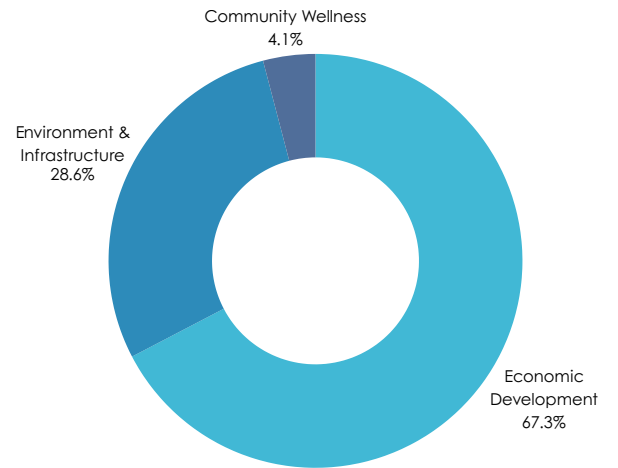
Key themes in comments:

There were 11 comments in District 6

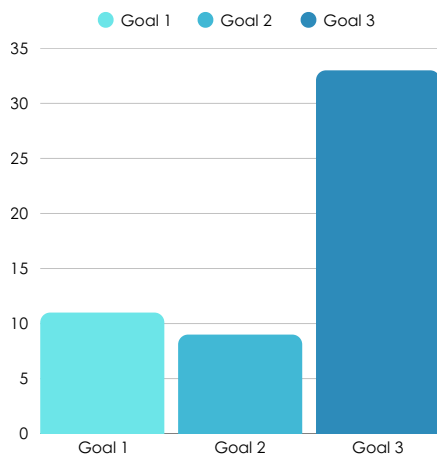
Infrastructure & Asset Management

Environmental Protection & Climate Resistance

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?

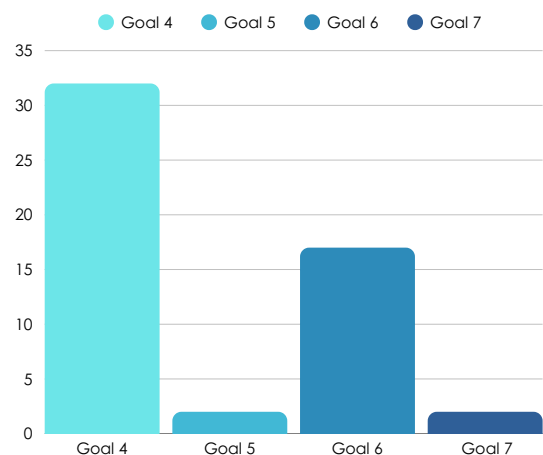


Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications
- Goal 3 - Improve transparency and accountability**

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth

District 6

Mill Village, Charleston, Riversdale, Wentworth Lake, Labelle, Wildcat Reserve, Medway River Reserve, Molega, Molega North, Greenfield, Buckfield, Bangs Falls, Middlefield, Pleasantfield

Q&A

The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.

What is the Region of Queens Municipality doing to address issues with garbage disposal and misuse of the gray box sites?

- Reviewing the design and placement of gray box collection sites to reduce illegal dumping and improve accessibility
- Staff are exploring built design improvements, such as fencing, restricted access, and improved bin layout, to discourage drive-by dumping
- Enforcement and monitoring strategies are also being considered to ensure users follow proper disposal practices

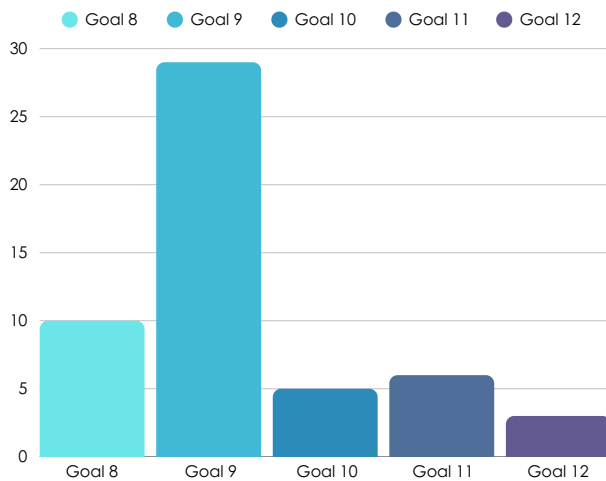
What is the Region of Queens Municipality doing to support operations and long-term planning for the South Shore Regional Airport?

- Review the airport's long-term management and operational structure to determine the most effective path forward
- During the Long Lake wildfire response, Region of Queens Municipality sought assurances from Nova Scotia Department of Emergency Management and provincial officials that airport operations and drag racing did not interfere with firefighting activities
- The Municipality recognizes the strategic importance of the airport for emergency response, transportation, and regional development, and will consider this in future planning decisions

What is the Region of Queens Municipality doing to improve pedestrian safety and address the need for sidewalks in high traffic areas in Greenfield?

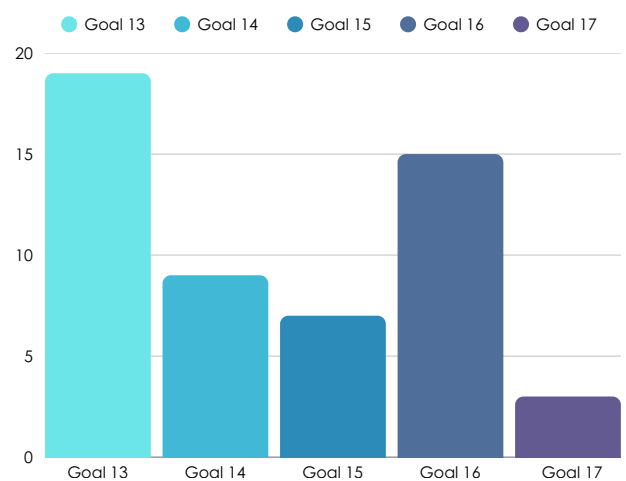
- Region of Queens Municipality has been working with Nova Scotia Department of Public Works to identify safety improvements in high-traffic areas
- A proposed sidewalk project from the hilltop to the curve in the road was costed between \$800,000 and \$1 million, making it a longer-term capital item
- The Department of Transportation recommended the most cost-efficient immediate step would be to widen the shoulder 1 to 1.5 metres to create a safer walking space for residents and children
- Sidewalk installation may be revisited at a later time based on usage, safety, and funding

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



- Goal 8 - Develop and implement a Community Wellness Strategy
- Goal 9 - Strengthen partnerships with community-based organizations**
- Goal 10 - Improve accessibility of programs, services, and facilities
- Goal 11 - Contribute to poverty reduction
- Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



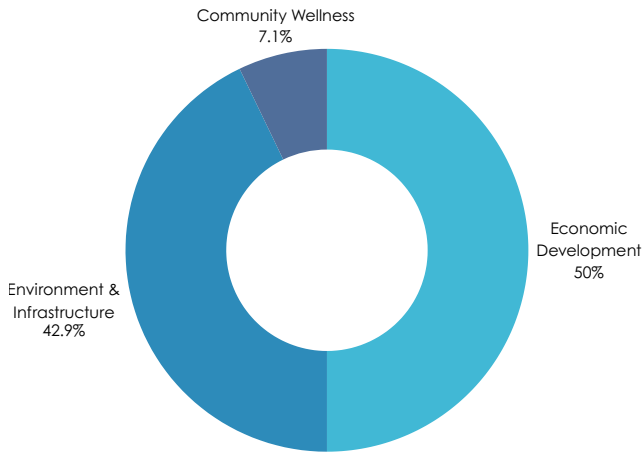
- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

District 7

Whiteburne Mines, Westfield, South Brookfield, Pleasant River, Northfield, West Caledonia, Tobeatic Wilderness Area, North Brookfield, New Grafton, Lake Rossignol, Kempt, Hibernia, Harmony Mills, Caledonia, Albany New

The District 7 engagement session took place on October 27, 2025, at the North Queens Fire Hall, where **22** residents participated in a Dotmocracy exercise to share their priorities, concerns, and ideas for strengthening their community. Their input was complemented by **1** additional online survey response. Together, the feedback reflected a community deeply committed to enhancing everyday quality of life, with a particular focus on opportunities, supports, and services that help families and young people thrive.

Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?

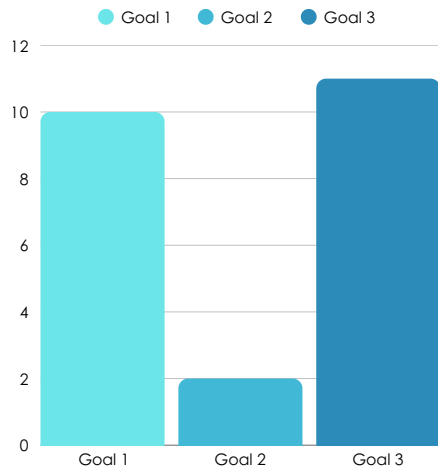


Key themes in comments:
There were 6 comments in District 7

Youth Programs

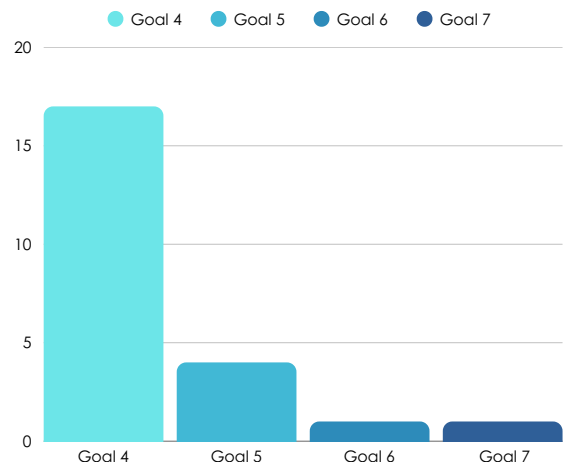
Active Transportation & Mobility

Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



- Goal 1 - Create a positive and supportive organizational culture
- Goal 2 - Improve internal and external communications
- Goal 3 - Improve transparency and accountability**

Which goal, within the Economic Development pillar, do you think should be the highest priority for the RQM?



- Goal 4 - Develop and implement an Economic Development Plan**
- Goal 5 - Build partnerships with our indigenous communities
- Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations
- Goal 7 - Encourage growth

District 7

Whiteburne Mines, Westfield, South Brookfield, Pleasant River, Northfield, West Caledonia, Tobeatic Wilderness Area, North Brookfield, New Grafton, Lake Rossignol, Kempt, Hibernia, Harmony Mills, Caledonia, Albany New

Q&A *The responses below highlight key actions and initiatives underway. They are not an exhaustive list but represent some of the most relevant steps Council is taking at this time.*

What is the Region of Queens Municipality doing to address issues with garbage disposal and misuse of the gray box sites?

- Monitoring initiatives at specific problem sites has taken place in recent years; oftentimes efforts that included camera monitoring unfortunately led to vandalism and destruction of municipal property
- Staff will be engaging with communities serviced by gray box sites in 2026, particularly where dumping and inappropriate use has historically been a challenge, with the intention to develop a community-driven, grassroots solution that will be effective for all

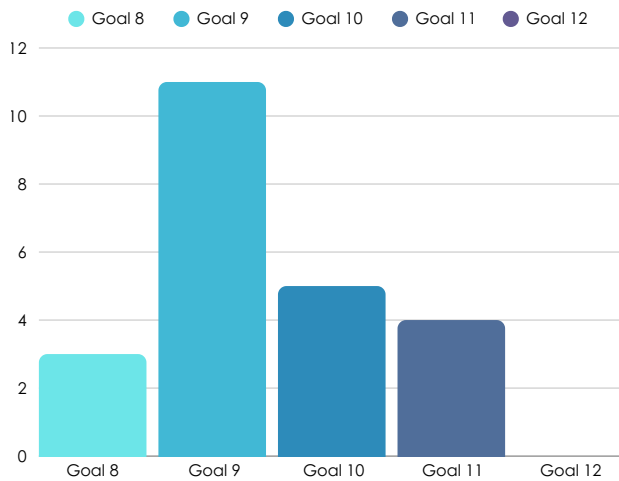
Can the Region of Queens Municipality make the North Queens Fire Hall a functional community space for youth programs, or fund transportation so youth can access supports elsewhere?

- It would need to be confirmed if the Fire Hall can be used; if not, identify alternate community spaces
- Collaborate with the South Shore Regional Centre for Education and Queens County Transit to improve after-school transportation options
- Develop a long-term plan for a permanent community hub and bring options to Council

What is the Region of Queens Municipality doing to improve transparency around taxes and ensure fair access to services for rural residents?

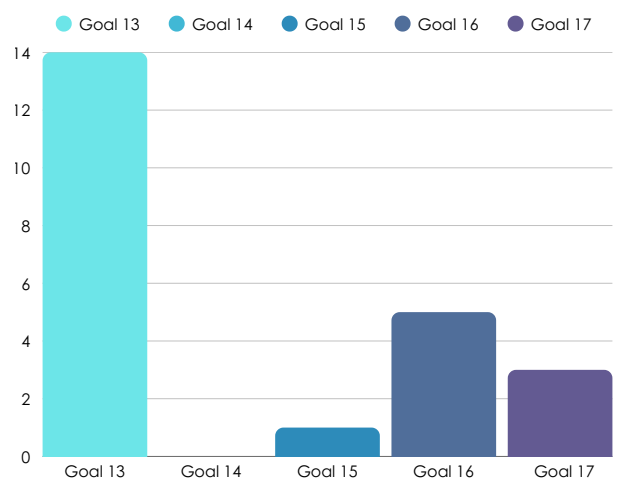
- Will conduct a tax equity and transparency review to clarify how taxes are collected, distributed, and reinvested
- Exploring tax reform options to ensure a fair balance between service levels
- Investing in local fire departments and emergency response infrastructure to enhance community safety
- Will improve public communication around how tax dollars support essential services such as fire protection, policing, and education

Which goal, within the Community Wellness pillar, do you think should be the highest priority for the RQM?



- Goal 8 - Develop and implement a Community Wellness Strategy
- Goal 9 - Strengthen partnerships with community-based organizations**
- Goal 10 - Improve accessibility of programs, services, and facilities
- Goal 11 - Contribute to poverty reduction
- Goal 12 - Support efforts to address gender-based violence

Which goal, within the Environment & Infrastructure pillar, do you think should be the highest priority for the RQM?



- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

What comes next?



January 27, 2026 - Council to receive and consider the contents of the draft 2026-2029 Strategic Priorities Plan.



January 27, 2026 - Pending Council approval of the 2026-2029 Strategic Priorities Plan, Council will direct the CAO to work with the Region of Queens staff team to develop an operating budget and work program that reflects the priorities set out in the plan.



Staff will prepare a summary Region of Queens Strategic Priorities Action Items as part of the annual budget and workplan process, outlining the tactics that Region of Queens will be taking in the coming years to support the priorities set out in the Strategic Priorities Plan.



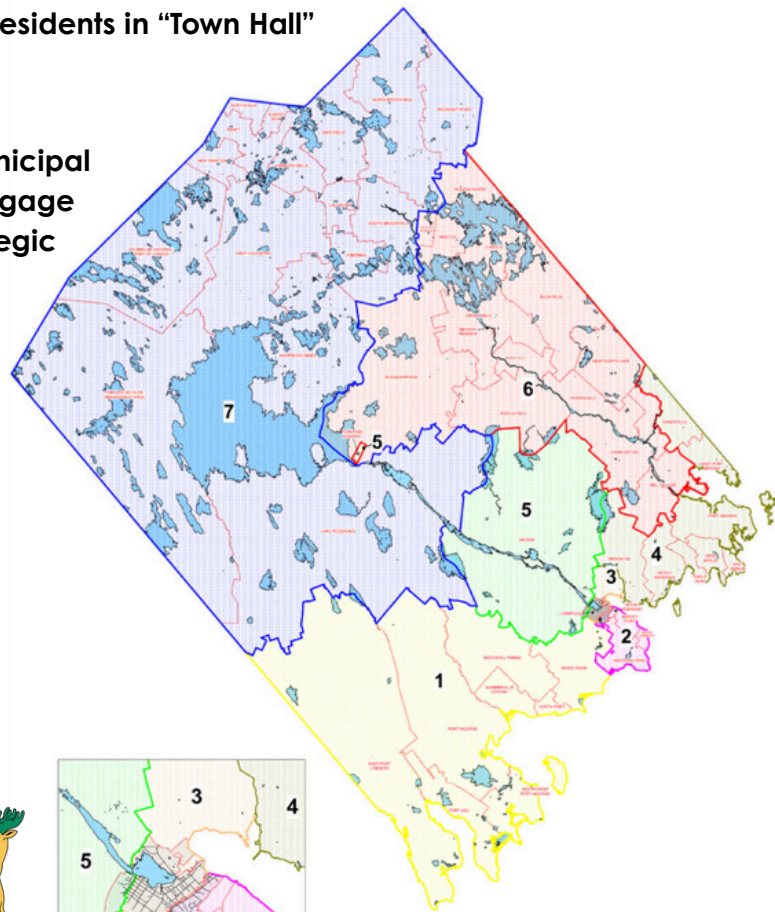
Quarterly - The CAO will provide updates to Region of Queens Council and the public on implementation and integration of the Strategic Priorities Plan into the municipal work program.



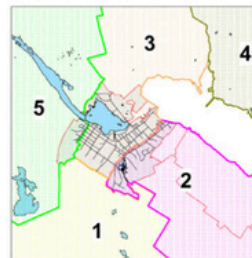
Annually - Each October/November, the Mayor and CAO will plan for an annual review of the Strategic Priorities Plan with Council to ensure that reflects the continuing priorities of the Region. This will include engagement with residents in "Town Hall" style meetings in each District.



Future - Following the 2028 Nova Scotia Municipal Elections, the newly elected Council will engage the community to develop a renewed Strategic Priorities Plan for 2030-2033.



District Map







Region of Queens Municipality

www.regionofqueens.com