

Town of Kentville Council Meeting

February 23, 2026, 5:00pm, Kentville Town Hall

1. CALL MEETING TO ORDER AND ROLL CALL

2. APPROVAL OF THE AGENDA

3. APPROVAL OF MINUTES

- (a) Council Meeting, January 27, 2026
- (b) Special Council Meeting, January 12, 2026

4. INFORMATION REPORTS

- (a) Downtown Kentville Business Community (KBC) presentation – Julie Ogilvie & Gary Morse
- (b) Skateboard Kentville presentation – Renata Tweedy

5. RECOMMENDATIONS

- (a) Large Scale Housing Housekeeping Amendments (First Reading)
- (b) Rezone 160 Main Street (First Reading)
- (c) Award Mitchell Brook Culvert Replacement
- (d) Policy 110 - Targeted Income Property Tax Exemption
- (e) Recommended Tax Write Offs
- (f) Bylaw 204 - Partial Tax Exemption (First Reading)
- (g) Nominating Committee Report

6. COUNCIL REPORTS

- (a) Mayor Andrew Zebian
- (b) Deputy Mayor Debra Crowell
- (c) Councillor John Andrew
- (d) Councillor Rob Baker
- (e) Councillor Samantha Hamilton
- (f) Councillor Cathy Maxwell
- (g) Councillor Cate Savage

7. ADJOURNMENT



COUNCIL MEETING

Meeting Minutes: January 27, 2026

This meeting was held in Town Hall and was livestreamed on YouTube.

(1) CALL TO ORDER AND ROLL CALL

Mayor Andrew Zebian called the meeting to order at 5:00 p.m.

PRESENT: Mayor Andrew Zebian
Deputy Mayor Debra Crowell
Councillor John Andrew
Councillor Samantha Hamilton
Councillor Cate Savage
Councillor Rob Baker
Councillor Cathy Maxwell

STAFF: Chris McNeill, Chief Administrative Officer
Victoria Martin, Deputy Clerk

Mayor Andrew Zebian respectfully acknowledged that Kentville is on the traditional and unceded land of the Mi'kmaq People. The Town honours their deep connection to this land, past, present, and future; and also recognizes and honours the contributions and heritage of African Nova Scotians whose ancestors have shaped and enriched this community for generations.

DECLARATIONS OF CONFLICT OF INTEREST

Councillor Samantha Hamilton declared a conflict of interest with item 6.g Policy 108 – Fire Services.

(2) APPROVAL OF THE AGENDA

It was moved by Deputy Mayor Debra Crowell, seconded by Councillor Cathy Maxwell that the agenda of January 27, 2026, be approved as presented.

MOTION CARRIED

(3) APPROVAL OF THE MINUTES

(a) December 15, 2025, Council Meeting Minutes

There being no changes, the minutes were approved.

(4) INFORMATION REPORTS

(a) Valley REN presentation – Emily Boucher, CEO

Presentation Overview

Emily Boucher provided an update on the Valley Regional Enterprise Network (Valley REN) and its role within the broader economic development ecosystem. She emphasized the multi-tiered structure of economic development in Nova Scotia and the unique position of Valley REN as a regional collaborator.

Economic Development Ecosystem

Emily Boucher reviewed the four tiers of economic development typically present in Nova Scotia:

1. Local Level – Business associations and business improvement districts, mainly focused on marketing, advocacy, and beautification within targeted local areas.
2. Municipal & First Nation Level – Responsible for planning, land use bylaws, legislation, community development, and efficient service delivery.
3. Regional Level – Valley REN
 - o One of seven RENs provincewide.
 - o Acts as liaison between all tiers.
 - o Leads implementation of regional economic development strategies.
 - o Provides business support programs and initiates region-wide projects.
 - o Catchment area: West Hants to the Town of Middleton.
 - o Operates within a functional economic zone extending from West Hants to Bear River.
4. Provincial Level – Invest Nova Scotia – Focused on investment attraction, typically the first point of contact for companies entering the province.

Sector Development Initiatives

Emily Boucher highlighted sector development as a major function of Valley REN, noting that these projects are multi-year initiatives.

Tourism Development Project

- The REN has been leading foundational work to establish a Destination Management & Marketing Organization (DMMO).
- Activities included:
 - o Securing project funding.

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- Hiring dedicated staff.
- Establishing an industry-led working committee (meets monthly).
- Delivering market readiness programming.
- Hosting quarterly regional tourism networking events.
- Producing multiple evidence-based reports related to the regional marketing levy and sustainable funding.
- The REN is also responding to NSCC program cuts in tourism and culinary programs—developing an economic impact report and working with NSCC and industry to explore alternative programming models.

Business Support Services

Emily Boucher highlighted key programs:

BusinessNOW Navigation Service

- Provides multi-session support to entrepreneurs and businesses.
- Last reporting period: 123 one-on-one clients (higher than comparable regions).
- Approximately 50% of clients are early-stage entrepreneurs.

Business Retention & Expansion (BRE)

- Conducted every 2–3 years.
- Includes one-hour interviews to identify concerns, opportunities, and overall business climate (“red/yellow/green light” system).
- BRE interviews are currently underway across the region.

Immigration & Settlement Navigation

- Entering final year of pilot; the most widely used program in the province.
- 263 clients served last year by one staff member.
- 20% of current-year clients are Kentville businesses.
- Supports newcomers (PR, work permits) with employment connections, service navigation, and community integration.

Valley REN Connector Program

- Focused on newcomer and graduate retention.
- Recently shifted to emphasize skilled trades.

Investment Readiness Tools

- Site Selector Tool: Includes commercial listings, zoning, planning information, GIS-based data, and sector-specific assets.
 - 184 unique visitors in last two quarters.
- Ecosystem Tool (upcoming): A web-based business directory used to understand industry clustering and support investment attraction.

Training & Regional Preparedness

- Staff have been trained in Asset-Based Community Development (ABCD) through GMIST.
 - Sessions will be offered to municipal partners.
- Valley REN is working with REMO and municipalities on business continuity and disaster response, particularly following regional wildfire impacts.

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Financial Leverage

- For every \$1 invested by municipal partners, Valley REN typically leverages \$10 through external funding.
- Example: Connector Program receives \$100,000 in provincial funding without requiring municipal contributions.

Councillor John Andrew asked if the REN has been able to address the program cuts at NSCC (tourism and culinary). Emily Boucher noted that the REN cannot engage in advocacy due to its funding structure. However, it produced an economic impact report outlining challenges and opportunities, and is working with NSCC and industry to explore reimagined programming. Conversations will continue with the incoming NSCC Dean of Business.

Councillor John Andrew asked if the REN's large geographical scope is ideal, or if changes were being considered. Emily Boucher explained that the functional economic zone is data-based and covers a large region similar to Cape Breton. Annapolis County is not currently a member, though discussions are ongoing. Work is underway to improve regional cohesion, including a recent innovation sprint with major employers.

Councillor Rob Baker asked if newcomer support was targeted to a specific market segment or available to all newcomers. Emily Boucher clarified that the program is open to all newcomers, including permanent residents and individuals on work permits. It spans all sectors and involves referrals to appropriate regional supports such as PeopleWorx, VCLA, LSI, and IRCC.

Councillor Cate Savage asked if the Site Selector Tool includes zoning information and municipal planning details. Emily Boucher confirmed that the tool includes zoning data provided by municipal GIS and planning staff, commercial listings, soil and agricultural data, and logistical information such as distance to services.

Councillor Cathy Maxwell asked what other major multi-year projects has the REN completed similar to the current tourism initiative. Emily Boucher referenced the MIT REAP rural entrepreneurship initiative. It secured \$100,000 for concept testing and led to the current Agri-Food Tech incubator initiative ("Agri-Inc"). She noted that these projects require several years to develop and implement.

Councillor Samantha Hamilton asked if business and entrepreneur data is publicly available, or if businesses must request it from the REN. Emily Boucher stated that most data is available in the REN's annual report and quarterly newsletter updates. The REN can assist with additional data needs, including insights from Vicinity Jobs. Updated municipal economic profiles are planned through an upcoming funding application. Councillor Samantha Hamilton asked if businesses can easily find this information online and Emily Boucher responded yes, a business searching for Annapolis Valley economic

information would find the REN website, chambers of commerce, and CBDC Hants-Kings. The Site Selector Tool and regional economic profile are available online.

(5) DEPARTEMENT REPORTS

(a) Planning and Development

Planning Review Workplan

- Staff are developing the framework for the upcoming Plan Review.
- Internal staff review will take place first.
- A high-level overview may be ready for presentation at the February Council meeting.

Climate Action Coordinator Position

- Interviews are underway.
- Expected start date: early February.
- The position is 70% funded by upper-level government.

Development Activity (December)

- 2 development permits issued with a combined value of ~\$370,000.
- 1 subdivision application received:
 - 45 Donald E Hiltz Connector Road (Braveheart First Aid property).
 - Proposal: division into three equally sized commercial lots.

Planning Applications & Public Engagement

- Two Public Participation Meetings were held regarding:
 - Potential rezoning of 160 Main Street.
 - Proposed housekeeping amendments to R4 and R5 zones.

Ongoing Files & Reports

- A report on early permit issuance will be presented later in the meeting, including updates from legal counsel and building officials.
- Discussions continue with Vida Living regarding their development agreement.
 - A meeting is scheduled for next week to advance the file.

Deputy Mayor Debra Crowell asked to confirm that the Climate Action Coordinator position is 70% externally funded. Director Darren Shupe confirmed.

Councillor Rob Baker asked about the Bell Mobility tower. Director Darren Shupe responded that Bell is currently exploring alternative sites; if unsuccessful, they may return to Council for location suggestions.

Councillor Cate Savage asked about the purpose and scale of the 45 Donald E Hiltz subdivision. Director Darren Shupe responded that it intended to divide the lot into three commercial parcels, likely for sale.

(b) Parks and Recreation

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Inclusion, Diversity, Equity & Accessibility (IDEA) Coordinator

- New IDEA Coordinator hired December 1.
- The Coordinator has been registered for the Rick Hansen Foundation Accessibility Certification, which will enable the Town to conduct in-house accessibility audits for facilities, parks, and trails.
- This capability will reduce the need for external consultants and support ongoing assessments.

Winter Warm-Up Program (February)

- February features a series of pop-up community events promoting physical activity in parks and trails.
- Community members may use the Wellnify app free of charge to:
 - Track activity
 - Participate in challenges
 - Engage friends and family
- Nearby municipalities, including Wolfville, are also using the app to encourage friendly community competition.

Recreation Programming Highlights

- Strong participation reported for winter programs:
 - Pickleball: 75% full
 - Other programs: 80% full
 - Active for Life program: 100% full
- Director highlighted the social value of Active for Life, noting that participants benefit from both physical activity and meaningful social connections.
 - One participant emphasized the importance of attending the same session as friends to maintain social routines (e.g., coffee gatherings).

Councillor Cate Savage complimented the Winter Warm-Up program and noted strong engagement on social media.

Councillor Cathy Maxwell appreciated the Celebrate Canada grant applications, especially for Multiculturalism Day and Canada Day. She inquired about the pool and Director Craig Langille confirmed it is operating well, with only paver installation remaining for summer readiness.

Councillor Rob Baker asked for clarification on the app used. Director Craig Langille confirmed it is Wellnify (W-E-L-L-N-I-F-Y) and that information is available on the Town's Facebook page.

(c) Kentville Police Service

Police Commission Membership Update

- Chief Marty Smith expressed appreciation to outgoing Commission Chair Virginia Brooke and former Commissioner Councillor Cate Savage for their service.
- The Police Commission now has a full complement:

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- Chair: Paula Huntley (DOJ Representative, former Councillor)
- Vice Chair: Councillor Samantha Hamilton
- Members: Kim Clark, Penny Hart, Councillor John Andrew

Service Recognition & Awards

Several officers received long-service honours:

- Sgt. Trevor MacNeil – 30-year Police Exemplary Service Bar
- Sgt. David MacDonald – 20-year Police Exemplary Service Medal
- Sgt. Michael Goss – 25-year Provincial Service Bar
- Cst. Nicole Cleaves – 15-year Provincial Medal

MAD Canada Awards for impaired driving enforcement:

- Sgt. Chris Burke
- Cst. Eric Macdonald

Chief noted that most long-serving members have dedicated their entire careers to Kentville.

Community Initiatives & Fundraising

- Cram the Cruiser: Nearly \$3,000 raised plus significant food and toy donations for Kings Senior Safety, Kings County Family Resource Centre, and Fundy Food Bank.
- Holliday Brunch – Make-A-Wish Foundation: \$2,600+ raised.

Cadet Recruitment Program

- Recruitment program launched following Council's earlier request.
- Strong applicant pool received; testing begins next month.

Calls for Service & Patrol Activity

- 39% of December calls occurred in the downtown core, higher than previous months (typically mid-20s to low-30s).
- Chief Marty Smith will explore options for tracking charges vs. calls specifically for downtown incidents if the Board wishes to pursue it.

Officer Commendations

- Chief Marty Smith highlighted exemplary work by Cst. Mark Hall and Cst. Ryan Yould, who located a missing individual in life-threatening conditions, likely preventing a fatality.

Training

- Over 270 hours of training completed in December.
- Immediate Action Rapid Deployment (IARD) training completed; although mandated every three years, Kentville Police conducts it annually due to its importance for critical incident response.

Community Crisis Navigator

- New Crisis Navigator, Emme Manuel, has begun work and is proving highly effective.
- She handles many calls independently, reducing frontline officer workload, but officers must attend when situations involve arrest or safety risks (e.g., IPA apprehensions).

Major Investigations

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- GIS Section completed significant fraud investigations, including one nearing \$100,000, with support from Cst. Heather Campbell.
- Extensive investigative files have been forwarded to court.

Downtown Foot Patrol

- Special Constable Wood completed 109 hours of foot patrol in December (despite taking vacation).
- Chief noted his service will be difficult to replace upon retirement.

Financial Update

- BackCheck Services program is back on target and exceeding revenue expectations.
- Staffing costs are running lower than projected, contributing positively to results.

Mayor Andrew Zebian asked for clarification that 39% downtown call volume is unusually high. Chief Marty Smith confirmed it normally ranges 25–32%.

Councillor Cathy Maxwell raised citizen concerns about behaviour downtown. Chief Marty Smith responded that:

- Police act when behaviour constitutes grounds for intervention.
- Banks must take steps such as locking doors; police cannot arbitrarily remove individuals from private property without cause.
- Camps/tents on Town property (e.g., Miners Marsh) must be removed and are addressed.
- Ongoing issues are referred to the Crisis Navigator.

Councillor Rob Baker asked about comparable call volumes in neighbouring communities. Chief Marty Smith indicated hubs like Bridgewater, Truro, New Glasgow report similar pressures; RCMP Kings sees lower volume of similar calls.

Councillor Cate Savage asked about the Crisis Navigator's independence. Chief Marty Smith clarified she can manage non-risk clients alone but requires an officer during IPA arrests or safety-sensitive situations.

Deputy Mayor Debra Crowell asked about improved BackCheck revenue. Chief Marty Smith credited efficient, motivated administrative staff and positive workplace culture.

(d) Engineering and Public Works

Kentville Water Commission

- Water Meter Replacement Program (Phase 2)
 - Completed for the year.
 - Approximately 380 meters replaced between November and late December.
 - Project delivered on time and on budget.

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- Phase 3 will be proposed for the next fiscal year to continue replacing aging meters.
- Retirement Announcement
 - LeRoy Dillman, 21-year Water Operator, will retire at the end of February.
 - Recruitment for his position will begin internally per CUPE requirements, then externally if needed.
- Water Rate Hearing
 - Set for April 7 at 10:30 a.m. in Council Chambers.
 - Advertised for three consecutive weeks in the local paper.
 - Consultants, Director Dave Bell, Director Wanda Matthews, CAO Chris McNeill, and Water Commission members will attend.
 - An evening session (~7:30 p.m.) may occur if there are interveners.

Regional Sewer Budget

- First draft of the 2024–25 regional sewer budget presented January 15.
- The draft showed a substantial year-over-year increase, greater than anticipated.
- Staff are preparing revisions to reduce the impact.
- An updated version will be brought to CAC or Council in February for approval.

Traffic Authority

- Roundabout/traffic island installation in the downtown area is complete.
- Traffic light upgrades are needed at:
 - Aberdeen & Main
 - Belcher Street
- Belcher Street controller is a high priority due to frequent failures (reverting to 4-way flash).
- Upgrades to solar radar speed signs are also recommended, as some units are no longer operating reliably.

Capital Projects & Infrastructure

Mitchell Brook Culvert Replacement

- Tender is currently open and closes Thursday.
- Contractor selection must occur by late February to secure availability.
- Construction schedule must follow environmental restrictions (June–September).
- Tender results will inform capital budget recommendations.

Hiltz Road Project

- Phase 1 work is largely complete for the season.
- Remaining items will be finished in the spring.
- Phase 2 design is underway, focused primarily on:
 - Water system upgrades
 - Replacement of the business park water tank
- Stormwater components under the ICIP grant are complete; additional eligible work may be added if surplus funds remain.

Public Works Appreciation

- Director Dave Bell reported that public works crews worked 16-hour shifts during the recent snowstorm.
- Council and the Mayor expressed appreciation for their efforts and high service standard.

Councillor Samantha Hamilton asked about sidewalk priority areas and crosswalk accessibility. Director Dave Bell responded that priority starts with school routes, then downtown.

- Public Works performs a courtesy pass downtown, but business owners are responsible for clearing full-width sidewalks to the gutter.
- Crosswalk openings are hand-shovelled and salted by Town staff.
- Director Dave Bell invited specific feedback if accessibility issues are observed.

Councillor Cate Savage asked whether the regional sewer draft included another significant increase. Director Dave Bell responded that yes, more than anticipated; adjustments are being made. She asked whether additional grants may be available for the Donald E Hiltz connector and Director Dave Bell responded that none were anticipated at this time. Remaining ICIP funds will be used strategically for eligible water and stormwater components.

Mayor Andrew Zebian noted that the courtesy pass downtown has been in place since 2015. He emphasized that due to building overhangs, Public Works cannot clear right up to storefronts; business owners must clear the remaining area for customer access.

(e) Finance

Capital Budget Update

- A significant ICIP (Investing in Canada Infrastructure Program) expenditure of over \$4 million appears in this month's report.
- Adjustments will be made in February, as part of this amount will be transferred to the Water Commission.
- These adjustments align with earlier engineering updates about the ICIP project being slightly under budget at this stage.

Cash Flow Pressures

- The Town is experiencing temporary cash flow pressure due to slow reimbursement from the Province for ICIP claims.
- Over \$3 million in ICIP reimbursement remains outstanding.
- The Town continues responding promptly to all provincial inquiries; delays are strictly on processing timelines.
- No concerns about long-term financial health—this is strictly a timing issue.

Sewer Rate Communication

- Public communication regarding the recent sewer rate increase resulted in fewer calls than expected.

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- Residents have generally been understanding once the Town explains the reasoning.
- Residents have been informed that while current rates are high, rates will decrease again next fiscal year according to the approved rate structure.

Statement of Operations – Notable Variances

- Assessment Adjustments:
 - Downward tax assessment adjustments total \$42,000 to date (budgeted: \$18,000).
 - Impact is modest relative to overall tax revenue.
- Deed Transfer Tax:
 - December results were strong; total is now \$736,000.
 - Forecast increased to \$750,000 for the year.
- Recreation Revenue Forecast:
 - Updated based on detailed review; revised under-budget forecast reduced from ~\$95,000 to ~\$45,000.
- Engineering & Public Works Forecast:
 - Under budget due to an unfilled manager position (as discussed during budget deliberations).

Winter Weather Impacts

- Heavy snowfall in December and January has increased Public Works costs.
- Weekend storms are more expensive due to staffing requirements.
- Finance remains cautiously optimistic that the snow budget will be sufficient.

Interest Revenue

- Lower interest rates and temporary cash constraints mean interest revenue will likely be on budget, not significantly above budget as in previous years.

Tax Billing & Collections

- 2% of the levy remains outstanding.
- Positive trends this month include:
 - 12% reduction in the number of overdue accounts.
 - 0.9 percentage point decrease in total outstanding amounts (31% decrease month-over-month).

Councillor Cate Savage asked whether cash flow pressures require use of the operating line of credit. Director Wanda Matthews responded that no, the Town's consolidated bank balance remains positive. Lines of credit are only drawn for capital projects covered by temporary borrowing resolutions, and only for the Town's share (e.g., 26.67% on ICIP projects). Councillor Cate Savage followed up and asked about interest rates on the line of credit. Director Wanda Matthews responded that rates are favourable; she will confirm exact current rate, but it is either prime minus 0.75% or prime plus 0.75%, depending on the borrowing tool.

(6) RECOMMENDATIONS

(a) Policy G41 – Repeal Anti-Idling Standard Operating Procedure

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It was moved by Deputy Mayor Debra Crowell, seconded by Councillor Cate Savage that Council repeal Policy G41 - Anti-Idling Standard Operating Procedure.

MOTION CARRIED

(b) Bylaw 300 – Repeal Idling Control (first reading)

It was moved by Councillor Cate Savage, seconded by Councillor Cathy Maxwell that Council give first reading to Bylaw 300 - Idling Control Bylaw 77 Repeal.

MOTION CARRIED

(c) Policy 107 – Traffic Authority

It was moved by Councillor Cate Savage, seconded by Councillor Rob Baker that Council approve Policy 107 - Traffic Authority.

MOTION CARRIED

(d) Policy G23 – Repeal Smoke-Free Town-Owned Vehicles

It was moved by Councillor Cate Savage, seconded by Councillor John Andrew that Council repeal Policy G23 - Smoke-free Town-Owned Vehicles.

MOTION CARRIED

(e) Bylaw 301 Chapter 99 - Repeal Smoke-Free Public Place (first reading)

It was moved by Deputy Mayor Debra Crowell, seconded by Councillor Cate Savage that Council give First Reading to Bylaw 301 - Repeal of Bylaw 99 Respecting Smoke-free Public Place.

MOTION CARRIED

(f) Policy 101 – Council Remuneration

It was moved by Councillor Cate Savage, seconded by Councillor Cathy Maxwell that Council approve Policy 101- Council Remuneration.

MOTION CARRIED

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Councillor Samantha Hamilton left her seat at 6:24 p.m. and join the audience since she declared a conflict of interest with the next item 6.g.

(g) Policy 108 – Fire Services

It was moved by Deputy Mayor Debra Crowell, seconded by Councillor John Andrew that Council approve Policy 108 - Fire Services.

MOTION CARRIED

Councillor Samantha Hamilton came back to her seat at 6:25 p.m. after the vote on item 6.g.

(h) Policy 109 – Community Investment Program (CIP)

It was moved by Deputy Mayor Debra Crowell, seconded by Councillor Cathy Maxwell that Council approve Policy 109 - Community Investment Program.

Councillor Cate Savage asked how the proposed modest area rate on all businesses—intended to fund the accessibility grant program at a 70% contribution rate—would affect the current business levy used to support KBC/downtown initiatives. CAO Chris McNeill responded that:

- The Town currently allocates funding to KBC, and part of that allocation supports the façade improvement program.
- Staff believe the façade program has largely run its course, as many businesses have already accessed it multiple times (some up to three times).
- Staff are recommending that those funds now be reallocated to support accessibility improvements, which present a higher community priority.
- Final decisions will be made during budget deliberations.

Councillor Rob Baker asked whether application materials for the new grant program would be available ahead of the March 31 deadline, given that the motion repeals the existing community grant framework. If not, would the deadline need to be extended? CAO Chris McNeill responded that:

- The new application package is effectively ready now and could be released immediately.
- This motion formalizes the new process and allows staff to proceed.
- No deadline extension should be necessary.

MOTION CARRIED

(i) 2026 FCM Council Members Attendance

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It was moved by Councillor Cate Savage, seconded by Councillor John Andrew that Council approve the attendance of Councillor Samantha Hamilton and Councillor Rob Baker at the 2026 Federation of Canadian Municipalities Annual Conference and Trade Show in Edmonton, scheduled for June 4-7, 2026.

MOTION CARRIED

(j) Town Hall Accessibility Renovations

It was moved by Councillor John Andrew, seconded by Deputy Mayor Debra Crowell that Council award the RFP respecting Renovations to Existing Town Hall Building to Iron Maple Constructors in conjunction with Teal Architects for the stated price of \$473,183 plus \$450,000 cash allowance; and further that Council give pre-budget capital approval for this to be included within the 2026-2027 capital budget.

Councillor Cate Savage asked if part of the amount is covered by grants. CAO Chris McNeill responded that none of it is covered by grants at this moment because there isn't a project. Once the project is identified, the project scope and all the criteria will be identified to then apply for grants.

MOTION CARRIED

(k) Land Use Bylaw Amendment - Concurrent Construction and Conditional Permitting

It was moved by Councillor Rob Baker, seconded by Councillor John Andrew that Council give First Reading to the proposed Municipal Planning Strategy, Land Use Bylaw, and Subdivision Bylaw amendments permitting issuance of development permits within subdivisions under a Servicing Agreement, and that Council direct staff to schedule a Public Hearing prior to Second Reading.

Councillor Cate Savage wanted to make sure that following the many changes, since Council saw it, it was vetted by a solicitor. Director Darren Shupe confirmed it and added that the building officials reviewed it as well.

MOTION CARRIED

(l) Nominating Committee Report

It was moved by Deputy Mayor Debra Crowell, seconded by Councillor Cate Savage that Council approve the following appointments to Committees and Water Commission effective January 26, 2026, to December 31, 2027:

Finance and Audit Committee:

Mike MacLean

Gwen Le

Investment Committee:

Logan Morse

Water Commission:

Carol Goodwin

Inclusion, Diversity, Equity, and Accessibility Committee:

Emma Rose Tupper

Yiyun Zhou

Councillor Cate Savage asked the nominating committee if there was any other applicant for the Investment Committee. Mayor Andrew Zebian responded that there was not. Councillor Cate Savage follow up to ask what will happen since seats are not all appointed. CAO Chris McNeill responded that it would be readvertise because there's still one or two other appointments to a couple other committees.

MOTION CARRIED

(m) Nominating Redesignation & Rezoning Application – 153 Belcher Street (PID 55265250) (second reading)

Councillor John Andrew being absent from the public hearing must abstain from voting on this item.

It was moved by Councillor Cate Savage, seconded by Deputy Mayor Debra Crowell that Council give second reading to amend the Municipal Planning Strategy and Land Use By-law to redesignate and rezone 153 Belcher Street (PID 55265250) from Residential / One and Two Unit Dwelling (R2) to Commercial / Highway Commercial (C2) to permit the relocation of an existing dental clinic.

Councillor Cate Savage asked whether the existing building on the property could be converted into multi-unit residential, referencing information shared during the earlier information session. She also asked how many units might be possible. Director Darren

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Shupe responded that the current request before Council is only to discharge the existing development agreement. Any proposal to convert the property to multi-unit residential would require a separate future application. The number of potential units cannot be estimated at this time, as it would depend on several factors including zoning, servicing capacity, lot configuration, and applicable regulations.

MOTION CARRIED

(7) COUNCIL REPORTS

Mayor Zebian noted that council members' monthly reports were included with the agenda in the meeting documents. He asked if there were any comments or questions on them.

Councillor Samantha Hamilton asked for clarification on:

- Who serves on the Annapolis Valley Homelessness Co-ordinating Committee, and
- Where minutes or updates can be accessed.

Councillor Cathy Maxwell, responded that the committee includes over 15 members, largely representing various government agencies and community organizations.

Confirmed elected representatives include:

- Town of Kentville: Councillor Maxwell and Councillor Andrew
- Municipality of Kings: One councillor
- Town of Berwick: One councillor

The committee was formed following a public meeting where individuals volunteered to participate. For information or access to meeting updates:

- Members of the public may email MLA John Lohr, who chairs the committee.
- There is also a committee email address: kvhomeless@gmail.com
- Anyone requesting updates can be added to the committee's mailing list.

(8) ADJOURNMENT

It was moved by Councillor Cate Savage, seconded by Councillor John Andrew that the meeting be adjourned at 6:36 p.m.

MOTION CARRIED

Signed by Mayor Zebian

Approval Date



SPECIAL COUNCIL MEETING

Meeting Minutes: January 12, 2026

This meeting was held in Town Hall and was livestreamed on YouTube.

(1) CALL TO ORDER AND ROLL CALL

Mayor Andrew Zebian called the meeting to order at 4:30 p.m.

PRESENT: Mayor Andrew Zebian
Deputy Mayor Debra Crowell
Councillor Samantha Hamilton
Councillor Cate Savage
Councillor Rob Baker
Councillor Cathy Maxwell

STAFF: Chris McNeill, Chief Administrative Officer
Victoria Martin, Deputy Clerk

REGRET: Councillor John Andrew

DECLARATIONS OF CONFLICT OF INTEREST

Councillor Samantha Hamilton declared a conflict of interest with item 3.a. Operating Agreement – Kentville Volunteer Fire Department.

Councillor Cate Savage declared a conflict of interest with item 3.b. Sale of Land – F.W. Robinson Property.

(2) APPROVAL OF THE AGENDA

It was moved by Councillor Rob Baker, seconded by Councillor Cathy Maxwell that the agenda of January 12, 2026, be approved as presented.

MOTION CARRIED UNANIMOUSLY.

(3) NEW BUSINESS

a. Operating Agreement – Kentville Volunteer Fire Department

Councillor Samantha Hamilton declared a conflict of interest and left her seat to join the public.

Mayor Andrew Zebian thanked CAO Chris McNeill and the CAO of the Municipality of the County of Kings for their collaborative work over the past several months.

Council was advised that the Town of Kentville and the Municipality of the County of Kings entered into a 10-year operating agreement with the Kentville Volunteer Fire Department approximately ten years ago. The agreement has now expired. As provided for in the original agreement, Council issued one year's notice of its intent to renew under revised terms.

Due to staff turnover in all organizations, negotiations took longer than anticipated. A new draft operating agreement has now been prepared and is substantially aligned with agreements currently in place with other Kings County fire departments.

Key changes include:

- Removal of outdated or unnecessary provisions, including extensive procurement language, which has been simplified and replaced with a single procurement clause;
- Increased clarity and cost certainty for all parties.

Key Terms of the Proposed Agreement

- Term: 10 years
- Capital Funding: Guaranteed rate of 4.5 cents for capital funding over the 10-year period
- Operating Funding:
 - Shared between the Town of Kentville and the Municipality of the County of Kings;
 - Based on a rolling three-year average considering number of calls, kilometers driven, and related metrics;
 - While exact annual costs will vary, future costs will be known in advance for budgeting purposes.

The agreement provides financial predictability to both municipalities and the Fire Department.

Governance and Oversight Changes

- Annual Public Meetings: Removed, as long-term financial certainty reduces the need and risks associated with post-purchase public approval of major capital expenditures.
- Joint Fire Committee: Discontinued due to the clarity of the funding formula.

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- Kentville will continue to participate in county-wide fire department meetings focused on policy, operations, and advocacy.

Consultation and Approval Process

- The draft agreement was shared with the Kentville Volunteer Fire Department, and meetings were held to review its contents.
- Minor revisions were made following these discussions.
- Council was informed that approvals are still required from:
 - The Kentville Volunteer Fire Department; and
 - The Municipality of the County of Kings.
- The agreement is not yet a public document until all parties approve it.
- Any substantive changes will be brought back to Council for further consideration.

Councillor Cate Savage sought clarification on financial oversight and segregation of duties provisions. CAO Chris McNeill explained that in smaller organizations, segregation of duties requires enhanced board oversight. Key controls include:

- Separation between invoice preparation and cheque signing;
- Separation between purchasing and payment authorization.

The Fire Department will be required to document compliance with these requirements and provide a purchasing policy reflecting provincial procurement standards.

Councillor Cate Savage requested clarification regarding procurement thresholds under the Public Procurement Act. CAO Chris McNeill confirmed that the referenced threshold of approximately \$134,000 is set by provincial legislation and applies to large capital purchases such as fire apparatus.

Councillor Rob Baker asked whether the agreement had been negotiated with the Kentville Volunteer Fire Department and whether its executive supports presenting it to their membership. CAO Chris McNeill confirmed this was his understanding.

It was moved by Deputy Mayor Debra Crowell, seconded by Councillor Cate Savage that Council enter into the proposed 10-year operating agreement with Kentville Volunteer Fire Department and Municipality of the County of Kings, effective April 1, 2026.

MOTION CARRIED UNANIMOUSLY.

Councillor Samantha Hamilton came back to her seat after the vote on item 3.a.

- b. Sale of Land – F.W. Robinson Property

Councillor Cate Savage declared a conflict of interest and left her seat to join the public.

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CAO Chris McNeill advised Council that the Town owns a vacant parcel of land adjacent to Town Hall, commonly referred to as the former FW Robinson property. The property has remained vacant for several years. Following discussion and review, Council previously determined that the property is surplus to municipal needs and directed staff to pursue a sale for positive community use. An Request for Proposals (RFP) was issued several months ago. Since that time, staff received and evaluated submissions from interested developers.

Staff are recommending acceptance of the proposal submitted by Left Side Investments, subject to the terms and conditions outlined in the draft Purchase and Sale Agreement.

At this stage:

- The agreement has not yet been finalized or executed by all parties.
- As a result, it is not yet a public document.
- Upon Council approval and execution by the purchaser, the agreement will become public and available for review.

Council was advised that it has been fully briefed on all terms and conditions of the proposed agreement.

The proposal includes:

- A mixed-use development, incorporating both residential and commercial components;
- A development timeline, requiring:
 - The developer to obtain a development permit within one year; and
 - Construction to commence within a defined period following approval.

CAO Chris McNeill noted that the proposed development:

- Represents a positive redevelopment of a prominent downtown site;
- Will contribute to increased residential housing supply;
- Will add commercial space in the downtown core;
- Is expected to result in increased assessment and economic activity for the Town of Kentville.

Council thanked staff for their work on the file and acknowledged the potential benefits of the proposed redevelopment of the former FW Robinson property.

It was moved by Councillor Cathy Maxwell, seconded by Councillor Rob Baker that Council authorize the sale of 374-376 Main Street, Kentville, bearing PID #55267371, submitted under RFP-2025-001, according to the terms and conditions related to the offer of purchase submitted by Left Side Investments and the Purchase and Sale Agreement entered into on December 23, 2025.

MOTION CARRIED UNANIMOUSLY.

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Councillor Cate Savage came back to her seat after the vote on item 3.b.

(4) ADJOURNMENT

It was moved by Councillor Cathy Maxwell, seconded by Deputy Mayor Debra Crowell that the meeting be adjourned at 4:43 p.m.

MOTION CARRIED UNANIMOUSLY.

Signed by Mayor Zebian

Approval Date



MEET ME IN
Downtown
KENTVILLE

**Presentation to Town of Kentville Council
February 13, 2026**

**Submitted by the Board of Kentville Business Development Corporation
at the request of Mayor Zebian**

CHURCH AVE

MAIN ST

80
PRESS



Downtown Kentville Business Community

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Introduction

In its current form, the Kentville Development Corporation Limited (KDCL), operating under the name Downtown Kentville Business Community (KBC), has been funded primarily by the Town of Kentville since 2013, augmented by various grants and sponsorships.

In a meeting between Mayor Andrew Zebian, CAO Chris MacNeil from the Town of Kentville and Paul Dixon (KBC President) and Gary Morse (KBC Treasurer), KBC was presented with a letter dated January 8, 2026, from Mayor Zebian on behalf of Kentville Town Council proposing a change in KBC funding. The letter (Appendix 1) stated a number of things:

- *“In previous years, all properties in Kentville were paying the business improvement district tax which was not permitted by legislation.”*
- *“Municipal taxes are permitted to be levied for specific services that are provided or required by law. Area rates are for specific services and only those that receive the services can be billed for such.”*
- *“Therefore, going forward, with KBC being a Downtown Kentville organization, the Town can only assess an area rate for that purpose and those that will receive such services. This means that any rate in 2026-2027 will only apply to downtown businesses.”* In the meeting, it was stated by a Town representative that, with KBC’s recent rebranding to Downtown Kentville, the focus has changed and, because of that, the funding will have to change.
- *“Under the current area rate of 11.5 cents, this would generate \$46,044 in revenue for KBC in 2026-2027” (versus \$141,680 in 2025-2026). In order to generate the same funding amount of \$141,680 in 2026, we estimate the new rate for downtown businesses only would need to be in the vicinity of 35.5 cents.”* In the meeting, a Town representative stated that, in order to continue funding KDCL at the current level from a source other than the downtown business district, the town would have to increase taxes.
- *“We are sharing this information to give KBC time to consider this impact along with its future goals and ambitions; and allow KBC to provide the Town with your proposed plan for 2026-2028 for a potential new 3-year agreement.”*

The letter has invited KBC (KBC also means KDCL) to respond with a plan for the future. This report constitutes our formal response. Its purpose is to

- Provide clarity on the role and mandate of KBC;
- Explain how and why the organization has historically been funded;
- Outline the value of this work to Council, as well as the broader Kentville community; and
- Support an informed discussion about how downtown economic development services are delivered and funded moving forward.

Before we address the contents of the letter, some history is necessary to ensure all parties are fully informed about what KBC has been responsible for and what has been accomplished over the years.



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History

KDCL was incorporated in about 1980 as a private sector based business organization to support, promote and grow the business community in Kentville. (There have actually been numerous organizations established to represent, support and promote the Kentville business community.)

According to a history of KDCL written by Bob Hainstock in 1998, the KDCL has been around since the late 1970s as a “voluntary downtown association”.

In 1979, the Province created legislation and the “Mainstreet Program” which would work with downtown development corporations to help Towns regain their competitive footings. In 1980, the Kentville Business Improvement Corporation (KBIC) was formed. It continued many of the volunteer features of the previous business association but was better structured to work with the new provincial strategies, and the Town’s business improvement committee. Parking, promotions and property improvements were targeted as key rebuilding tools. In 1983, the Kentville Business Improvement District Commission (KBIDC) was formed as a result of provincial legislation to raise local tax dollars for downtown Improvements. The KDCL replaced the KBIC and became the operating arm of the KBIDC.

Based on provincial legislation, the KBIDC used an area rate to collect taxes and, with funding from the Mainstreet program (between \$50,000 and \$210,00 annually) and some financial support from the Town, KDCL was able to make a significant investment in promotions and infrastructure projects in the downtown. The BID Commissions and the provincial Mainstreet Program came to an end in the late 1990s.

That history mentioned some of the projects in which KDCL played a leading or major role including:

- Centre Square parking facility and special event venue.
- Purchase of various properties around town to ensure proper development in the area. These include the Davidson Property between Rockwell Hardware (now Valley Stove & Cycle) and Lawton’s Drugs (this land is still owned by KDCL), and Kentville Publishing, now the Kings Arms Pub.
- Street lighting systems and street improvements for the downtown area.
- Assembly of private and rail property between Aberdeen Street and Cornwallis Street (now Bridge Street) for use in parking.
- Facade improvements to downtown buildings, and training programs for owners, managers, and staff.
- Major reports and studies that helped give the community a sense of direction and confidence at times of uncertainty and harmful competition.

A Kentville Community Economic Development Plan was prepared In 1994, and based on newly defined needs of the community, the KDCL produced a new mission statement (“to enhance the economic viability of the business community, and work with other interests to enhance overall community life. KDCL’s primary focus is the downtown area of Kentville. However, its responsibilities extend to all businesses and activities within the Kentville area



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that influence the medium and long term viability of downtown Kentville”) and strategy where its primary focus remained the downtown area, but its scope was broadened to include marketing the overall town. Among other things, it created a new marketing theme, new logo, new entrance signs, and town-wide attractions such as Pumpkin People.

In the Town's Vision 2000 Report it stated *“When KDCL was first established in the late seventies and early eighties, its primary goal was to promote the downtown ... Over the years, there have been many marketing and promotional studies done, which focused mainly on promoting and marketing the downtown. When the Main Street Program was cancelled, efforts then centered on promotion, which was done primarily through the efforts of KDCL. Most of the promotion was done for the downtown, with some attention to special events and operation of the Tourist Bureau”.*

KDCL ceased operating on April 1, 1999. . The report referenced the termination of BID Commissions, the end of provincial funding, together with the fact that *“Council was not prepared to enter into new budget expenditures, until it had the opportunity to evaluate the situation”* as reasons for KDCL stepping away.

One of the things that came out of the Town's Vision 2000 Report was the establishment of a Community Economic Development Committee . That Committee took on the responsibility for economic development, promotion and marketing, community events, etc.

Over the next decade, there wasn't much if any development happening in Kentville. Some business people felt not enough was being done to help Kentville retain and attract businesses. With many buildings in the downtown deteriorating, together with many vacancies, there was a drive to reactivate KDCL with a focus on retention and expansion. In an invitation to attend a public meeting in December 2011, sent to residents and business people of Kentville, and after referencing all that the area has to offer, then KDCL President, Bill Denyar, asked: *“So why is Kentville's population almost stagnant, why are some shops closing and why are so many offices and commercial spaces vacant?”*

The KDCL vision at that time was that KDCL would be the organization that would champion all development in Kentville ... residential, commercial and industrial. However, the Town/Council wanted KDCL to focus on the downtown and leave other development to the Town. In that way, KDCL and the Town would be complementing each other, not duplicating services.

KDCL Focus

In February 2012, Kentville's then CAO, Mark Phillips, in a report to Mayor and Council regarding KDCL funding, stated *“It is important to recognize the need for a business development group.”* The CAO made reference to the three Tiers of Economic Development (Regional, Municipal and Local) and stated that *“the three levels of BRE (Business Retention and Expansion) in Kentville are not fully represented at this time”.*



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Tiers of Economic Development



He went on to say *“The group needs to be supported or further created to ensure BRE principles are carried out in Kentville. All three levels working jointly will help to create a sustainable business environment for our Town”*. The report went on to recommend support for KDCL to, jointly with the Town, *“conduct research and investigation into a sustainable business model to identify a practical and permanent source of revenue to support the ongoing operations of KDCL or a similar Business Development Group.”*

In an April 8, 2013, report to Town Council, the CAO stated, *“Without question Kentville is experiencing both a cyclical effect and slow period in our local economy”*. He also stated, *“Not only does the business community need to help themselves but also the greater community of Kentville needs to provide support at this time”* (and ultimately rates were established for each assessment sector to provide that).

It is clear from the CAO reports that the area to be serviced by the revised KDCL was the downtown business core ... the business district. The report referenced three sectors ... residential, commercial and industrial. The industrial park was never part of KDCL's focus. Ultimately the Council established a tax levy to fund KDCL with different rates applied to each of the assessment sectors to spread the load and because residential and industrial sectors of small towns benefit from a strong and vibrant commercial core, including retail, financial and business services.

A formal agreement between the Town and KDCL provided that the primary focus of KDCL would be on the downtown business community. In the four year funding agreement put in



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place to cover the years 2013-14 to 2016-17, it provided that KDCL would (among other things) be:

- “1. Providing and implementing communication, advocacy and outreach programs so that KDCL may act as a conduit and representative for the Town’s business community.*
- 2. Providing assistance to the Town in creating better solutions for service delivery to local business providers.*
- 3. Providing local area business marketing and promotion services.”*

In the early to mid-2010s there were many vacancies in the downtown (Appendix 2 contains pictures of a few). In 2015, KDCL and the Town partnered on a downtown Kentville revitalization and development plan *“with the objective of encouraging and supporting revitalization and focused development for the Kentville downtown to stimulate and support growth and prosperity for the whole community.”*

As further evidence that the primary focus of KDCL was the downtown, KDCL carried out strategic planning exercises in 2014 (updated in 2015), 2017, 2019, 2021 and 2025 all of which focused on Downtown Kentville.

Over the years, whether it be in Town reports and presentations, KDCL reports, as well as KDCL Strategic Plans, it is clear that the primary function of the organization was and is to support, promote and grow the business community in Kentville ... in that context, the business community has meant Downtown Kentville.

In the mid-2010s, KDCL looked at its brand and came to the conclusion that Kentville Development Corporation Limited was too unwieldy a name and didn’t really represent what the organization did. At that point, the legal name was kept but the organization rebranded to Kentville Business Community (KBC). Then in 2025 we rebranded again to Downtown Kentville which, it was felt, was a better name for marketing and promotion purposes. The new brand was done very deliberately ... to be more exciting, attractive and direct. Our focus on supporting, promoting and enhancing the business community in downtown Kentville has not changed. Many positive comments have been received regarding the new brand and how it has been used in marketing materials. (See Appendix 3 for current KDCL members & structure.)

The Value of Downtowns

Downtown commercial cores play a unique and disproportionate role in the economic and social health of municipalities.

While geographically concentrated, downtown districts generate significant economic activity relative to their size. They provide employment, house essential services, support local entrepreneurship, and contribute directly to municipal tax revenues. They also shape how a town is perceived — by residents, visitors, investors, and prospective new businesses.

In small and mid-sized communities like Kentville, the downtown is often the primary commercial hub. It is where professional services, retail, dining, financial institutions,



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community events, and civic life intersect. Its health influences housing demand, tourism potential, and investor confidence.

Research conducted across Canada and internationally supports this understanding.

The Canadian Urban Institute has documented that downtown districts contribute disproportionately to municipal tax revenues relative to their geographic footprint and play a critical role in local economic resilience. Their research emphasizes that strong downtowns stabilize municipal finances by concentrating commercial activity and supporting broader economic recovery.

Similarly, the International Downtown Association has found that communities with structured downtown management organizations experience stronger business retention, higher property value stability, and increased investment confidence. These organizations provide coordination and advocacy that individual businesses, operating independently, cannot achieve alone.

In addition, analysis from Strong Towns demonstrates that traditional downtown development patterns often generate significantly higher tax revenue per acre than lower-density commercial areas. This fiscal productivity reinforces the importance of maintaining healthy commercial cores as part of long-term municipal sustainability.

Conversely, when downtowns decline, the impacts extend beyond storefront vacancies. Reduced foot traffic affects local employment. Lower commercial vitality can weaken municipal revenue stability. Residential desirability can be affected. The perception of the entire community may shift.

For these reasons, many municipalities treat downtown development as shared economic infrastructure — not as a private benefit for a limited group of businesses.

In Kentville, this principle has historically informed funding decisions. The economic development levy was structured across residential, commercial, and industrial assessment classes because the benefits of a strong downtown were understood to extend beyond the downtown itself.

Industrial businesses benefit from a stable and attractive town in which employees want to live and work. Residential property owners benefit from access to services, events, and a vibrant community centre. Non-downtown commercial businesses benefit from overall municipal growth, brand recognition, and increased consumer activity.

The question before Council, therefore, is not simply how downtown businesses should be funded. It is whether the vitality of Kentville's commercial core continues to be regarded as a shared municipal priority.

Understanding the broader community impact of downtown investment is essential when considering how economic development services should be structured and supported in the future.



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Business Support / Events and Town Promotion

While there are many initiatives that KDCL/KBC has played a major role in implementing, several initiatives that have become synonymous with Kentville originated through KDCL. These include Pumpkin People, the Multicultural Festival, the Mural Festival, and the Holly Days Festival. The Pumpkin People festival draws crowds of thousands each year. The Mural Festival has contributed to the creation of more than 30 public murals throughout Kentville. The Multicultural Festival celebrates the diversity of Kings County and creates space for cultural communities to share and preserve their traditions. The festival has since grown into its own organization and continues to receive foundational support from KDCL.

All of these events reshape the town's visual identity and strengthen its appeal as a destination, while being deliberately structured by KDCL as economic drivers rather than solely celebratory gatherings.

Historically, events in Kentville have not always translated into measurable sales benefits for downtown businesses. While foot traffic increased, business owners did not consistently experience direct financial return. Recognizing this challenge, KDCL has implemented strategies to better align events with commercial success.

This includes:

- Coordinating marketing campaigns that encourage event attendees to shop and dine locally;
- Working directly with businesses to develop event-specific promotions;
- Encouraging extended business hours during high-traffic events such as Apple Blossom Festival and Devil's Half Acre;
- Facilitating collaborative campaigns that link independent events to retail and hospitality offerings.

In addition to events organized directly by KDCL, the organization works closely with independent event organizers who utilize public spaces such as Centre Square. Events such as Holi Fest, Diwali celebrations, Caribbean Fest, Pinoy Festival, and other privately organized festivals are supported through coordination, communication, and engagement with the business community to ensure collaborative success.

By acting as a bridge between event organizers, businesses, and the Town, KDCL facilitates collaborative events that generate repeat visitation, strengthen Kentville's identity as a vibrant community hub, and contribute to long-term commercial resilience and sustained consumer activity.

2024-26 Events contributed to (15 Major Initiatives):



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- Fire & Ice
- Coldest Night of the Year
- Burger Wars
- Kentville Home show
- Holi
- Apple Blossom Festival
- Devil's Half Acre
- Pride
- Canada Cup Night Market
- Mural Festival
- Multicultural Festival
- Harvest Festival
- Pumpkin People Festival
- Holly Days Festival
- Winter Warm-Up

Signature Town-Wide Experiences Created (9)

- 1 Storybook Walk
- 2 Shop-to-Win Contests
- 1 Late-Night Shopping Event
- 1 Pumpkin Palate Pleaser Competition
- 1 Walking Challenge
- 1 Free Skate
- 1 Kentville Wildcats Collaboration
- 1 Wreath-Building Workshop

These initiatives increased foot traffic, supported seasonal sales, and reinforced Downtown Kentville as a year-round destination.

Beautification & Placemaking

- 55 windows painted
- 74 micro-beautification grants awarded
- 375 Pumpkin drawings displayed (Drawn by KCA students)
- 14 local artists hired
 - Samson Photography
 - Mark Oakley
 - Tamar Marshall
 - Fiona Willows
 - Freya Emery
 - Isobel Hamilton



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- Ellen Cere
- Jose Urbay
- Bailey Cathcart
- Tamara El-Farr
- Mark McCrone
- Peter Gordon
- Alice Woodbury
- Monique Silver

Reach & Communications

Print Materials

- 1,100 maps distributed
- 15,000 mailers distributed
- 273 Posters Distributed
- 15,000 Shop2Win contest flyers distributed

Social Media

- 1.8M content views
- 24,724 content interactions
- 1,371 new followers
- 12 contests run

Email

- 66 newsletters sent
- 61% average open rate
(For context: nonprofit averages are usually 25–35% — so this is extremely strong.)

Website

- 4,158 unique visitors

Radio

- Estimated 63,000 impressions

Our communication strategy exceeded industry benchmarks and demonstrates high engagement and community connection.



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Business Support / Economic Impact

- 74 beautification grants awarded
- 2 business promotions planning sessions
- 1 business social
- 9 businesses welcomed or relocated
- \$5300 in Downtown Dollars reinvested (\$2,220 donated by KDCL)
- 75 T-Shirts, 56 hats, 736 stickers donated for visibility

These results demonstrate measurable progress toward our Strategic Plan goals of Marketing & Promotion, Communication & Engagement, and Advocacy. Downtown Kentville continues to strengthen its role as the heart of Kentville — a vibrant place to work, shop, and play.

Business Support / Façade Enhancement

KDCL has administered and supported façade and improvement programs designed to enhance the built environment of the downtown.

Improved storefronts and streetscapes:

- Increase property values;
- Encourage private reinvestment;
- Improve accessibility and safety; and
- Strengthen overall perception of the downtown.

Since this program was initiated in 2017, KDCL has administered just shy of \$265,000 to 70 unique businesses in town. Well-maintained commercial districts contribute directly to residential desirability, perceived public safety in town, and investor confidence across the municipality. (**See Appendix 4 - Façade Funding**)

Financial

Financial support from the Town has been critically important for KDCL over the years. Back to the April 8th report to Council ... in that same report CAO Phillips stated *“It is likely, with Council approval, that the revenue required to support KDCL would be collected in the form of a Tax Levy and not an Area Rate. Once collected, funding to KDCL would be provided in the form of a grant.”* Ultimately a tax levy was recommended to Council with different rates for the three assessment classes.

The Council approved tax rates for 2013/14 are as follows, including an Economic Development Levy established to support KDCL.



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	<i>Residential (per \$100)</i>	<i>Commercial (per \$100)</i>	<i>Industrial (per \$100)</i>
Municipal base rate	\$1.36 and 2/3 c	\$3.37 and 4/5c	
Fire area rate	4 c	4c	
Hydrant area rate	8 c	8 c	
Economic Development Levy	¾ c	7 and ½ c	6 and 1/3 c
Total Residential	1.49 and 2/5 c		
Total Commercial		3.57 and 2/5 c	

New funding agreements were put in place in 2018 for four years and in 2022 for four years. For 2024/25 the approved tax rates were as follows:

Property Tax Rates	2023-2024 Per \$100 Assessable Value	2024-2025 Per \$100 Assessable Value	Change \$	Change %
Residential	1.52620	1.52840	0.00220	0.1
Commercial	3.50340	3.51450	0.01110	0.3
Industrial Park	2.45710	2.46760	0.01050	0.4
Resource - taxable	1.42620	1.42620	0.00000	0
Acreage - Taxable (Per Acre)	0.25000	0.25000	0.00000	0
<i>Area rates included in property tax rates</i>				
<i>Fire Area Rate</i>	<i>0.03970</i>	<i>0.04500</i>	<i>0.00530</i>	<i>13.4</i>
<i>Hydrant Area Rate</i>	<i>0.05880</i>	<i>0.05560</i>	<i>-0.00320</i>	<i>(5.4)</i>
<i>Economic Levy included in property tax rates</i>				
<i>Residential</i>	<i>0.00150</i>	<i>0.00160</i>	<i>0.00010</i>	<i>6.7</i>
<i>Commercial</i>	<i>0.10870</i>	<i>0.11770</i>	<i>0.00900</i>	<i>8.3</i>
<i>Industrial Park</i>	<i>0.07160</i>	<i>0.08000</i>	<i>0.00840</i>	<i>11.7</i>

Following is a review of the process and results of the financial contribution to KDCL/KBC. The Town collected the money for KDCL by way of tax levies applied against all assessment sectors for the 12 years from 2013/14 to 2024/25 and paid a grant to KDCL each year during that time.

The above tax levies in 2013/14 and in 2024/25 are compared in the following chart:

<u>Tax Levy</u>	<u>2013/14</u>	<u>2024/25</u>
Residential	.75 ¢	.16 ¢
Commercial	7.5 ¢	11.77 ¢
Industrial	6 1/3 ¢	8.0 ¢



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The tax levies set for the 2013/14 tax year were designed to generate \$120,000 in revenue to fund KDCL. However, only \$63,438 was paid to KDCL that year because the amount raised was prorated based on the date the funding agreement was signed.

By 2024/25 the residential economic development rate was lowered, and the commercial and industrial rates increased, with a larger portion coming from the commercial sector. Those rates were designed to generate \$138,375 as specified in the Agreement between the Town and KDCL and, according to online budget documents, the budgeted economic development levy would raise \$138,300.

In the 2025-2026 budgeting process, after 12 years of raising the KDCL grant by way of a tax levy, the Town changed how the KDCL funding was raised. An area rate of 11.5 cents was established for taxable commercial property, but no separate rates were established for residential or industrial assessments. The town still made the \$141,800 contribution to KDCL as set out in the agreement between the parties. The balance of the 2025- 2026 grant came out of taxes/general revenues of the Town.

According to section 56(2) of the Municipal Act, municipalities can only charge an area rate on the assessments in the area serviced by the organization receiving those funds ... *"The municipality may levy an area rate applicable only to the commercial property and business occupancy assessment in the area benefited by the expenditures in order to recover them."*

However, it appears that the way the payment was made to KDCL for the previous 12 years was in accordance with section 56(1) of the Municipal Act ... *"A municipality may (b) pay grants to a body corporate for the purpose of promoting or beautifying a business district ..."* Furthermore, in addition to 56 (1) and 56(2), section 56 goes on to state ... *"or may provide that payments be made on another basis established by the council"*. Obviously, the Town has the right to set tax levies and to pay grants to KDCL. In making the change to an area rate for commercial in 2025-2026, it appears that the Town erred in charging the area rate on commercial properties outside the downtown business district. The correct way to have done this was to charge the area rate to the downtown commercial assessment and pay the remainder of the KDCL funding out of the tax or other general revenues of the Town if the Town didn't want a separate economic development tax levy for residential and industrial.

Because of the way this was set up in 2013/14, the collection of the tax levy and payment of the funding to KDCL was done legally from 2013/14 to 2024/25. Why the Town changed that for 2025/26 is puzzling. Most of the money provided to KDCL for 2025/26 was legal because the Town is allowed to pay it under Section 56(1) of the Act. If there was one thing that was done wrong, it was to charge an area rate to commercial assessments outside the downtown business district. There was no need to make the change as the Town was still committed to making the 2025/26 grant to KDCL.

It should be noted that, although the base tax rates did not change from 2024/25 to 2025/26, there was significantly more collected in taxes in 2025/26 because of assessment increases. Some of that would have been due to new construction but the majority of it was due to assessment increases. Based on 2024/25 budget documents and the expected tax revenues



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for 2025/26, (according to the draft 2025/26 budget because the actual budget has not been made public), with no increase in tax rates, the tax revenue of the Town would increase by 7.8%% from 2024/25 to 2025/26 (\$ 13.38 million to \$14.42 million). On the same basis, total revenues of the Town are expected to increase by 6.5% (from \$17.35 million to \$18.48 million). At the same time, the funding to KDCL increased by only 2.5%.

It is also interesting to note that, based on the 2024/25 economic development residential tax levy of .16 cents, and a residential assessment of say \$500,000 (higher than the average), a residential taxpayer paid \$8.00 toward the KDCL grant. How many homeowners in Kentville would object to paying that small amount of money for marketing, promotions, facade improvements, events, etc to help ensure that Kentville has an active and vibrant downtown?

Looking Forward

In 2025, KBC went through an intensive strategic planning exercise to map out our work for the next three years (see Appendix 5). To quote from the plan... *“The 2025-2028 Strategic Plan provides a roadmap to improve communication, marketing, advocacy, and organizational effectiveness. Its mission is to support, promote, and enhance downtown Kentville while bringing value to the business community. The plan is guided by values of integrity, collaboration, inclusivity, and innovation, and focuses on strengthening business engagement, attracting investment, improving amenities and fostering a welcoming community. ... Through partnerships, innovative programs, and a shared vision, KBC will work toward a thriving business environment that benefits businesses, residents and visitors.”*

Based on our priorities and initiatives, it is clear from our work over the past few months that we have increased our communication and interaction with the business community, expanded events and activities together with related marketing, all designed to make downtown Kentville a welcoming and vibrant destination.

In order to carry out the plan we have prepared a budget for 2026/26 (Appendix 6). We've shown it in comparison with the 2025/26 projected numbers and our actual results for the three years from 2022/23 to 2024/25. Following is a snapshot of our total revenues and expenses from 2022/23 to 2025/26



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Revenue & Expenditures Summary		
4 Years ... 2022/23 to 2025/26		
Revenue		
Town of Kentville	\$534,675	75.4%
Grants/Subsidies/Fees	160,101	22.6%
Other	14,466	2.0%
	709,242	100.0%
Expenditures		
Marketing & Promotions	95,187	12.7%
Business Support	173,863	23.1%
Events & Activities	186,816	24.9%
Staffing	250,022	33.3%
Office/Admin	45,532	6.1%
	751,420	100.0%
Net Income (Loss)	(\$42,178)	

When you consider that 25% of KDCL's revenue came by way of grants and sponsorships, most of which the town would not qualify for, the funding by the Town toward the downtown business district is a very good investment relative to the money spent by KDCL on the downtown marketing, events and business support.

As the Appendix and the above summary show, KDCL has found it necessary to dip into its reserves in order to carry out our work. Our expenditures exceeded revenues by \$6,047 for the three years from 1022/23 to 2024/25 and we're projecting a net loss of \$36,131 in 2025/26. As a result, we will have dipped into our reserves to the tune of \$42,178 over the four year period ending March 31, 2026. That will leave us with just \$15,000 in reserve, hardly a comfortable cushion. As Appendix 6 shows, we have a total budget of \$198,100 for 2026/27, just \$1,191 more than our projected total for 2025/26. Based on grants and sponsorships that we're expecting at this point, that would leave us requiring \$187,100 in funding from the Town if we are to carry out our current level of support for Downtown Kentville.

The Letter

While we have addressed most, if not all the points raised in the Mayor's letter and comments made at the meeting, following is a brief summary of the points and our response to them:

- *"In previous years, all properties in Kentville were paying the business improvement district tax which was not permitted by legislation."*

We do not believe that is accurate. Council has the authority by Section 56(1) of the Municipal Act to pay grants to "a body corporate for the purpose of promoting or beautifying a business district". And furthermore, Section 56 concludes with the statement "or may provide that payment be made on another basis established by



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Council” which council did by establishing a tax levy for each assessment sector rather than an area rate.

- *“Municipal taxes are permitted to be levied for specific services that are provided or required by law. Area rates are for specific services and only those that receive the services can be billed for them.”*

That is correct, however, the levy was not established as an area rate. This was set out very specifically in CAO Phillips report to Council on April 8, 2013 ... *“It is likely, with Council approval, that the revenue required to support KDCL would be collected in the form of a tax levy and not an area rate. Once collected, funding to KDCL would be provided in the form of a grant”*.

The idea that all sectors of the Town should contribute was set out in that report as well ... *“Not only does the business community need to help themselves but also the greater community of Kentville needs to provide support at this time”*. This approach is in line with studies that have shown the entire community benefits economically and socially from an active, healthy, vibrant downtown.

- *“Therefore, going forward, with KBC being a Downtown Kentville organization, the Town can only assess an area rate for that purpose and those that receive such services. This means that any rate in 2026/27 will only apply to downtown businesses.” In the meeting, it was stated by a Town representative that, with KBC’s recent rebranding to Downtown Kentville, the focus has changed and, because of that, the funding will have to change.*

It would appear from this statement that Council has already made a decision. We hope that is not the case, as Council does have some options ... (1) you could set an economic development tax levy for each assessment sector, as was done from 2013/14 to 2024/25; (2) you could assess an area rate against the businesses in the downtown as you did in 2025/26 and, as you also did in 2025/26, provide a grant for the remainder of the funding out of tax or general revenues of the Town; and (3) you could fold any existing economic development tax rates or area rates into the base rates and provide all of the funding to KDCL by way of a grant out of tax or general revenues of the town. Given the overall wording of Section 56, any of these options would make it possible for the Town to fund KDCL. As for the focus, it is clear from multiple reports/plans/discussions, there has been no change in the focus. Whether the name used for branding purposes is KDCL, KBC or Downtown Kentville, it is irrelevant ... the focus of the organization has not changed.

- *“Under the current area rate of 11.5 cents, this would generate \$46,044 in revenue for KBC in 2026-2027 (versus \$141,680 in 2025-2026). In order to generate the same funding amount of \$141,680 in 2026, we estimate the new rate for downtown businesses only would need to be in the vicinity of 35.5 cents.” In the meeting, the*



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Town stated that, in order to continue funding KDCL at the current level from a source other than the downtown business district, the town would have to increase taxes.

Given the three previous comments, it is not necessary to require that the downtown business district be taxed for the full amount of the funding. Council can certainly take that position if that is your intent, but you do have options. And it should not be forgotten that the remaining funding (aside from the area rate levy) came out of tax or general revenues of the Town in 2025/26. The existing level of funding does not require you to find new money because you're already collecting it in your current revenues. Granted, any increase in funding beyond what would be covered by assessment increases would have to be found.

- *"We are sharing this information to give KBC time to consider this impact along with its future goals and ambitions; and allow KBC to provide the Town with your proposed plan for 2026-2028 for a potential new 3-year agreement."*

Part of our work in 2025 was to prepare a new Strategic plan to cover the three year period from 2025/26 to 2027/28. A copy of that plan is attached as Appendix 5. Once you review the plan, it will be obvious that we are working on the priorities and initiatives set out in the plan. As our 2026/27 budget shows, in order for us to continue working the plan and to continue providing marketing and promotion, business support, as well as hosting and /or financially supporting many events and activities, we will require an increase in funding to \$187,100.

Conclusion

The improvements in Downtown Kentville since 2011 when KDCL was re-established didn't all happen because of KDCL. However, KDCL was certainly a catalyst for these improvements. We believe our track record proves that. Downtown Kentville is not perfect ... there is still work to be done to attract more people and businesses to the downtown.

We appreciate that the budgeting process can be very difficult. There will always be needs that make it difficult for Council to balance revenue with services provided. The work that KDCL does on behalf of the downtown business community is not new. It has existed for some time and has been financed by the broader community. And now, our new strategic plan will only enhance our level of communication, promotions, events/activities, and business support.

For the Town to more than triple the levy on downtown businesses to fully fund KBC is not acceptable to the business community. This change would represent a significant shift in principle ... from a model where economic development was treated as a shared community investment, to one where the responsibility would fall on one sub-set of property owners. The practical effect would be a significant contraction of the coordinated economic development work that has contributed to the downtown's current viability. And, to fund KDCL with only



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the 2025/26 downtown commercial area rate would not be financially sustainable, and we would be forced to cease operations.

It is well documented that attractive, vibrant downtowns improve the economic and social well-being of the overall community leading to increased residential and commercial developments. Our plan builds on that. Accordingly, we respectfully ask Council to continue funding the Downtown Kentville business community by spreading the cost across all sectors of the Town as has been the case for over a decade.

The decision before Council is not simply a funding adjustment. It is a policy decision about how the downtown business district is supported by the Town.



January 8, 2026

Paul Dixon
Past President
Kentville Business Community
401 Main Street
Kentville, Nova Scotia
B4N 1K6

Re: Agreement with Town of Kentville

Dear Paul:

Town of Kentville has a funding agreement with Kentville Development Corporation Limited, now carrying on business as Kentville Business Community (KBC) and / or Downtown Kentville Business Commission. This three-year agreement is set to expire on March 31, 2026.

Council has now had a chance to review the current agreement and discuss next steps in our relationship moving forward.

As you are aware, in previous years, all properties in Kentville were paying the business improvement district tax which was not permitted by legislation. In 2025-2026, all commercial properties were assessed an area rate of 11.5 cents per \$100 of assessment. Our current agreement provides \$141,680 in funding to KBC for 2025-2026.

With the impending expiration of the current agreement, a new council with a new 4-year Strategic Priorities Plan, and KBC re-branding itself as Downtown Kentville with its own new 3-year plan, we feel now is the right time to assess our relationship and service delivery models going forward.

Municipal taxes are permitted to be levied for specific services that are provided or required by law. Area rates are for specific services and only those that receive the services can be billed for such. Therefore, going forward, with KBC being a Downtown Kentville organization, the Town can only assess an area rate for that purpose and those that will receive such services. This means that any rate in 2026-2027 will only apply to downtown businesses. Our staff have



created a map to attempt to delineate where we feel the boundaries of downtown are. That map is attached to this letter.

In line with this map, we have estimated the total commercial assessment within this geographic area to be \$40,038,700. Under the current area rate of 11.5 cents, this would generate \$46,044 in revenue for KBC in 2026-2027, including assessment increases in 2026. In order to generate the same funding amount of \$141,680 in 2026, we estimate the new rate for downtown businesses only would need to be in the vicinity of 35.5 cents.

Prior to drafting a new funding and accountability agreement, we are sharing this information to give KBC time to consider this impact along with its future goals and ambitions; and allow KBC to provide the Town with your proposed plan for 2026-2028 for a potential new 3-year agreement. We would appreciate a presentation from KBC before the end of January 2026 to allow Council time to consider this matter as part of its own 2026-2027 operating budget.

Thank you for your continued commitment to businesses in Downtown Kentville. We look forward to hearing your plans and priorities for the next three years and where we can work collaboratively.

Sincerely,

A handwritten signature in black ink, appearing to read "Andrew Zebian", is written over a horizontal line.

Andrew Zebian
Mayor

c. Council

Kentville Business Community, Downtown Kentville

Kentville Business Community Service Area

Town Boundary

Property Lines

ZONING

C1 - General Commercial

C3 - Limited Commercial

C4 - Neighbourhood Commercial

CR - Commercial Recreation

R1 - Single Unit Dwelling Residential

R2 - One and Two Unit Dwelling Res

R3 - Medium Density Residential

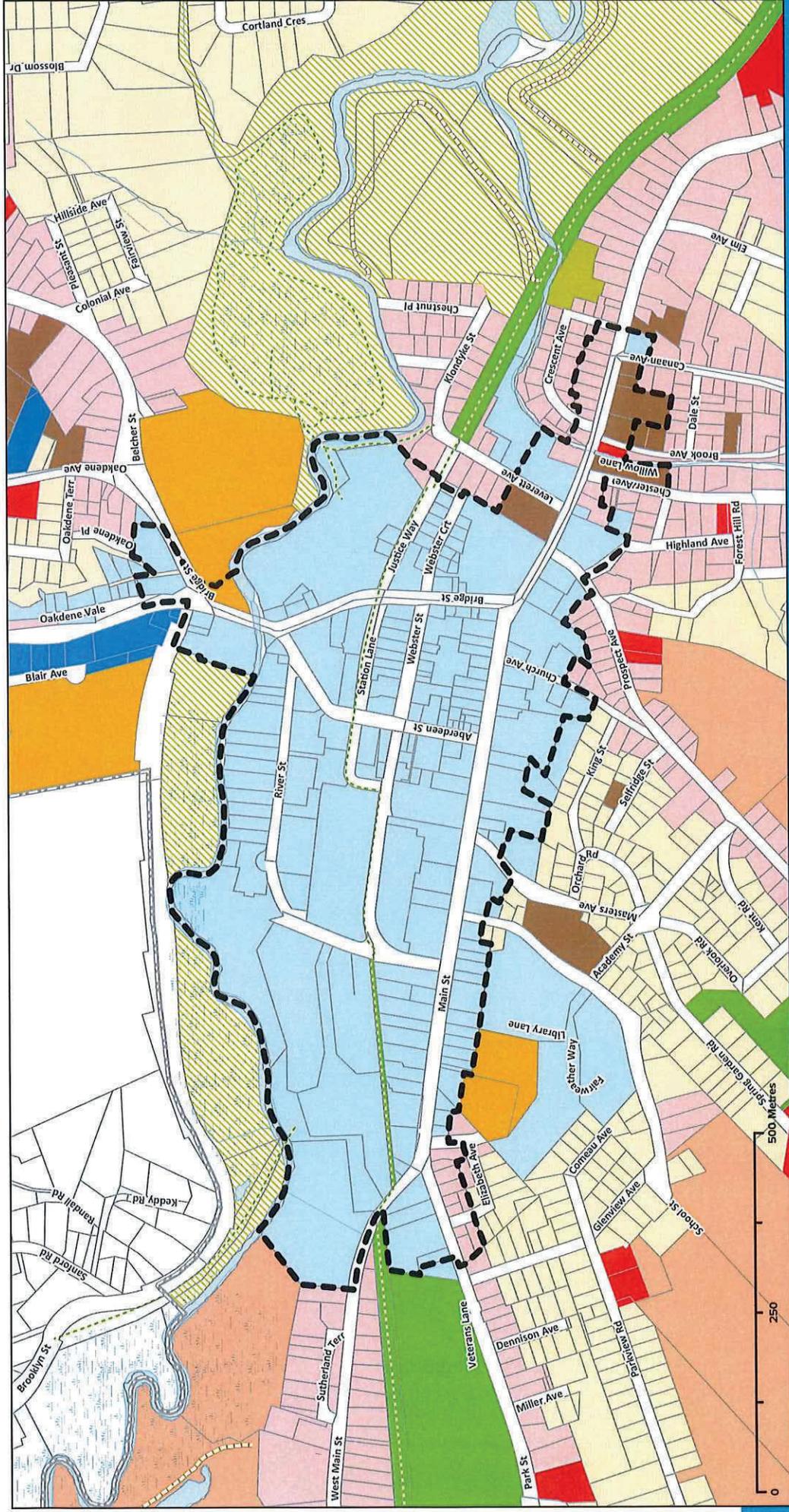
R4 - High Density Residential

R5 - Large Lot Residential

O1 - Conservation

I - Institutional

P - Park and Open Space



Appendix 2 - Vacancy Documentation (2010s)

Historical photographs from the early to mid-2010s illustrate periods of elevated vacancy within Kentville's downtown commercial core. Multiple storefronts were shuttered and papered over during this period. These images provide context for understanding long-term revitalization efforts and current occupancy levels.



Appendix 2 - Vacancy Documentation (2010s)



Appendix 2 - Vacancy Documentation (2010s)



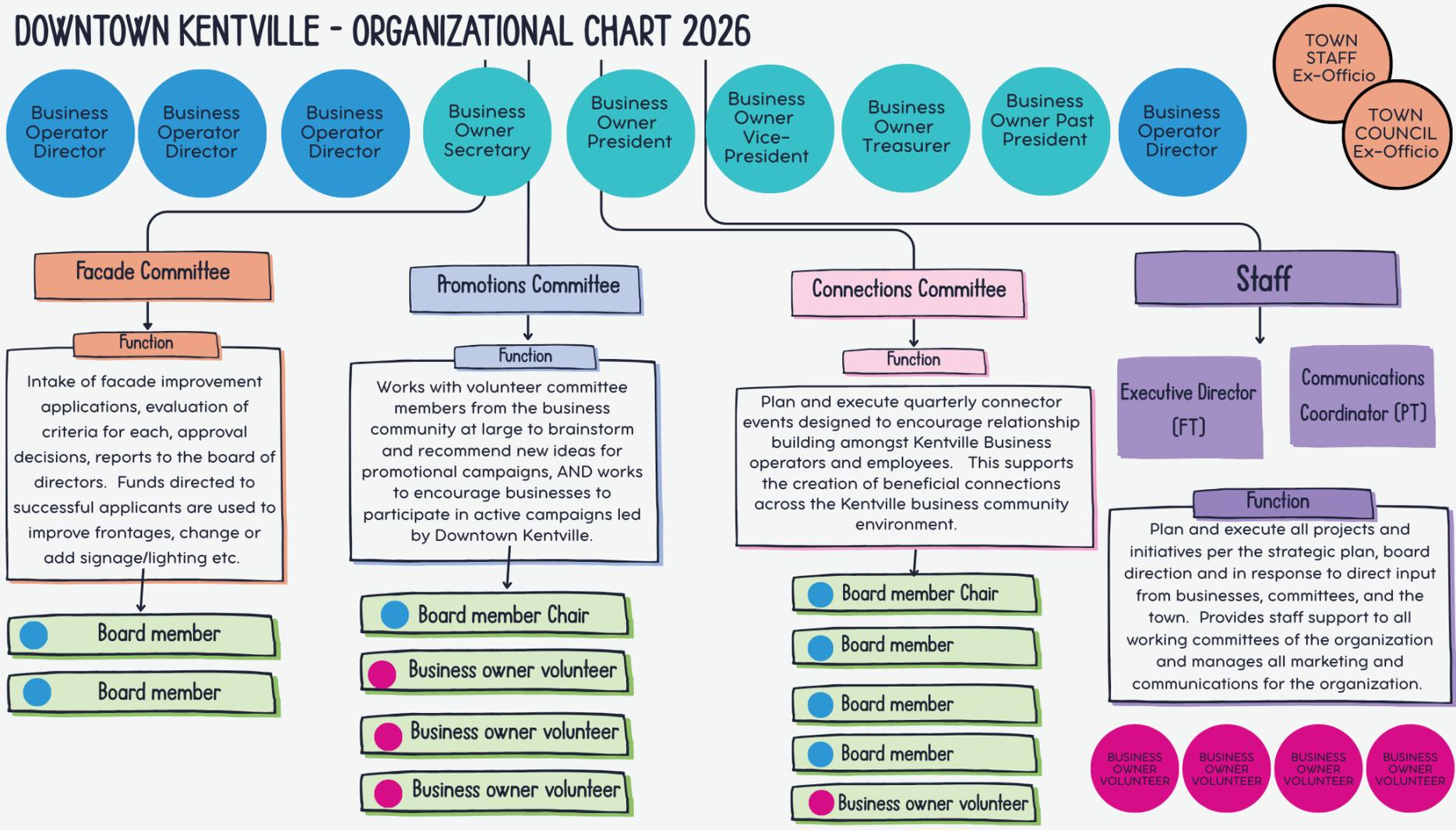
Appendix 2 - Vacancy Documentation (2010s)



Appendix 3 - Current KDCL members & structure



DOWNTOWN KENTVILLE - ORGANIZATIONAL CHART 2026



Appendix 4
 Facade Approvals
 2017 - 2025

2017		David's Eyewear	1,100.00
BTW Law	\$ 5,685.00	Chisholms	359.54
CentreStage Theatre	5,000.00	iGot Skate	137.50
Cleveland Carpet One	3,987.50	Safeguard	<u>3,398.00</u>
Cornwallis Inn	5,000.00		\$ 20,622.04
D.M. Reid Jewellers	2,325.00		
Duffett Kent Realty	9,573.50	2021	
Headliners Studio	5,000.00	Kings Arms Pub	\$ 2,284.68
Mader's Specialty Store	2,034.70	Centre Square	3,076.25
Maynard Bent & Fagan	4,230.85	Mason Building	3,259.50
Nichols Wealth Management	3,787.50	Hearing Boutique	3,624.21
Open Arms	5,000.00	Fresh-O	2,500.00
Phinney's Clothing for Men & Women	5,000.00	Petite Patrie	1,351.83
Valley Denture Services	5,500.00	Wholesum Refillery	2,500.00
Waterbury Newton	5,000.00	For Pets & Their People	1,320.20
	<u>\$ 67,124.05</u>		\$ 19,916.67
2018		2022	
Cornwallis Inn	\$ 5,000.00	Lions Club	\$ 3,242.00
Hills Grills	100.98	Joe Garber	6,150.00
Light Touch Laser	5,000.00	Ashley Dexter	1,677.81
Phinney's Clothing for Men & Women	5,000.00	Oats (1 Aberdeen)	14,637.77
Porter's Custom Trophy & Engraving	2,500.00	Bad Eyes Gallery	285.00
R.D. Chisholm	5,000.00		\$ 25,992.58
Shoken Defence MMA & Fitness	1,755.00	2023	
Waterbury Newton	5,000.00	Valley Stove & Cycle	\$ 15,000.00
	<u>\$ 29,355.98</u>	Tyla's Beauty Boutique	442.75
2019			\$ 15,442.75
Valley Ford	\$ 1,330.00	2024	
Greystoke Enterprises Ltd.	3,500.00	R.D Chisholms	\$ 494.50
Reid Jewellers - Mural Project	500.00	Valley Gate Vineyard	4,747.20
SpeedPro	1,584.85	Harvest Wealth	5,000.00
Kings Chocolate	441.17	The Healing Station	163.70
Safeguard Services / Maritime Express	5,000.00	Phinneys	1,638.75
Investment Planning Counsel	2,439.38	Mindful Therapies	942.54
LIV	4,497.00	TacoCentric	2,000.00
Phinney's Clothing for Men & Women	2,300.00	The Bloom Box	911.95
R.D. Chisholm	1,341.50	Valley Gate Vineyard	2,000.00
Hera Holdings	10,000.00		\$ 17,898.64
HarbourEdge	5,000.00	2025	
Paddy's	1,400.00	Hawthorne Clinic	\$ 1,429.50
	<u>\$ 39,333.90</u>	D.M. Reid Jewellers Ltd.	2,609.00
2020 - need to verify names		BMO	10,000.00
Maritime Express	\$ 1,875.00	Wholesum Refillery	7,450.73
Nadia Murphy - Orthopedic Surgeon	2,643.00	Threadbarrow	2,500.00
Bake Me Happy	475.00	Wheelhouse	2,500.00
Maverick Communications	5,000.00	Total Donut Solutions	2,603.00
Kings County Museum	2,034.00		\$ 29,092.23
Kate Seaman	3,600.00		

Kentville Business COMMUNITY



STRATEGIC PLAN

2025 - 2028





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- 03** Introduction
- 04** Executive Summary
- 05** Strategic Foundations
- 06** Values
- 07** Strategic Priorities
 - 08** Communications & Engagement
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 - 14** Organizational Efficacy
- 16** Acknowledgements

QUESTIONS?

CONTACT US!

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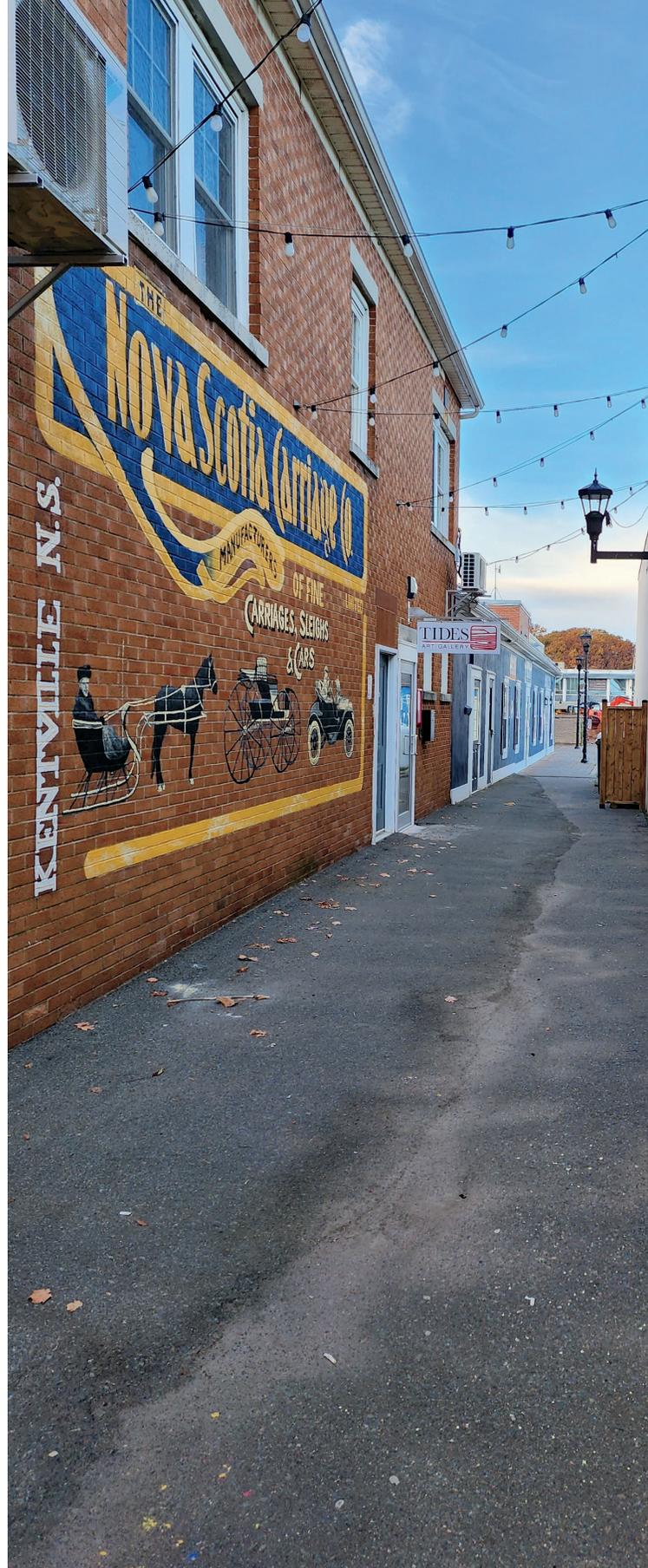
[@wearekentville](https://www.instagram.com/wearekentville)

INTRODUCTION

The Kentville Business Community (KBC) is a Business Improvement District (BID) dedicated to supporting and promoting a thriving downtown. Representing a diverse mix of local businesses, KBC works to enhance economic growth, foster collaboration, and create an inviting environment for residents, visitors, and entrepreneurs.

Through advocacy, marketing, and strategic initiatives, KBC helps businesses connect with resources, attract customers, and navigate opportunities for growth. The organization partners with the Town of Kentville, community groups, and business owners to strengthen the downtown core and ensure it remains a vibrant hub of commerce and culture.

KBC also organizes events, beautification projects, and promotional campaigns to enhance the downtown experience. By prioritizing communication, engagement, and sustainable development, KBC plays a key role in shaping Kentville's future as a welcoming and dynamic place to live, work, and do business.





EXECUTIVE SUMMARY

In January 2025, the Kentville Business Community Board and Executive Director met in a facilitated session to develop the organization's next strategic plan. Through a SWOT analysis, they reviewed strengths, weaknesses, opportunities, and challenges to ensure the plan reflects the evolving needs of the downtown business community. The session resulted in an updated mission and vision, a new set of organizational values, and a framework to guide priorities over the next three years.

The 2025-2028 Strategic Plan provides a roadmap to improve communication, marketing, advocacy, and organizational effectiveness. Its mission is to support, promote, and enhance downtown Kentville while bringing value to the business community. The plan is guided by values of integrity, collaboration, inclusivity, and innovation, and

focuses on strengthening business engagement, attracting investment, improving amenities, and fostering a welcoming downtown.

This document outlines specific goals, resource needs, and key performance indicators, allowing for adjustments as conditions change. KBC will track milestones, update initiatives as needed, and remain responsive to the needs of the business community.

This strategic plan represents a commitment to building a stronger, more connected, and more resilient downtown. Through partnerships, innovative programs, and a shared vision, KBC will work toward a thriving business environment that benefits businesses, residents, and visitors.

“This strategic plan represents a commitment to building a stronger, more connected, and more resilient downtown.”



STRATEGIC FOUNDATIONS

Our Vision

A vibrant place to work, shop and play

Our Mission

To support, promote and enhance downtown Kentville and bring value to our business community

OUR VALUES

Dynamic & Transformative

We are committed to being a leader for innovative and positive change and continuing improvement

Accountable

We will uphold our responsibilities as the collective voice of the business community

Collaborative

We engage the community and leverage our diverse talents and perspectives to achieve mutual goals

Integrity

We uphold the highest ethical standards, working with honesty and transparency

Professional

We lead with trust and credibility setting high standards of excellence

Inclusive

We embrace diversity and create a welcoming respectful space where everyone feels valued, heard and empowered

STRATEGIC PRIORITIES

These priorities are selected based on an assessment of current challenges, opportunities, and community needs to ensure KBC's efforts are focused on initiatives that will have the greatest impact on downtown businesses and economic growth.

Priority 1: Communication & Engagement

Priority 2: Marketing & Promotion

Priority 3: Advocacy

Priority 4: Organizational Efficacy





PRIORITY 1: COMMUNICATIONS & ENGAGEMENT

KBC is committed to fostering meaningful two-way communication and deeper engagement with the downtown business community, ensuring voices are heard, needs are understood, and relationships with partners like the Town of Kentville are strengthened.

GOALS:

1. There is effective communication between the KBC and the business community.
2. There is a high level of engagement with the business community.
3. There is a high level of trust and transparency between KBC, businesses and the Town of Kentville.
4. KBC has a comprehensive understanding of the downtown businesses and their needs.

ACTION LIST:

- **Modernizing Digital Presence:** Invest in a user-friendly website that reflects the downtown brand, enhances accessibility, and serves as a hub for business resources and community engagement.
- **Enhancing Communication Strategies:** Develop a comprehensive internal and external communication plan to ensure businesses, stakeholders, and the public stay informed and engaged.
- **Strengthening Business Onboarding and Retention:** Revamp the welcome package to provide clear value to new members and conduct exit interviews to gather insights on challenges and opportunities for improvement.
- **Assessing and Refining Membership Structure:** Evaluate service and membership boundaries to ensure inclusivity and alignment with the evolving needs of businesses and the community.
- **Building a Connected Business Community:** Maintain regular networking and connection events to foster collaboration, encourage knowledge sharing, and strengthen relationships between businesses and KBC.



PRIORITY 1:

COMMUNICATIONS & ENGAGEMENT

KBC is committed to fostering meaningful two-way communication and deeper engagement with the downtown business community, ensuring voices are heard, needs are understood, and relationships with partners like the Town of Kentville are strengthened.

KEY INITIATIVES BY YEAR:

2025–2026: Build foundational communication systems and increase knowledge

- Establish a baseline to understand how happy businesses are with KBC and what they hope for in the next 3 years.
- Develop and document a formal internal & external communication plan.
- Host 4 business socials (quarterly).
- Establish a business highlight program (8/month).
- Build contact list and data profiles for all downtown businesses.
- Re-establish regular touchpoints with Town staff.
- Develop and launch a training program for business owners focused on:
 - Strengthening their own marketing and communication efforts
 - Collaborating with Downtown Kentville to increase exposure
 - Leveraging existing tools and platforms (e.g., website directory, event tie-ins)

2026–2027: Strengthen two-way engagement and track impact

- Launch a poster/flyer/mailed campaign to reach non-digital members.
- Use incentives to boost AGM attendance and member feedback.
- Invest in iPads or kiosks to gather in-person feedback at events.
- Evaluate success of supported events and partnerships.
- Secure funding and approvals for iconic signage.
- Survey businesses for inclusive engagement improvements.

2027–2028: Optimize communication tools and strategies

- Evaluate reach and effectiveness of communication plan.
- Create a 3-year communications impact report.



PRIORITY 2: MARKETING & PROMOTIONS

Through intentional storytelling and coordinated promotion, KBC will position downtown Kentville as a welcoming and vibrant destination to visit, shop, and do business.

GOALS:

1. People are attracted to visit, shop and do business in downtown Kentville.
2. It is easy to know what is happening in Downtown Kentville.
3. People feel welcome, safe, and comfortable being in Downtown Kentville.

ACTION LIST:

- **Establishing a Clear and Consistent Brand:** Finalize a brand strategy and visual identity for Downtown Kentville, including logo, voice, tone, and messaging that reflect the community's character and aspirations.
- **Launching Foundational Marketing Systems:** Develop and implement a comprehensive marketing strategy that includes social media, print, radio, and video channels to increase visibility and attract foot traffic.
- **Creating a Centralized Online Hub:** Build a Downtown Kentville website with a business directory and member portal to improve access to information and resources.
- **Designing and Distributing Print Materials:** Produce printed maps and other collateral to promote downtown offerings and improve wayfinding for residents and visitors.
- **Increasing Brand Visibility at Events:** Launch a KBC booth with branded merchandise and signage at community events to enhance local recognition and engagement.
- **Implementing Iconic Visual Elements:** Plan and install photo-op signage and branded downtown elements to boost pride of place and shareability online.



PRIORITY 2: MARKETING & PROMOTIONS

Through intentional storytelling and coordinated promotion, KBC will position downtown Kentville as a welcoming and vibrant destination to visit, shop, and do business.

KEY INITIATIVES BY YEAR:

2025–2026: Develop brand identity and launch foundational marketing systems.

- Establish brand strategy and visual identity (logo, voice, tone)
- Launch marketing strategy (social media, print, radio, video)
- Create Downtown Kentville website with business directory and member portal
- Relaunch KBC Dollars as Downtown Dollars
- Launch Downtown Kentville booth with branded merchandise at community events
- Pursue creation of iconic Kentville photo-op signage

2026–2027: Prioritize attracting non-residents to Kentville

- Host rebrand launch event with merchandise and media outreach
- Focus on attracting new visitors to Kentville by launching outward-facing campaigns and inviting wider audiences to explore and engage with downtown.
- Develop printed maps and distribute locally (sponsorship opportunities)
- Install branded signage and banners downtown
- Evaluate other town gift card campaigns; develop digital KBC Dollars system
- Participate in key local and provincial events to promote Downtown Kentville

2027–2028: Evaluate, refine, and grow based on engagement and impact data.

- Complete marketing performance review
- Adjust digital and print strategies based on data
- Publish 3-Year Impact Report on marketing outcomes



PRIORITY 3: ADVOCACY

KBC will advocate for thoughtful development, infrastructure improvements, and policies that support a thriving downtown—championing the needs of businesses while partnering with government and community stakeholders.

GOALS:

1. There are accessible amenities / consumer conveniences in the downtown.
2. Opportunities for growth and new business have been created.
3. The business community is supported by residential development downtown.

ACTION LIST:

- **Communicate with ToK on behalf of businesses:** Engage with the Town of Kentville to ensure business needs are addressed.
- **Develop advocacy agenda:** Create a plan to push for changes and improvements that support businesses.
- **Intergovernmental:** Advocate to different levels of government: Work with various government levels to secure support and resources for local businesses.
- **Infrastructure:** Set goals for attracting investments: Set goals to bring investments into the town for infrastructure and growth.
- **Develop “Downtown Strategy” with the Town of Kentville:** Collaborate with the Town of Kentville to create a plan for revitalizing and growing the downtown area.
- **KBC position embedded in Planning Advisory Committee:** Ensure the Kentville Business Community has a voice in planning decisions impacting the town’s growth.
- **Address community’s perception of safety downtown:** As concerns about safety and public space increase, KBC will work with local partners to advocate for collaborative, community-based responses to issues related to homelessness and its impact on downtown.



PRIORITY 3: ADVOCACY

KBC will advocate for thoughtful development, infrastructure improvements, and policies that support a thriving downtown—championing the needs of businesses while partnering with government and community stakeholders.

KEY INITIATIVES BY YEAR:

2025–2026: Establish internal governance and advocacy systems

- Develop suite of governance policies and board onboarding materials.
- Conduct ED performance review
- Focus on adopting 1-2 new policies per month
- Facilitate board training on governance best practices.
- Develop advocacy agenda based on member and ED input.
- Create issue prioritization framework and advocacy plan.
- Ensure the KBC is part of the next TOK strategic planning session.
- Join the TOK Planning & Advisory Committee (a board member or ED)
- Initiate conversations with local organizations (e.g., Open Arms, ToK, RCMP, housing agencies) to explore collaborative, trauma-informed solutions to homelessness in the downtown core.

2026–2027: Collaborate on solutions that address safety and social challenges

- Annually update advocacy agenda; track and report progress.
- Advocate for façade and accessibility funding expansion.
- Advocate for supports such as outreach services, public washrooms, and shared safety strategies that protect the dignity of all while supporting the needs of businesses and visitors.

2027–2028: Deepen partnerships and advocate for infrastructure investments

- Evaluate governance and advocacy efforts using impact metrics.
- Complete strategic advocacy review and report.
- Launch annual advocacy summit with stakeholders.



PRIORITY 4: ORGANIZATIONAL EFFICACY

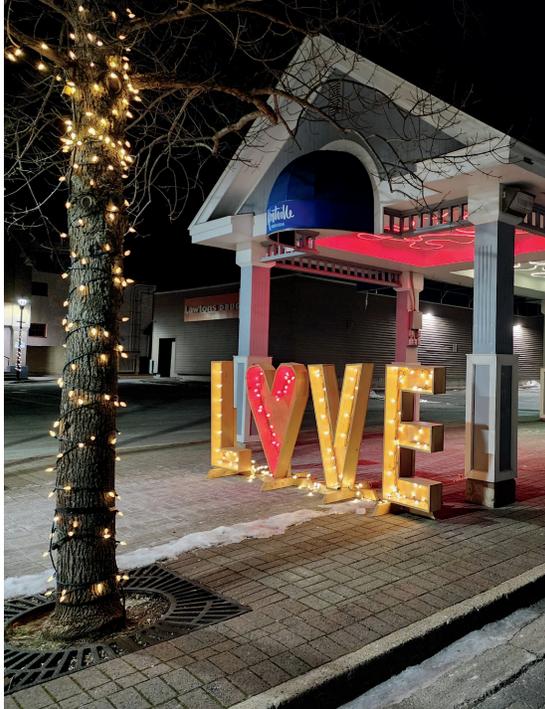
To remain responsive and sustainable, KBC will strengthen its internal structure by ensuring governance practices, policies, and board development efforts support long-term impact and accountability.

GOALS:

1. The organization's bylaws and policies are updated and current.
2. A recruitment, training, and development structure/manual is in place for new Board members

ACTION LIST:

- **Develop policies and procedures:** Create clear guidelines for how things should be done to ensure consistency and smooth operations.
- **Review internal organization and structure:** Assess how the organization is set up and make changes to improve efficiency and effectiveness.
- **Develop recruitment and training plan:** Create a strategy to find new members and train them so they can contribute effectively.
- **Establish a nominating committee:** Set up a group responsible for selecting and recommending new leaders or board members.
- **Succession planning:** Plan ahead to ensure the organization has a clear path for leadership transitions when needed.



PRIORITY 4:

ORGANIZATIONAL EFFICACY

To remain responsive and sustainable, KBC will strengthen its internal structure by ensuring governance practices, policies, and board development efforts support long-term impact and accountability.

KEY INITIATIVES BY YEAR:

2025–2026: Establish internal governance and advocacy systems

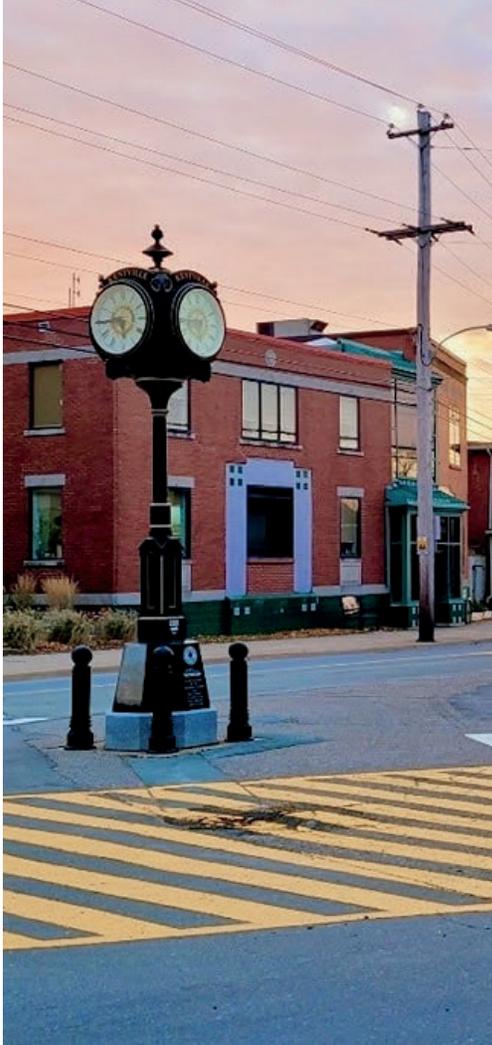
- Conduct a policy audit and identify gaps.
- Update or create essential policies (eg: conflict of interest, finance, board conduct, ED expenses, etc).
- Review and modernize bylaws for compliance and clarity.
- Develop and adopt a board recruitment strategy.
- Create a governance calendar to structure board responsibilities throughout the year.
- Revitalize business welcome kit and onboarding process.

2026–2027: Deepen partnerships and advocate for infrastructure investments

- Create a comprehensive board onboarding manual and role descriptions.
- Launch a mentorship/buddy system for new board members.
- Establish annual board self-evaluation and feedback process.
- Deliver governance education session
- Clarify decision-making processes between board and ED.

2027–2028: Track outcomes and strengthen influence through partnerships

- Conduct full governance review and impact assessment.
- Evaluate the effectiveness of onboarding and mentorship practices.
- Develop a succession planning framework for ED and key board roles.
- Refresh governance education based on new needs or gaps.
- Publish an internal organizational impact report to share with stakeholders.



ACKNOWLEDGEMENTS

The Kentville Business Community extends its sincere thanks to the following individuals who have helped craft this Strategic Plan. Our community is stronger because of their effort and commitment.

KBC Board of Directors as of April, 2025:

Andrew White	President
Paul Dixon	Past President
Gary Morse	Treasurer
Krista McDonald	Director
Juli MacHattie	Director
Darryl Pike	Director
Christina Coughlan	Director

Staff:

Julie Ogilvie	Executive Director
Meg Hodges	Past Executive Director
Gillian Yorke	Communications Coordinator

Town of Kentville Liaison:

Lindsay Young	Economic Development Coordinator
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Consultant:

Carla Anglehart	Invigorate
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CONTACT

<https://kentvillebusiness.ca>
info@kentvillebusiness.ca

902-385-0035

354 Main Street Kentville, NS B4N 1K6

Appendix 6
Kentville Business Community
Income & Expense Statement
3 Yr Actual, Projected 2025/26 & Budget 2026/27

	Actual 2022/23	Actual 2023/24	Actual 2024/25	Projected '26	Budget 1 Budget
Revenue					
Festival Grants	4,500	13,650	\$ 5,500	\$3,500	3,500
Town of Kentville - Core Funding	119,500	135,000	138,375	141,800	187,100
Infrastructure/Beautification Grants	104,957	4,000	-	-	-
Other revenue	-	-	1,428	6,016	-
Event Sponsorships	-	14,804	2,950	6,240	5,000
Sale of KBC Dollars	-	1,400	2,400	3,222	2,500
	228,957	168,854	150,653	160,778	198,100
Expenses					
Advertising and Promotion					
Promotions	3,303	8,330	3,400	4,675	5,000
Advertising	20,805	15,789	7,560	11,325	9,500
Marketing Strategy	-	-	-	20,000	-
TOTAL	24,108	24,119	10,960	36,000	14,500
Office/General Administrative Expenses					
Accountant	2,580	2,688	2,956	3,050	3,000
Bank and Service Charges	339	410	372	635	500
Board Events and Meetings	701	790	617	1,103	1,100
Board Strategic Planning	-	-	6,244	-	-
Conferences and Events	-	312	641	1,255	4,500
Liability/Directors Insurance	-	1,586	2,785	-	1,600
Membership Fees	546	624	1,279	182	750
Miscellaneous	105	437	319	222	500
Office Expenses	313	153	1,356	1,438	1,750
Website and Software Fees	2,326	1,738	2,963	2,467	3,000
TOTAL	6,910	8,738	19,532	10,352	16,700
Employment Expenses					
Contract/Wages	43,370	55,900	59,515	76,174	91,900
Employer Payroll Costs	1,725	3,248	4,207	5,883	6,500
TOTAL	45,095	59,148	63,722	82,057	98,400
Business Support					
Facade & New Business Program	29,272	15,081	17,899	27,500	27,500
Infrastructure & Beautification	71,190	10,133	1,788	1,000	1,000
TOTAL	100,462	25,214	19,687	28,500	28,500
Events and Activities					
Seasonal Décor Grants	21,513	30,041	11,422	10,355	15,000
Downtown Events	24,207	37,352	22,281	29,645	25,000
TOTAL	45,720	67,393	33,703	40,000	40,000
Total Expenses	222,295	184,612	147,604	196,909	198,100
Net Income	6,662	- 15,758	3,049	- 36,131	-

Recommendation for the Proposed Municipal Planning Strategy and Land Use By-law Housekeeping Amendments re: Large-Scale Housing and Community Development

Staff Report

To: Council Advisory Committee

From: Planning & Development Department

Date: February 23, 2026

Recommendation

That Council give First Reading to the proposed amendments to the Municipal Planning Strategy and Land Use By-law related to the Large-Scale Housing and Community Development framework, as outlined in Appendix A of the staff report, and direct staff to schedule a Public Hearing.

Purpose

The purpose of this report is to present proposed amendments to the Municipal Planning Strategy (MPS) and Land Use By-law (LUB) related to Large-Scale Housing and Community Development and to seek a recommendation from the Council Advisory Committee to advance the amendments to First Reading.

The proposed amendments introduce definitions for coordinated residential development forms, clarify when Development Agreements are required, and align policy direction with regulatory implementation.

Background and Context

The Town is increasingly receiving residential development proposals that are large in scale, multi-phased, and complex in configuration. These proposals often function as integrated communities, incorporating multiple housing types, internal road networks, servicing infrastructure, and open space systems, and are typically developed over extended timeframes.

In October 2024, Council adopted amendments to the Land Use By-law intended to address specific development standards and implementation matters. Those amendments were regulatory in nature and did not include corresponding Municipal Planning Strategy policy provisions related to large-scale or comprehensive residential development.

During subsequent review, staff identified that certain Land Use By-law amendments adopted by Council in October 2024 were not included in the submission forwarded to the Province. As a result, the amendments presented in this report include both previously adopted provisions and new amendments, consolidated for completeness, clarity, and proper statutory processing.

This report advances the necessary Municipal Planning Strategy amendment and consolidates related Land Use By-law provisions to establish a clear and consistent framework for the review of coordinated residential developments.

Overview of the Proposed Planning Framework

The proposed amendments establish a clear distinction between different forms of coordinated residential development based on scale, configuration, and planning implications, including:

- Large-Scale Housing and Community Development, intended to address area-scale residential developments that require comprehensive planning, subdivision, new public streets, and coordinated infrastructure phasing; and
- Multi-Unit Dwelling Community, intended to address coordinated multi-unit residential developments within established residential zones that function as unified projects.

Together, these definitions are intended to improve clarity for applicants, staff, Council, and the public regarding how coordinated residential developments are identified and reviewed.

Municipal Planning Strategy Amendment

To support the proposed framework, an amendment to Chapter 4 – General Land Use and Development of the Municipal Planning Strategy is proposed.

The amendment updates Policy GD-5 to add Large-Scale Housing and Community Development in the Large Lot Residential (R5) Zone as a form of development that may be considered only by Development Agreement, in accordance with the Municipal Government Act and Policies IM-10 and IM-11.

The proposed amendment builds on the existing intent of Policy GD-5, which identifies specific development forms for which Development Agreements are appropriate where conventional zoning may not be advantageous.

The proposed Municipal Planning Strategy amendment is provided in Appendix A.

Land Use By-law Amendments

Corresponding amendments to the Land Use By-law are proposed to implement and align with the Municipal Planning Strategy amendment. These include:

- The addition of definitions for Large-Scale Housing and Community Development and Multi-Unit Dwelling Community in Part 1 – Definitions;
- Amendments to Section 4.1.9 – Development Agreements to clarify when coordinated residential developments are to be considered by Development Agreement; and
- Amendments to Section 5.6.3 – Permitted Uses by Development Agreement within the Large Lot Residential (R5) Zone.

The proposed Land Use By-law amendments include both newly proposed text and provisions previously adopted by Council in October 2024 that were not submitted to the Province. All amendments are consolidated in Appendix A for clarity.

Relationship to Existing Planning Tools

The proposed amendments do not replace existing planning tools but clarify how they are applied to coordinated residential developments.

Zoning continues to regulate permitted uses and baseline development standards. Subdivision approval continues to regulate lot creation and public streets. Development Agreements provide the mechanism for addressing site-specific design, phasing, servicing, and integration matters for complex developments.

The framework does not establish site-specific zoning districts and does not, in itself, permit additional uses or density.

Public Participation and Statutory Process

As amendments to the Municipal Planning Strategy and Land Use By-law are being proposed, the statutory public participation process under the Municipal Government Act is required.

Subject to Council direction at First Reading, staff will proceed with a Public Hearing prior to Second Reading. Whereas this involves a Municipal Planning Strategy amendment, there is no appeal process. Only a Provincial review is required.

Conclusion

The proposed amendments establish a clear and coordinated framework for the review of complex residential developments and address identified gaps in existing policy and regulatory alignment. The consolidation of previously adopted and newly proposed

provisions ensures clarity, transparency, and procedural completeness prior to Provincial submission.

Attachments

Appendix A:

- Proposed Municipal Planning Strategy Amendment (Policy GD-5)
- Proposed Land Use By-law Amendments
 - Part 1 – Definitions
 - Section 4.1.9 – Development Agreements
 - Section 5.6.3 – Large Lot Residential (R5) Zone

APPENDIX A Consolidated Municipal Planning Strategy and Land Use By-law Amendments

(Additions shown in green, deletions in red. Provisions previously adopted by Council in October 2024 but not submitted to the Province are identified accordingly.)

MUNICIPAL PLANNING STRATEGY

Chapter 4 General Land Use and Development

Section 4.2.4 Development Agreements

Kentville has used Development Agreements in a limited fashion since the adoption of the 1994 Municipal Planning Strategy and will continue to do so for specific uses. A Development Agreement is a contract between the Town and a property owner within Town. The purpose of the Agreement is to specify the standards and conditions that will govern development of the property, where conventional zoning may not be advantageous.

Policy GD-5 *It shall be the intention of Council* that the following uses be permitted only by Development Agreement in accordance with the Municipal Government Act and Policies IM-10 and IM-11:

- a) Mini Home Parks/Land Leased Communities in the Large Lot Residential (R5) Zone;
- b) The change in use of a non-conforming use of land or a non-conforming use in a structure, to another non-conforming use;
- c) The expansion, enlargement or alteration of a non-conforming structure; ~~and~~;
- d) Multi-unit dwelling community constructed on multiple adjoining lots or single lots within the High Density (R4) Zone at the developer's discretion; ~~and~~;
- e) **A Large-Scale Housing and Community Development in the Large Lot Residential (R5) Zone (proposed)**

LAND USE BYLAW

Part 1 Definitions

Large-Scale Housing and Community Development means a comprehensive residential development proposed on a large landholding, planned and implemented as an integrated community rather than as individual buildings or lots, and typically developed in phases.

Such developments may include a mix of housing types and densities, internal public or private roads, open space, active transportation connections, and supporting municipal or private infrastructure, and are characterized by the need for coordinated planning respecting land use, transportation, servicing, infrastructure phasing, and community integration.

For greater certainty, this definition applies where the scale or configuration of development would otherwise require subdivision approval or multiple development approvals, and where a Development Agreement is used to establish a comprehensive development framework for the lands.

Multi-Unit Dwelling Community means a coordinated residential development consisting of two or more dwelling units, which may be contained within one or more buildings or within multiple ground-oriented dwelling units, and which may be located on a single lot or on multiple adjoining lots.

A Multi-Unit Dwelling Community is characterized by shared access, parking, open space, or servicing infrastructure, is developed under common ownership or control, and is intended to function as a unified residential development within an established residential zone, rather than as a subdivision of individual residential lots.

For greater certainty, a Multi-Unit Dwelling Community shall include one or more shared amenity areas or common spaces intended for the collective use of residents, which may include landscaped open space, green space, recreational facilities, communal indoor or outdoor areas, or similar shared amenities.

Part 4 General Provisions

4.1 General Provisions for All Zones

4.1.9 Development Agreements

The following developments shall be considered only by development agreements in accordance with Policies IM-10 and IM-11 of the Municipal Planning Strategy:

- a) Mini-Home Parks/Land Leased Communities in the Large Lot Residential (R5) Zone;
- b) The change in use of a non-conforming use of land or a non-conforming use in a structure, to another non-conforming use; and
- c) The expansion, enlargement or alteration of a nonconforming structure.
- d) Multi-Unit Dwelling Community constructed on multiple adjoining lots or single lots within the High Density (R4) Zone at the developer's discretion; and,
- e) A Large-Scale Housing and Community Development in the Large Lot Residential (R5) Zone

Part 5 Residential Zones

5.6 Large Lot Residential (R5) Zone

5.6.3 Permitted Uses by Development Agreement

The following developments shall be considered only by development agreements in accordance with Policies IM-10 and IM-11 of the Municipal Planning Strategy

- a) Manufactured Home Parks/Land Lease Communities
- b) A Large-Scale Housing and Community Development (adopted)

Recommendation for the Amendment of the Land Use Bylaw Regarding the Rezoning (Map Amendment) of 160 Main Street (PID 55246573)

Staff Report

Meeting Date: February 23, 2026
Department: Planning and Development

FOR RECOMMENDATION

RECOMMENDATION

That Council give First Reading to the proposed map and text amendments to the Land Use Bylaw, to permit a change of use within an existing building and to rezone 160 Main Street (PID 55246573) from the One and Two Unit Dwelling (R2) Zone to the Medium Density Residential (R3) and direct staff to schedule a Public Hearing.

BACKGROUND

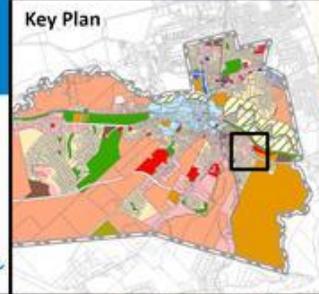
Stephen and Catherine Evans have applied to rezone 160 Main Street (PID 55246573) from the One- & Two-Unit Dwelling (R2) zone to a Medium Density Residential (R3) zone to facilitate a change of use of the existing two bed and breakfast units to dwelling units (Figure 1). A Land Use Bylaw text amendment will also be required to enable a change of use in an existing building (Appendix A).

The property is designated Residential in a primarily residential neighbourhood apart from several Institutional-designated properties further east (Oak Grove Cemetery, Agricultural Research Station) (Figure 2).

Adjacent properties are primarily zoned R2 with a single R1 lot being adjacent along the southern property boundary. A recently rezoned R3 property is located across the street (Figure 3).

Aerial Imagery Map 160 Main Street, PID 55246573

 Subject Property

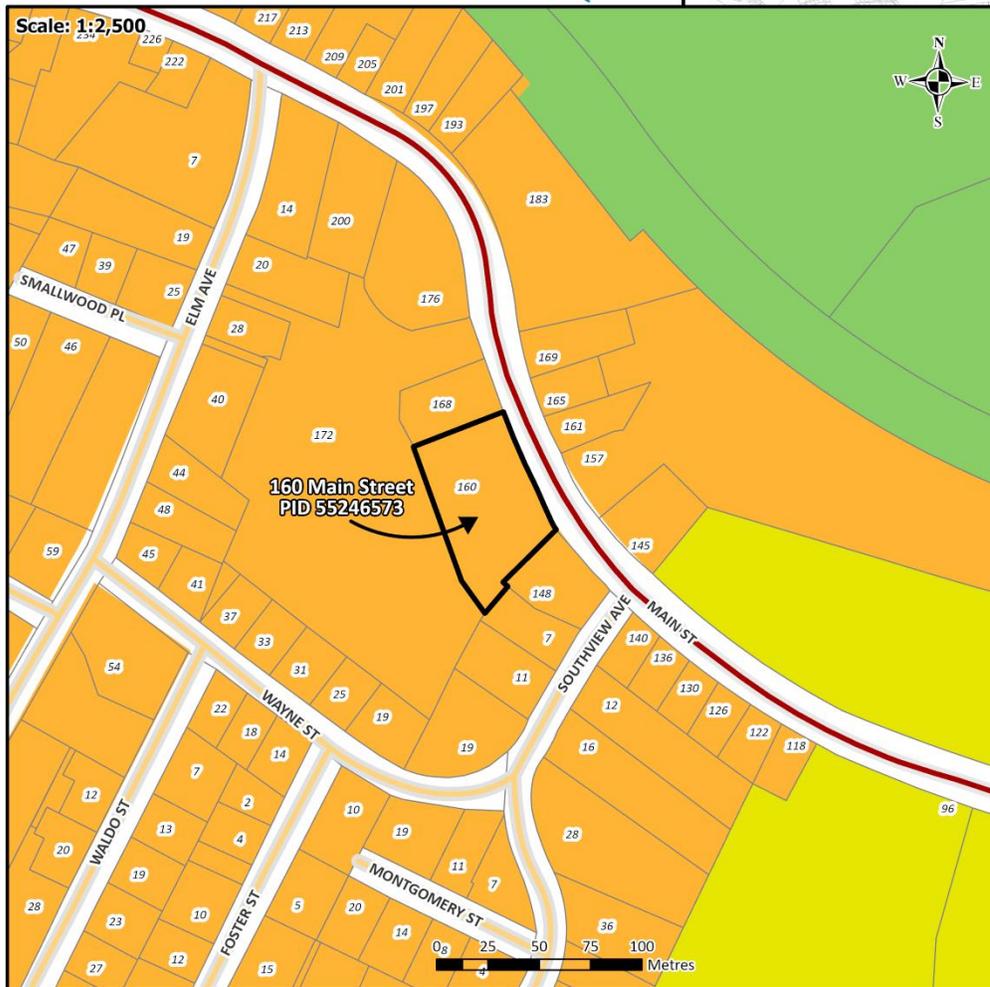
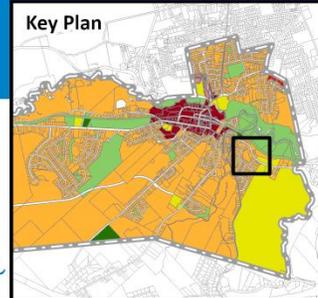


This map is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Any interpretation of this map must be confirmed with the Municipality in which the property is situated. To receive further clarification about the use of this Planning Document inquiries may be made to the Town of Kentville's Planning and Development Department.
Property Source: Nova Scotia Property Records Database (NSPRD), Compliments of the Nova Scotia Geomatics Centre (NSGC), Service Nova Scotia and Municipal Relations, 160 Willow Street, Amherst, Nova Scotia, Canada

Figure 1: Area Context Map

General Future Land Use Map 160 Main Street, PID 55246573

- | | | |
|------------------|-----------------------------|------------------------------------|
| Subject Property | Road Classifications | Generalized Future Land Use |
| Property Lines | Major Collector | Open Space |
| | Local Street | Residential |
| | | Institutional |

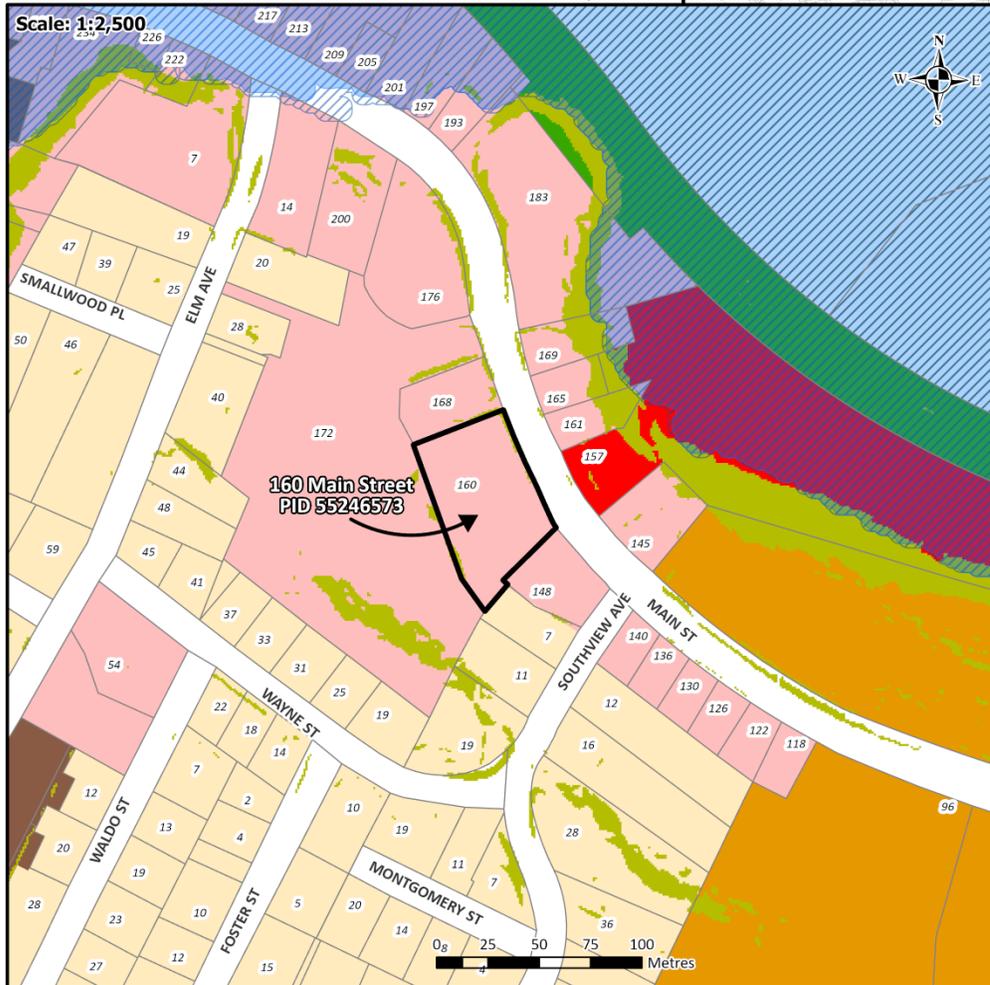
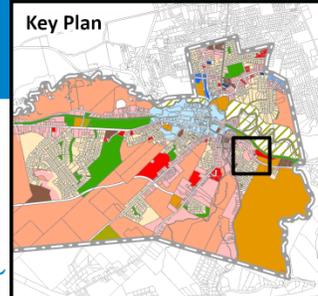


This map is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Any interpretation of this map must be confirmed with the Municipality in which the property is situated. To receive further clarification about the use of this Planning Document inquiries may be made to the Town of Kentville's Planning and Development Department.
Property Source: Nova Scotia Property Records Database (NSPRD), Compliments of the Nova Scotia Geomatics Centre (NSGC), Service Nova Scotia and Municipal Relations, 160 Willow Street, Amherst, Nova Scotia, Canada

Figure 2: Land Use Designation Map

Zoning Map 160 Main Street, PID 55246573

- | | |
|---------------------------------------|------------------------------|
| R1 - Single Unit Dwelling Residential | P - Park and Open Space |
| R2 - One and Two Unit Dwelling Res | FW - Floodway Overlay |
| R3 - Medium Density Residential | FF - Floodway Fringe Overlay |
| R4 - High Density Residential | Slope >25% |
| O1 - Conservation | Property Lines |
| I - Institutional | Subject Property |



This map is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Any interpretation of this map must be confirmed with the Municipality in which the property is situated. To receive further clarification about the use of this Planning Document inquiries may be made to the Town of Kentville's Planning and Development Department.
Property Source: Nova Scotia Property Records Database (NSPRD), Compliments of the Nova Scotia Geomatics Centre (NSGC), Service Nova Scotia and Municipal Relations, 160 Willow Street, Amherst, Nova Scotia, Canada

Figure 2: Zoning Map

POLICY ANALYSIS

Municipal Planning Strategy

Although the proposed change of use from bed and breakfast units to residential units is occurring within existing buildings, the request is being advanced through a Land Use By-law text amendment to modify the permitted uses within the zone, rather than as a site-specific exception. The proposed text amendment would apply uniformly to all properties and is therefore appropriately considered under Section 15.9.1 of the Municipal Planning Strategy.

The text amendment is being accompanied by a rezoning to establish the appropriate density permissions necessary to support the proposed residential use. In accordance with Policy IM-6 of the Municipal Planning Strategy, non-site-specific text amendments that do not include a specific development proposal are evaluated based on their land-use planning implications and conformity with other MPS policies, with public participation. Provided the proposed amendment is consistent with the intent of the MPS, no MPS amendment is required. In this case, the application intent matches the language of the preamble for Section 15.9.1, specifically, an amendment may be considered *“at the request of an applicant who wishes to change the zone in order to accommodate a use or site configuration not originally contemplated.”*

15.9.1 Text Amendments

Policy IM-6 *It shall be the intention of Council to evaluate text amendments to the Land Use By-law that are not site specific and that do not include a specific development proposal by considering the land use planning implications and conformance with other Municipal Planning Strategy policies. Public participation for these amendments shall be limited to the requirements set out in the Municipal Government Act for Land Use By-law Amendments.*

Section 15.9.2 of the Municipal Planning Strategy states that the proposed rezoning will allow the property to be developed for more intensive use.

A rezoning or map amendment involves the rezoning of a particular property to another zone; usually in order to allow the property to develop to a more intensive use. This type of amendment may substantially alter the type of development and uses which may be permitted on that site. Because this type of amendment may involve a specific property and include a detailed development proposal, there is an opportunity for Council to assess the land use impacts of the proposed development as part of the rezoning application.

Council will, therefore, undertake a detailed evaluation of the proposed development prior to making a decision concerning a rezoning application. This detailed assessment will require that the applicant submit a conceptual development plan and details with respect to servicing, stormwater drainage, traffic management, landscaping, and other design elements. To ensure that all potential land use impacts are considered, Council will adopt evaluative criteria that is specifically designed to assess rezoning applications.

Policy IM-7 provides a set of three conditions under which a rezoning application can be considered (in addition to it not being specifically prohibited in the Plan):

15.9.2.1 Rezoning Application Requirements

Policy IM-7 *It shall be the intention of Council* to consider amendments to the map of the Land Use By-law when the proposed zoning change is not specifically prohibited within this Plan and at least one of the following three conditions is true:

- a) the proposed zone is enabled by this Plan for use within the same designation.
- b) a non-conforming use appears to have been created by an inadvertent administrative oversight in the Municipal Planning Strategy and Land Use By-law preparation process, resulting in a property being zoned inconsistent with stated policies in this Plan; or
- c) the land to be rezoned is adjacent to a designation that permits the proposed use.

The proposed rezoning, from One and Two Unit Residential (R2) zone to Medium Density Residential (R3) zone, satisfies Policy IM-7 (a) in that they are both within the Residential designation. The proposed zoning change is also not specifically prohibited in the MPS. This allows the proposed map amendment to be considered.

15.9.2.2 Evaluative Criteria for Rezoning's

Note that the evaluative criteria for review of rezoning applications were reduced to three during amendments made to the planning documents in October 2024.

Policy IM-8 *It shall be the intention of Council* when considering a rezoning application or other Land Use By-law amendment application that includes a specific development proposal to have regard for the following matters:

- a) that the proposal is in conformance with the intent of this strategy and with the requirements of all other Town By-laws and regulations;
- b) development can be regulated in such a way as to meet or exceed the guidelines established in the Kentville Water Commission Source Water Protection Plan (SWPP) and
- c) all existing buildings are in compliance with the proposed zone requirements.

Item (a) speaks to conforming with the intent of the MPS as well as other Town bylaws and regulations which will be further discussed below.

Item (b) does not apply in this case as the property is located outside of the SWPP area.

For Item (c), two buildings on the property are legal non-conforming and their status will not change through the rezoning.

MPS Section 3.2.2 Housing/Residential states that:

The housing objectives of this Strategy strive to facilitate a mix of quality housing types which reflect the diversified needs, income levels, ages and lifestyles of Town residents. A further objective of this strategy is to achieve a greater proportion of the regional housing market within the Town. The policies will address issues such as affordability, quality design, alternative housing needs and density in all residential areas while maintaining the character of existing residential neighborhoods within the town.

The proposed rezoning is to facilitate alternative housing needs.

Policy GD-4 (c) supports compact development as being a means to create efficient additional density with existing infrastructure:

Policy GD-4 *It shall be the intention of Council* to ensure that growth and development within the Town is efficient and cost effective by:

- a) Limiting development in un-serviced areas of the Town;
- b) Concentrating new development in adequately serviced and properly planned areas; and
- c) Encouraging and facilitating infill development on underutilized and existing undersized lots within the built up area of Town.

Policy IM-9 *It shall be the intention of Council, therefore, to take into account the other potential development scenarios that may be permitted as a result of a proposed zone change when evaluating a rezoning application.*

Rezoning from R2 to R3 represents a moderate increase in density (permitting buildings of up to 8-units) and a more efficient use of existing Town infrastructure. The lot dimensions are such that a future development proposal could allow a maximum of four 8-unit buildings. However, the existing property owners have stated that they value the existing configuration of the lot and have no desire to subdivide (Appendix B).

Land Use Bylaw

The Subject Property meets the minimum lot area and frontage requirements for the R3 zone. The proposed amendments would allow three units within two buildings, which is a permitted density within this zone.

The text amendment is further described in Appendix A.

Public Participation Review

A public participation meeting was held on January 22, 2026 Council Chambers. Notification of the meeting was advertised on the Town website on January 6, 2026. 9 people were in attendance for the meeting.

Questions and comments are described generally as follows:

Q1: What is the maximum amount of units the rezoning would allow?

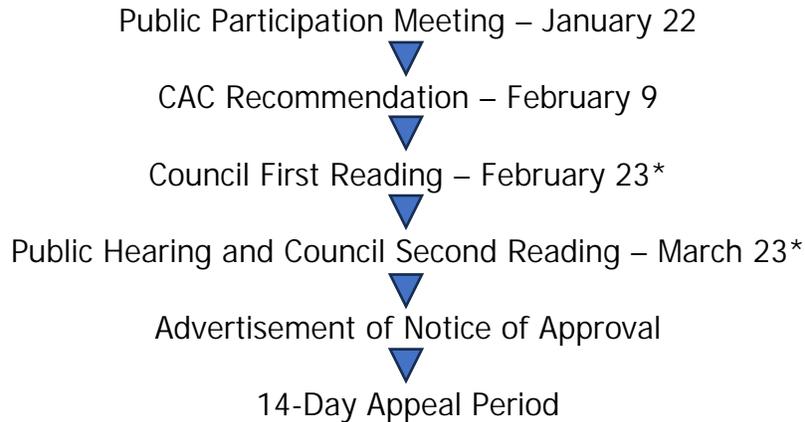
A: 32-units over 4 buildings.

Q2: Will a building permit be required for the change of use?

A: Yes.

The applicants did not attend the meeting but provided an indication of the intent of their application in correspondence (Appendix B).

Next Steps



*Anticipated dates; final dates set by Council

Legislative Authority

Municipal Government Act (MGA) - Section 210

Town of Kentville Municipal Planning Strategy (MPS) – Policies IM-6; IM-7; IM-8; IM-9; GD-4

Respectfully submitted,

Darren Shupe, Director of Planning and Development
Town of Kentville

Attachments:

Appendix A – Land Use Bylaw Text Amendment

Appendix B – Correspondence from Applicant

APPENDIX A

4.1.10 Existing Buildings

Where a building has been erected on or before the effective date of this By-law on a lot having less than the minimum frontage or area, or having less than the minimum setback or side yard or rear yard required by this By-law, the building may be permitted a change of use, enlarged, reconstructed, repaired, or renovated provided that:

- a) the enlargement, reconstruction, repair, or renovation does not further reduce the front yard or side yard or rear yard that does not conform to this By-law; ~~and~~
- b) the change of use of an existing building may be permitted notwithstanding section 4.1.19; and
- c) all other applicable provisions of this By-law are satisfied.

APPENDIX B

January 26, 2026 - via Email

Hello Darren

Regarding our rezoning application R2 to R3 please convey the following message to Council at the next meeting:

This application for rezoning is a requirement for the town and is not something we would otherwise have been pursuing. It came about following an inspection by the Fire Department who then made Kentville aware of our situation. Until that point we were unaware that we were not compliant with zoning bylaws.

We purchased the property approximately 5 years ago as a single family dwelling with the intention that our oldest sons would occupy the two additional units in the carriage house to give them more independence. No changes to this arrangement have been made by us. The existing residential units have been the same for at least 20 years, dating back to when the property operated as a bed and breakfast. The property had not been operating as a b & b some years before we bought it and was not sold as a b & b.

We have no intention of further developing the property beyond its existing arrangement. We feel very strongly in favour of maintaining the character of the property and immediate neighbourhood. That is what we moved to Kentville for. Our main aim here is to become compliant with the bylaws and would be more than happy to keep the property zoned as R2 if that were allowable whilst keeping the two units in the carriage house for our growing up family.

Best regards

Stephen and Catherine Evans

Award of Mitchell Brook Culvert Replacement – 2026/27 Fiscal Year

TOK202601

Meeting Date: February 23, 2026

Department: Engineering & Public Works

Strategic Priority: Priority identified in the Stormwater Management Master Plan

RECOMMENDATION

That Council approve the award of Mitchell Brook Culvert Replacement to Hughes Excavating Limited as per lowest bid in tender submission of \$600,000 including contingency & non-recoverable HST.

SUMMARY

This project was approved in the 2025/26 capital budget in the amount of \$165,000, of which \$27,000 has been spent on design. This project was identified in the Stormwater Management Master Plan and represents a critical step in implementation of the multi-year plan. The existing dual culvert under Park Street is at the end of its useful life and its condition has deteriorated to the point of replacement. Today's Environment & Fisheries requirements for culverts in streams & watercourses require the culvert to be a single pipe or structure and, in this case, a very wide natural bottom box culvert that will require the temporary removal and replacement of water & sanitary sewer mains that are above the culvert restricting access.

On January 29th, 2026 we received 7 bids, ranging from \$510,226 to \$1,045,005 excluding contingency & HST. We have a completed / approved design and permit to install this box culvert from the necessary Provincial authorities during the required summer construction window. We will include a Capital Expenditure Request in our upcoming Capital Budget meetings, but to meet the contract award requirements of 30 days after tender closing, we are requesting early approval of this Capital project so the successful contractor can begin ordering materials for this project and scheduling the work.

BUDGET IMPLICATIONS

The total projected cost of the project is \$627,000. In 2025/26, Council approved the allocation of \$165,000 from the CCBF reserve within the capital budget, of which \$27,000 has been spent on design, leaving a budget surplus of \$138,000 available to offset 2026/27 construction costs. As a result, the additional budget requirement is \$462,000.

February 23, 2025, Engineering & Public Works

Based on available CCBF funding in 2026/27, the additional project funding is proposed to be sourced from the CCBF reserve (\$312,000) and Capital Reserves (\$150,000) to fully fund the project.

RECOMMENDATION

That Council approve the award of Mitchell Brook Culvert Replacement to Hughes Excavating Limited for an amount of \$600,000 including contingency and the non-recoverable portion of the HST, using the above-mentioned funding sources.

Targeted Income Property Tax Exemption

Meeting Date: February 23, 2026
Department: Finance

RECOMMENDATION

That Council adopt the Targeted Income Tax Exemption Policy, as attached, effective for the 2026-2027 taxation year.

SUMMARY

Town Council provides a partial property tax exemption to eligible individual property owners under the Targeted Income Property Tax Exemption Policy.

The authority to grant a tax exemption is set out in Section 69 of the Municipal Government Act (MGA). Pursuant to subsection 69(2) of the MGA, Council may grant an exemption, to the extent set out in a resolution, using income thresholds established by Council.

The use of the term "*targeted income*" reflects Council's intent to target municipal tax relief to a Council determined income range for administrative purposes.

BACKGROUND

Past practice has aligned the income ceiling with commonly used external benchmarks; however, the proposed policy establishes an income threshold solely for the purpose of targeting municipal tax relief, as determined by Council from time to time.

The financial impact of the exemption is influenced by the exemption levels and the income ceiling for eligibility.

Past practice has set the income ceiling equivalent to the maximum Old Age Security (OAS) and Guaranteed Income Supplement (GIS) paid to a married couple (\$33,390 in 2026).

The Town's 2025-2026 Operating Budget includes \$ 16,750 for the cost of this exemption along with Section 69 A. Actual cost in 2025-2026 is \$ 15,275 for Section 69 and \$ 176 for Section 69A (policy for reduction of taxes where destruction).

POLICY IMPLICATIONS

Policy- Targeted Income Property Tax Exemption
February 23, 2026, Finance

The introduction of the Targeted Income Property Tax Exemption Policy is authorized under Section 69 of the Municipal Government Act (MGA) and provides a formal framework for granting property tax exemptions to eligible residents.

BUDGET IMPLICATIONS

The policy establishes the income threshold for 2026-2027 as \$37,000 and reduces the income brackets from three (3) to two (2) resulting in increased exemption values for many applicants.

Based on current applicants, the consolidation of income brackets, and the increase in exemption amounts is estimated increase costs by \$2,855. As current exemptions are \$1,299 below budget, a net a budget increase of \$1,556 will be required in 2026-2027 to accommodate these changes.

The impact of increasing the income threshold from \$33,390 to \$37,000 is currently unknown, as the Town cannot predict the number of taxpayers who may qualify under this new threshold.

Exemption amounts are customarily adjusted annually in accordance with the cost-of-living factor applied to the Capped Assessment Program (CAP) as set by Property Valuation Services Corporation. For 2026, the CAP rate is 2.6%. The exemption amounts for 2026-2027 have been reset, and cost-of-living adjustments will be applied to this new value in subsequent years.

Historic exemption, income ceiling and uptake levels are noted below.

Taxation Year	Income Ceiling (\$)	Exemption Amount (\$)	# Of Taxpayers	Exemption Total Paid (\$)
2025/26	32,733	390 to 650	31	15,275
2024/25	31,372	385 to 640	27	13,170
2023/24	30,118	290 to 620	34	11,210
2022/23	28,436	271 to 575	27	8,065
2021/22	27,971	257 to 546	30	8,773

COMMUNICATION IMPLICATIONS

Communication of the exemption to residents occurs through multiple avenues including insertion of an application with the tax bills for those who received the exemption in the

prior year as well a general notice on the Town's website and social media detailing the particulars of the program

ATTACHMENTS AND LINKS

Targeted Income Property Tax Exemption Policy



Policy 110 TARGETED INCOME PROPERTY TAX EXEMPTION

1. Policy Purpose

The purpose of this policy is to provide targeted municipal property tax relief of current year taxes on primary residences to eligible residents and property owners within the income ranges established by Council, in accordance with Section 69 of the Municipal Government Act.

The income thresholds set out in this policy are used solely for the administration of the exemption and are not intended to be used for any other purpose.

2. Policy Application

This policy is applicable to Town of Kentville residential taxpayers who fall within specified income ranges and who meet the eligibility criteria as set out within the policy.

3. Definitions

- a) "Total Household Income" refers to a person's total income from all sources for the previous calendar year, including the income of all persons residing in the same household and excluding allowances under the War Veterans' Allowance Act (Canada) and pensions under the Pension Act (Canada).
- b) "Town" refers to the Town of Kentville.

4. Legislation

This policy is adopted pursuant to the Municipal Government Act (MGA), S.N.S. 1998, c.18. The authority to grant a tax exemption to any person is found in the MGA, Section 69 entitled "*Low income tax exemption policy*".

5. Eligibility Criteria

To be eligible for the Targeted Income Property Tax Exemption, an applicant must meet all of the following criteria:

- Be a permanent resident of the Town.
- Own and occupy the property as their principal residence.
- Be responsible for payment of municipal property taxes on the property.
- Have a total household gross income within the thresholds set out in this policy.
- Be up to date on a payment plan approved by the Town, where applicable.

Seasonal properties, rental properties, and commercial properties are not eligible.

6. Income Threshold and Exemption Amounts

An exemption may be granted to tax rate payers whose total household income from all sources, including the income of persons residing in the same household, does not exceed \$37,000.

For the purposes of determining eligibility, the following income sources shall be excluded:

- Allowances paid under the War Veterans' Allowance Act (Canada)
- Pensions paid under the Pension Act (Canada)

Eligibility and exemption amounts are based on total household gross income from all sources in the previous personal taxation year as follows:

Household Income	Tax Exemption Amount
\$0 – \$25,000	\$650
\$25,001 – \$37,000	\$450

The income threshold and tax exemption amounts shall be adjusted annually in accordance with the cost-of-living percentage applied to the Capped Assessment Program (CAP) value, as set by Property Valuation Services Corporation, for the applicable taxation year.

Household income above \$37,000 is not eligible for an exemption under this policy.

Approved exemptions shall be applied directly to the municipal tax account final billing for the applicable taxation year.

Where a property is assessed to more than one person, any eligible person shall receive only the portion of the exemption equal to that person's share of the total assessment. Where interests are not separately defined, the portion of the exemption shall be determined by the Treasurer, whose determination is final.

7. Application Process

- Applications shall be submitted annually using the form prescribed by the Town.
- Applicants shall provide proof of income for all household members, as evidenced by the Canada Revenue Agency's Notice of Assessment.

- Applications for the exemption must be received on or before July 31 of the applicable taxation year, as specified on the application form, which is updated annually.

8. Limitations

- Only one exemption per household per taxation year is permitted.
- The exemption applies only to property taxes and does not apply to area rates, interest, or other charges.
- Where the amount of property taxes owing is less than the applicable exemption amount, the exemption applied shall be limited to the property taxes owing.

9. False or Misleading Information

If false or misleading information is provided, the Town may revoke the exemption and require repayment of any amount applied to the tax account.

Seven Day Notice of Policy: February 9, 2026

Council Approval:

In Effect:

This is to certify that Policy 110, Targeted Income Property Tax Exemption, was approved by Town Council on the _____ th day of _____, 2026

Mayor

Clerk

Property Tax Write-Off

Meeting Date: February 23, 2026
Department: Finance

RECOMMENDATION

That Council approve the write-off of outstanding property taxes including interest totaling \$ 1,474.33 for assessment account numbers 10738318 and 10992672 that were revested in Crown.

SUMMARY

In July 2024, ownership for two parcels of land were revested in Crown following efforts by Town staff and the Town's solicitor to locate the property owners. Taxes that had accumulated on these accounts were rejected for payment by the Province and have instead been transferred to the provincial property in grant in lieu of taxes list, effective for the 2024-2025 fiscal year.

BACKGROUND

Properties with assessment account numbers 10738318 and 10992672 were formally transferred to Nova Scotia Department of Justice on July 29, 2024. Both were vacant (new) pieces of land identified by Land Registry and taxes had been subsequently billed. The commercial owners could not be located as they did not exist on the Registry of Joint Stocks, and the next step would have been tax sales.

As advised by our solicitor, the Province was contacted and title was escheated on both properties with the expectation that outstanding taxes would be paid.

The total amount recommended for write-off for the 2025-2026 fiscal year includes both taxes and interest on the accounts. The individual write offs are \$1,132.88 for assessment account number 10738318 and \$341.45 for assessment account number 10992672.

In accordance with Financial Reporting and Accounting Manuel (FRAM), Council may approve the write-off of taxes deemed uncollectible.

DISCUSSION

The properties are now on the tax roll as properties of the Province of Nova Scotia which are paid through payment Grant In Lieu of Taxes.

Retaining the uncollectible amounts on the tax roll would inaccurately overstate receivables and distort Town financial statements.

BUDGET IMPLICATIONS

There is no impact on the Town's budget, as forecasted allowances for uncollectible taxes are already embedded in the financial position at the time of this report.

Partial Tax Exemption Bylaw

Meeting Date: February 23, 2026
Department: Finance

RECOMMENDATION

That Council Give first reading to Bylaw 204 respecting partial tax exemption.

SUMMARY

The Partial Tax Exemption bylaw has updated to remove properties that have been sold or reclassified by Property Valuation Services Corporation (PVSC). Staff have also reviewed the bylaw and has updated it for clarity and formatting.

LEGISLATION

Sections 71 (1) and 71 (2) of the Municipal Government Act which states:

Tax exemption policy for certain organizations

71 (1) The council may, by policy, be exempt from taxation, to the extent and under the conditions set out in the policy

(a) property

(i) of a named registered Canadian charitable organization, and

(ii) that is used directly and solely for a charitable purpose;

(b) property of a nonprofit community, charitable, fraternal, educational, recreational, religious, cultural or sporting organization if, in the opinion of the council, the organization provides a service that might otherwise be a responsibility of the council;

(c) and (d) repealed 2001, c. 14, s. 3.

(e) the buildings, pump stations, deep well pumps, main transmission lines, distribution lines, meters and associated plant and equipment of a municipal water utility.

(2) The council may, by policy, to the extent and under the conditions set out in the policy, provide that the tax payable with respect to all or part of the taxable commercial property of any nonprofit community, charitable, fraternal, educational, recreational, religious, cultural or sporting organization named in the policy be reduced to the tax that would otherwise be payable if the property were residential property, inclusive of area rates.

BACKGROUND

As part of regular bylaw review, the Partial Tax Exemption bylaw has been reviewed by staff and updated.

BUDGET IMPLICATIONS

There is no impact on the Town's budget, as neither the affected property owners nor the scope of the exemption has been changed.

COMMUNICATION IMPLICATIONS

The proposed bylaw will be advertised on our website in February for public comments before second reading. Once approved, an ad will be placed in the local newspaper to notify the public of its approval.



Town of Kentville Bylaw 204 Partial Tax Exemption

BE IT ENACTED by the Council of Town of Kentville under the authority of the *Municipal Government Act*, Statutes of Nova Scotia, 1998, Chapter 18, and amendments thereto as follows:

1. SHORT TITLE

This Bylaw shall be known as Bylaw 204 - Partial Tax Exemption Bylaw and may be cited as the "Partial Tax Exemption Bylaw".

2. DEFINITIONS

- 2.1. "Canadian charitable organization" means any organization registered as an active charity with the Canada Revenue Agency.
- 2.2. "Exemption" means a release of obligation from paying all or a portion of property taxes.
- 2.3. "Property Taxes" refers only to that portion of a property tax bill that is indicated to be residential tax, commercial tax, or resource tax.
- 2.4. "Town" means Town of Kentville.

3. GENERAL PROVISIONS

- 3.1. The property belonging to a named Canadian charitable organization that is used directly and solely for a charitable purpose and shall be granted a tax exemption to the extent and under the conditions listed in Schedule A of this Bylaw.
- 3.2. The property of a non-profit community, charitable, fraternal, educational, recreational, religious, cultural or sporting organizations or institutions, if in the opinion of Council, the organization provides a service that might otherwise be a responsibility of the Council shall be granted shall be granted a tax exemption to the extent and under the conditions listed in Schedule A of this Bylaw.
- 3.3. The partial exemption provided in Section shall apply only to that portion of the property specified in Schedule A.

- 3.4. Unless Schedule A specifies that the tax exemption applies to a defined percentage of the property's assessment, the commercial tax payable shall be reduced to the amount that would otherwise be payable if the property were assessed as residential property.
- 3.5. When a property or part thereof, listed in Schedule A, ceases to be occupied by the owner for the purposes provided in 3.1 and 3.2, then the partial exemption from taxation shall cease and the owner of the property shall immediately be liable for the real property tax, on such property or part thereof, for the remaining portion of the year.
- 3.6. Organizations seeking to make use of the tax exemption provided in section 3.1 and 3.2 shall make application to the Town outlining the services offered by the organization, the benefit to the community, current financial information and proof of charitable Status with Canada Revenue Agency.

4. REPEAL

Town of Kentville Tax Exemption Bylaw, Chapter 87, approved by Council on the 31st day of October, 2011, including any amendments thereto, is hereby repealed.

CLERK'S ANNOTATION FOR OFFICIAL BYLAW BOOK

Date of first reading:

Date of advertisement of Notice of Intent to Consider:

Date of second reading:

Date of advertisement of Passage of Bylaw:

Date of mailing a certified copy to Minister:

Effective Date:

I certify that this Partial Tax Exemption Bylaw was adopted by Council of the Town of Kentville on the _____ day of _____, 2026, and published as indicated above.

SIGNED by the Mayor and Clerk this _____ day of _____, 2026.

Mayor

Clerk

BYLAW 204 – Partial Tax Exemption

Schedule A

Property	Owner	Extent of Application
Land and Building 17 Crescent Avenue	Glooscap Curling Club	49% - Ice Shed and Land
Land and Buildings 85 River Street	Evangeline Child Care Centre	100% - the whole
Kings Court House Museum 37 Bridge Street	Kings Historical Society	100% - the whole
Fundy Interchurch Food Bank 50 Belcher Street	St. Joseph's Roman Catholic Church	100% - the whole
Land and Building 38 Gary Pearl Drive	Credit Union Rec Centre	100% the whole



TOWN OF KENTVILLE BY-LAW CHAPTER 87 PARTIAL TAX EXEMPTION

AUTHORITY

1. Municipal Government Act – Section 71 and Municipal Grants Act – Section 14 (1)(b)

TITLE

2. This Bylaw shall be known as Chapter 87 - Partial Tax Exemption Bylaw.

GENERAL PROVISIONS

3. The property of those non-profit community, charitable, fraternal, educational, recreational, religious, cultural or sporting organizations or institutions named in Schedule A to this Bylaw, that would otherwise be classified as commercial property, shall be taxed at the percentage of the assessed value of taxable residential property to which the tax rate applies, as is determined by the Council from year to year.
4. The partial exemption provided in Section 4.1 shall apply only to that portion of the property specified in Schedule A.
5. When a property or part thereof, listed in Schedule A, ceases to be occupied by the owner for the purposes provided in Section 4.1, then the partial exemption from taxation shall cease and the owner of the property shall immediately be liable for the real property tax, on such property or part thereof, for the portion of the year then unexpired.

EFFECTIVE DATE

6. This Bylaw shall have effect commencing in the municipal taxation year 2011.

REPEAL

7. Chapter 39 – Tax Exemption Bylaw and any amendments are hereby repealed.

CLERK'S ANNOTATION FOR OFFICIAL BY-LAW BOOK

Date of first reading:	September 26, 2011
Date of advertisement of Notice of Intent to Consider:	October 4, 2011
Date of second reading:	October 31, 2011
*Date of advertisement of Passage of By-Law:	November 8, 2011
Date of mailing to Minister a certified copy of By-Law:	November 8, 2011

I certify that this Partial Tax Exemption Bylaw – Chapter 87 was adopted by Council and published as indicated above.



CAO Mark Phillips

*Effective Date of the By-Law unless otherwise specified in the By-Law

CHAPTER 87 – Partial Tax Exemption Bylaw

Schedule A

Property	Owner	Extent of Application
Land and Buildings Aberdeen Street	Kentville Masonic Association	30% of the whole
Land and Building Crescent Avenue	Glooscap Curling Club	49% - Ice Shed and Land
Land and Buildings River Street	Evangeline Child Care Centre	100% - the whole
Kings Court House Museum Cornwallis Street	Kings Historical Society	100% - the whole
Fundy Interchurch Food Bank Belcher Street	St. Joseph's Roman Catholic Church	100% - the whole
Land and Building Cornwallis Street	Open Arms Resource Centre Society	100%- the whole
Land and Building Gary Pearl Drive	Credit Union Rec Centre	100% the whole

Council Committee and Commission Appointments

Meeting Date: February 23, 2026
Department: Administration

RECOMMENDATION

That Council approve the following appointments to Committees and Water Commission effective February 23, 2026, to December 31, 2027:

Finance and Audit Committee:
Kabindra Adhikari

Water Commission:
Jaimie Peerless

Planning Advisory Committee:
Carol Goddwin

Mayor Andrew Zebian

February 23rd, 2026

Highlights:

Committee and Commission Appointments:

January 26th, 2026: Public Hearing 153 Belcher Street

January 26th, 2026: Council Meeting:

- (a) Policy G41 – Repeal Anti-Idling Standard Operating Procedure
- (b) Bylaw 300 – Repeal Idling Control (first reading)
- (c) Policy 107 – Traffic Authority
- (d) Policy G23 – Repeal Smoke-Free Town-Owned Vehicles
- (e) Bylaw 301 Chapter 99 - Repeal Smoke-Free Public Place (first reading)
- (f) Policy 101 – Council Remuneration
- (g) Policy 108 – Fire Services
- (h) Policy 109 – Community Investment Program (CIP)
- (i) 2026 FCM Council Members Attendance
- (j) Town Hall Accessibility Renovations
- (k) Land Use Bylaw Amendment - Concurrent Construction and Conditional Permitting
- (l) Nominating Committee Report
- (m) Redesignation & Rezoning Application – 153 Belcher Street (PID 55265250) (second reading)

February 9th, 2026: Council Advisory Committee

Received Staff Reports.

- (a) Large Scale Housing Housekeeping Amendments (First Reading)
- (b) Rezone 160 Main Street (First Reading)
- (c) Award Mitchell Brook Culvert Replacement
- (d) Low Income Tax Exemption Policy
- (e) Recommended Tax Write Offs
- (f) Bylaw 204 - Partial Tax Exemption (First Reading)

December 15th, 2025 : Council Meeting

Bylaw 202 - Reduced Taxation (second reading)

Bylaw 203 - Sewers (second reading)

Pre-Approval of Equipment Purchase – Salt Truck

Kentville Police Service - Police Constable Position

Policy G34 - Repeal Temporary Development Officer

Policy G60 - Repeal Styrofoam (Expanded Polystyrene) Products Restriction Policy 104 - Public Consultation

Policy 105 - Expenses and Hospitality

Policy 106 – Proclamations

Heritage Advisory Committee - Proposed Heritage Designation of Six Properties

Redesignation & Rezoning Application – 153 Belcher Street (PID 55265250) (first reading)

Housing Diversity and Community Balance in the General Commercial (C1) Zone – Supplemental Update (first reading)

Nominating Committee Report

Lease of former Kentville Railway Station, 66 Station Street

January 28th 2026: Budget Meeting (Council+Directors/Chief of Police)

Meetings & Events:

January 21st, 2026: Library Meeting (more info to follow)

January 22nd, 2026: Minister Lohr+KDCL Joint meeting @ Fire Hall

January 22nd, 2026: Public Participation Meeting – amendments to MPS + 160 Main Street proposed rezoning.

January 27th, 2026: Meeting with Leanne Jennings (Open Arms) and CAO McNeill

January 30th, 2026: African Heritage Month Flag Raising @ Town Hall. Acknowledgement of the late Dr. Geraldine Browning.

February 2nd, 2026: Kick off to Community Wellness Challenge for the month of February at Burgher Hill. It was well attended with many families enjoying the space. Spike and I took a ride down the hill. I hadn't been on a sled in decades and I think the video showcases that perfectly. Children were amused, including my own!

I have challenged the Town of Wolfville to see which Town can get more people active this month. Download the Wellnify App and contribute to Kentville's overall score!

February 4th, 2026: CAC Agenda Review Town Hall with CAO / Deputy Mayor and Deputy Clerk

February 6th, 2026: Art Lightfoot Hockey Tournament at the Kentville Rink! Lots of fun and Congratulations to the NKEC Titans on their win.

February 9th, 2026 CAC

February 13th, 2026: I was interviewed by Suzanne Rent of the Halifax Examiner as part of her series speaking with mayors across Nova Scotia. I was the fifth mayor she interviewed, with her next visits scheduled for Berwick and Annapolis Royal (on the same day as mine).

Our discussion focused on my first year in office. I shared that I have been fortunate to work alongside a strong and collaborative Council. From the outset, we committed to

working together respectfully and constructively, and that teamwork has positioned Kentville well for the future. Overall, I believe things are looking up in our community.

When asked about my top three goals upon being elected, I explained that my priorities were clear:

1. To establish a functional, cohesive Council that works effectively for the community.
2. To ensure strong administrative leadership, including recruiting and securing a Chief Administrative Officer who would work diligently and professionally for the Town of Kentville.
3. To focus on encouraging development and addressing infrastructure needs... getting "back to basics" and strengthening our foundation.

Suzanne also asked about the downside of serving in this role. I shared that the greatest challenge is the time commitment and time away from family. However, my younger children have grown up with me serving on Council, so they know no different. While public service requires sacrifice, the reward of giving back to this town, a community I care deeply about... makes it incredibly worthwhile.

February 14th, 2026: 100th Birthday of Edith McInnis

February 16th 2026: Heritage day at the Kentville Heritage Centre.

February 23rd 2026: Public Hearing- Land Use Bylaw Amendments

February 23rd, 2026: Council Meeting 5 PM,

February 24th, 2026: Anti Bullying: Flag Raising

February 26th, 2026: Capital Budget Meeting

Debra Crowell Deputy Mayor February 2026

Highlights:

- ✓ Flag raising to recognize African Heritage Month
- ✓ Open House- Kentville Historical Society
- ✓ Flag raising to recognize Pink Shirt Day

Committee and Commission Appointments:

Valley Regional Services Board (alternate)

Agenda items: Kings Transit Authority (Tidal Transit Authority), Valley Region Solid Waste-Resource Management Authority

Decisions: TTA- Approved engine replacement for bus 59- \$80 thousand. Will provide at least 5 years service.

VRSWMA- 26/27 Budgets were passed- reduction in Kentville's expenditure due to extended producer's responsibility.

Kings Point to Point January 21 & February 18

Agenda items: Discuss with COK re: County representation, Discussions with Tidal Transit Authority (Kings Transit), Discussion re: Video surveillance; 2026/27 budget draft presentation

Decisions: Will contact COK re: county membership, Investigate video surveillance

Events and Meetings:

- Meeting 1: January 21, 2026- Valley Regional Services Board
- Meeting 2: February 4, 2026- CAC review- Mayor, CAO, Town Clerk
- Meeting 3: February 9, 2026- Council Advisory Committee
- Meeting 4: February 17, 2026- Fire Service Modernization Planning Session
- Meeting 5: February 17, 2026- Committee Orientation Session
- Meeting 6: February 18, 2026- Nominating Committee
- Meeting 7: February 18, 2026- Kentville Water Commission
- Meeting 8: February 18, 2026- Kings Point to Point
- Meeting 9: February 23, 2026- Public Hearing- Planning document amendments
- Meeting 10: February 23, 2026- Council
- Meeting 11: February 26, 2026- Capital Budget meeting

Events

Event 1: January 30, 2026- Flag raising- African Heritage Month

Event 2: February 16, 2026- Open House- Kentville Historical Society

Event 3: February 25, 2026- Flag Raising-Pink Shirt Day

John Andrew

February 23, 2026

Highlights:

We are into our first year and deep into budget season. Things are looking great for our growing town. Your Council is moving together very efficiently and the adjustment to our new CAO has felt seamless.

People in the community remain highly concerned around the impact of street involved people and high risk behaviors in our downtown. Calls and discussions are ongoing regarding concerns over the high visibility of homelessness and associated high-risk behaviors around Town.

A committee (including Councillor Maxwell and me) has been created to help calm community concerns and I am happy to say that the TOK has been proactive in supporting an emergency warming centre. So far, warming centre, need has been relatively low.

Committee and Commission Appointments: .

My Committee Appointments January 1, 2026 - December 31, 2027 are:

Finance and Audit Committee, Investment Committee, Planning Advisory Committee, Police Commission and I will serve as Alternate Rep. for Annapolis Valley Regional Library and Valley Regional Enterprise Network for Councillors Hamilton and Baker respectively.

Events and Meetings:

- Homelessness Group Discussion: Monday, January 21
- Annapolis Valley Regional Library Meeting: Wednesday, January 21
- PPM 160 Main & R5 Policy: Thursday, January 22
- Public Engagement Meeting: Thursday, January 22
- Budget Meeting: Wednesday, January 28
- Community Health Board: Thursday, February 5
- CMHA Coordinated Access: Thursday, February 5
- Valley Homelessness Committee: Monday, February 9
- Committee Orientation Meeting: Tuesday, February 17
- Police Commission: Thursday, February 19

Rob Baker, Councilor February 23, 2026

Highlights:

1. Budget season – had a good session lead by CAO McNeill on Jan 28 preparing Council and Directors for budgets to support the Strategic Plan
2. New committees – I'm the newest member on the TOK Investment Committee, Chair Cate Savage has the report.
3. Valley REN – funding formula for Regional Economic Networks are very dated and running operational shortfalls.
4. Intercultural Workshop - back by popular demand! How to develop policies and behave in a culturally diverse workplace.

Committee and Commission Appointments:

January 27 – Special Meeting, 153 Belcher Street Rezoning
January 28 – All day session on Budgeting for 2026-27
January 30 – Black Heritage Month Flag Raising
February 4 – Walk the Block, Downtown Kentville
February 5 – Meet with Emily Boucher, CEO Valley REN
February 5 – Valley REN, Intercultural Workshop
February 5 – Meeting with Oakdene Garden Committee Chairs,
R. Peterson & R. Brewer
February 9 – Valley REN meeting
February 9 – Town of Kentville CAC
February 11 – TOK Investment Committee
February 11 – Meeting with Director Langille
February 16 – Kentville Bicentennial Heritage Day!

Looking forward to a productive new year following through on our vision for the future of Kentville from the Strategic Plan.

Samantha Hamilton, Councillor **January 22 – February 17, 2026**

Highlights:

This report covers the period from January 22 to February 17, 2026. Over the past month, Council activities included public participation sessions, budget discussions, and ongoing engagement with provincial partners and residents on downtown concerns. Despite weather-related disruptions, important progress was made on planning and financial priorities. I was encouraged by the strong start to the budget process and the collaborative work underway.

Committee and Commission Appointments:

Board of Police Commission Work Plan sub-committee Meeting – February 3

- Attended a working session focused on developing and refining the Board's work plan and priorities

Meetings:

Public Participation – 160 Main Street (Kentville) & R5 Policy – January 22

- Attended the public participation session on 160 Main Street and the R5 policy, where residents can share feedback and perspectives on the proposal and its planning implications.

Community Meeting with Minister John Lohr – Kentville Fire Department– January 22

- Attended a community meeting with Minister John Lohr focused on downtown Kentville, addressing concerns raised by residents and local stakeholders. The meeting emphasized the importance of collaboration and coordinated planning to support safety, revitalization, and long-term solutions.

Public Hearing 153 Belcher St & Council Meeting – January 27

- This meeting was rescheduled due to the winter storm, with scheduling and logistics affected by the weather conditions.

Budget Meeting – January 28 (9:00 AM – 4:00 PM)

- Participated in a full-day budget meeting and was pleased with the work that had begun. It was a productive session and an important step toward strengthening the Town's financial planning and decision-making.

Council Advisory Committee (CAC) – February 9

Closing Remarks:

This reporting period included discussions on development, policy, downtown concerns, and budgeting. I appreciate the public engagement and the opportunity to participate in both community and council-focused conversations. I am encouraged by the early progress in budget planning and look forward to continuing this work as we move through the next stages of planning and decision-making. As always, please don't hesitate to reach out with questions, concerns, or feedback.

Respectfully submitted, Councillor Samantha Hamilton

NAME AND TITLE – Cathy Maxwell

COUNCIL MEETING DATE – Feb 23/26

Highlights: Highlights for this time period includes: The first flag raising since the inception of our new flag policy, The flag was raised for African Heritage Month. Going forward we will be having flag raisings to celebrate the many groups that make up our diverse community. Groups should bring their flag to the CAO's office to ask to have it raised at the appropriate time. Some of my committees are in full swing and others will be starting soon.

I also attended the Kentville Heritage Center for Heritage Day and took in their new display on the changing of our name from Horton Corner to Kentville. It's a fantastic display and I encourage citizens to drop into the Center when they open in the spring.

Committee and Commission Appointments:

Committee 1: Homelessness Committee – Jan 19/26

Key Agenda Items/ Discussions and Decisions

At this meeting we worked on The Terms of Reference by making additions and changes. We will finalize them at the next meeting. Also discussed the upcoming Public Meeting on Homelessness at the Fire Hall.

Committee 2: KBC (Downtown Kentville) Jan 21/26

Key Agenda Items/ Discussions and Decisions:

Discussed the agenda for the upcoming Public Meeting on Homelessness at the Firehall. Had a report on the various promotions done in the downtown to promote businesses during the holiday. Overall, the activities were successful and a few changes noted for next year.

Committee 3 : Annapolis Valley Trails – Jan 22/26

Key Agenda Items/ Discussions and Decisions:

Reviewed the fast focus of the coalition and looked at two new organizational structures that could be used. One was maintaining the “Board” structure for not for profits that we were using or use a collective Impact/Collaboration Framework. The group decided to change the framework of Annapolis Valley Trails to a Collaborative framework. Some discussion occurred on a financial model and whether we need a Trail Coordinator or a Coordinator of the trail. Discussions will continue on the restructuring of the organization at the next meeting.

Committee 4: Homelessness Committee – Feb 9/26

Key Agenda Items/ Discussions and Decisions:

Clarification was discussed as per the Code of Conduct and what could be discussed publicly. There were two new member requests, and one was accepted while the other was deferred to a later date. Reviewed the ‘sticky ’notes with questions the public had at the Firehall Public Meeting. We are to look at how the perception of safety in the downtown core can be increased.

Also, we changed the name of the group to The Annapolis Valley Homelessness Advisory Committee and discussed the need for a website to increase communication with the public.

Committee 4: KBC (Downtown Kentville) – Feb 10/26

Discussed the Public meeting on Homelessness. It was felt the meeting was well attended and good feedback was given from the public. There will be a WEI Program offered in the town, and they are looking for participants to sign up. WEI is a workplace education initiative. It is a 12-week program and 40 hours. Participants will develop their own year long promotional plan. Participants must have a business in downtown Kentville. Reports were given in the areas of marketing and Promotion and Finance. The group discussed the budget they were to present to Town Council on Feb 13/26. The presentation to Council is scheduled at the Council meeting on Feb 23/26.

Events and Meetings:

Jan 19/26 – Homelessness Committee

Jan 21/26 – KBC (Downtown Kentville) Board Meeting

Jan 22/26- Annapolis Valley Trails Committee

Jan 27/26 – Public Hearing

Jan 27/26 – Council Meeting

Jan 28/26 – First Budget Meeting

Jan 30/26 – African Heritage Month Flag Raising

Feb 9/26 – Homelessness Committee

Feb 9/26 – CAC Meeting

Feb 10/26 – KBC (Downtown Kentville) Board Meeting

Feb 16/26 – Visit to Kentville Heritage Center for Heritage Day

Feb 17/26 – Town of Kentville Committee Members Orientation Meeting

Cate Savage – Councillor Savage

Highlights:

Last Council Meeting – January 27th

Last CAC – February 9th

Committee and Commission Appointments:

Committee 1:

IAC – Feb 11th

Executive Summary – YTD 1.107% money weighted return vrs the balanced income cad - .68%

Current holdings are north of \$15M

We have our \$560,000 ready for the March 31st withdrawal

We saw some nice dividend increases over the past month Franco Nevada / Brookfield / Enbridge / CIBC

Our IA (TD) is optimistic about the stock market 1 year out

Committee 2:

PAC – no meeting as of yet

Committee 3: Bursary

Meeting scheduled for late Feb 2026

Committee 4: REMO

No meeting

Events and Meetings:

Jan 27th Public Hearing – 153 Belcher Street

Jan 28th – all day meeting – Operating Budget discussions

February 17th – Orientation Session – Roberts Rules w CAO facilitating

Training and Development:

None for this past month