



Town of Kentville
Approved Five Year Capital Investment Plan
2027-2031
March 9, 2026

Town of Kentville

Capital Investment Plan (CIP) 2027–2031

Summary

Purpose and Alignment with Strategic Priorities

Capital Investment Plan (CIP) for 2027–2031 details strategic investments in equipment and infrastructure essential to sustaining and enhancing Town services. These investments are closely tied to the outcomes set forth in Council’s 2025–2029 Strategic Priorities Plan, “Investing in Kentville’s Future Today” as described in Schedule 3 of this report. With growing service expectations, expanding and renewing the Town’s asset base is vital. The CIP ensures that investments are coordinated to address both community needs and the Town’s adaptability in a changing environment.

Infrastructure Renewal and Expansion

The CIP places primary emphasis on the replacement and renewal of aging infrastructure, much of which is at or beyond its useful life. In addition, the plan supports the acquisition of strategic new assets. Infrastructure expansion is necessary to maintain service delivery and to accommodate projected corporate and residential population growth. However, the availability of new revenue streams does not always match the timing of investment needs. The Town seeks to bridge this gap by leveraging federal and provincial cost-sharing programs.

Funding and Budget

Sources, Amounts, and Timing Challenges

For the **2026–2027 budget**, Town staff have submitted requests totaling **\$10,520,900**, with a combined **\$47,661,400** recommended over the five-year period. Funding is projected to come from a mix of tax revenue, sewer rate revenue, federal and provincial grants, reserves, long-term debt, and other external sources. Securing cost-sharing arrangements is crucial to bridging the timing mismatches between revenue inflows and capital expenditure needs, which helps limit the pressure to raise municipal taxes.

Challenges and Opportunities

Inflation, Economic Uncertainty, and Climate Change

Tax revenue is the main funding source for capital projects, covering reserves, capital expenditures, and debt payments. The Town faces rising costs for services and capital investments, while local residents and businesses are impacted by inflation and economic uncertainty. For instance, the residential tax rate has been at \$1.4262 per \$100 of assessed property value from 2022–2023 to 2025–2026, slightly lower than \$1.4272 per \$100 in 2019–2020. This demonstrates the Town’s commitment to keeping taxes affordable. However, adjustments in tax assessments alone may not fully address the timing or scale of capital and operational needs. The Town’s ability to raise tax rates is limited by the need to remain affordable and respond to economic conditions. Because of inflation, tariff changes, and ongoing economic uncertainty in Canada, revenue forecasts are based on conservative estimates. To overcome these challenges, the Town is focusing on essential capital projects and looking for alternative funding sources to supplement tax revenue.

Climate Resilience and Stormwater Planning

Climate change has become a central consideration in the Town’s capital planning, with extreme weather—heavy rain, flooding, and temperature extremes—posing risks to infrastructure. To address these challenges, the Capital Investment Plan (CIP) prioritizes:

- **Infrastructure Upgrades:** Enhancing stormwater systems and roads to withstand increased rainfall and reduce vulnerability to flooding, with project recommendations and storm sewer initiatives guided by the Stormwater Master Plan.
- **Sustainable Design:** Partnering with the Clean Foundation to ensure infrastructure investments are energy efficient, low emission, and resource conscious.
- **Adaptation Measures:** Increasing the resilience and useful life of assets, lowering future costs, and avoiding service disruptions.

The Stormwater Master Plan is integral to this strategy, ensuring climate risks are mitigated proactively and capital requests reflect the need to adapt to infrastructure deterioration. By consolidating core initiatives and emphasizing coordination across projects, the Town aims to safeguard service quality, control costs, and prepare for ongoing environmental change.

Revenues, Reserves, and Debt

Current Status, Limitations, and Strategies

The Town’s general capital reserves are insufficient to support long-term investments and ongoing services outlined in the 2025–2029 Strategic Priorities Plan, *Investing in Kentville’s Future Today*. At the current usage rate, reserves will drop to about half their initial balance by the end of the plan, with several restricted funds limiting flexibility to address new service demands. While deed transfer tax revenue has strengthened the Town’s financial position, it is not sufficient to fund major projects such as a new arena. These large, long-term projects have multi-decade service lives and require funding methods that go beyond the Town’s usual yearly budget for capital projects.

Capital funding from operating revenue is not keeping pace with infrastructure renewal and asset replacement needs that directly support service levels. This gap increases the risk of deferred maintenance, unplanned service disruptions, and declining asset performance across multiple service areas. Balancing affordability with the need to invest in essential services means seeking out new funding opportunities and carefully managing debt to ensure future generations are not unfairly affected.

Third-party funding and government grants remain competitive and uncertain. The Town continues to actively monitor and pursue all eligible opportunities including the federal, provincial, and FCM infrastructure funding programs to help reduce the financial burden on taxpayers, to reduce pressure on municipal revenues and support priority projects that protect service continuity and community well-being. Where external funding is not secured, projects may need to be deferred, which can increase lifecycle costs and heighten the risk of service impacts over time.

Given limited reserves and increasing infrastructure renewal costs, the Town has become more reliant on debt to finance major long-term assets, such as road reconstruction projects that benefit multiple generations. For instance, the CIP features the new Regional Recreation Centre Arena, representing a significant investment primarily funded through debt due to its scale and anticipated service life. Prudent debt management is essential to maintain financial flexibility, affordability, and intergenerational equity, ensuring that future generations are not disproportionately impacted by current fiscal decisions. The Town evaluates debt capacity based on provincial benchmarks, with particular emphasis on the Debt Ratio, which assesses outstanding debt relative to current revenues and informs long-term fiscal sustainability. Comprehensive information is available in the annual Municipal Profile and Financial Indicators Results issued by the Department of Municipal Affairs, Province of Nova Scotia.

Capital Expenditure Requests

Process, Ranking, and Council Review

Under current policy, capital assets with a value of \$5,000 or greater are subject to capitalization. Capital Expenditure Request (CER) forms must be submitted for all proposed investments, detailing the category, priority level, and indicating whether the request pertains to renewal, a new initiative, or a carryover. Each CER is evaluated and assigned a ranking of High, Medium, or Low, based on its alignment with Council's strategic priorities and program priorities, as well as its anticipated impact on service delivery. Proposals that address significant risks or deliver substantial benefits are accorded a High ranking.

Capital Investment Plan Schedules 1-3

The following three (3) schedules provide consistent capital information in various complementary formats. These schedules include detailed first-year and five-year capital requests, organized by type, funding source, and strategic priority. They are structured to clearly demonstrate investment timing, priorities, and financing.

Town of Kentville
2026-2027 through 2030-2031
Capital Investment Plan Summary by Type and Funding Source

	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	Total
Capital Expenditure Requests by Type						
Active Transportation	1,125,000					1,125,000
Building	2,702,100	25,000	1,025,000	3,025,000	6,025,000	12,802,100
Downtown Improvements	105,000	100,000	25,000	25,000	25,000	280,000
Equipment	966,600	645,000	596,000	184,000	590,000	2,981,600
Expansion	2,000,000					2,000,000
Facilities			20,000			20,000
Facilities - Arena	350,000	1,865,000				2,215,000
Flood Mitigation	937,200	2,000,000	2,000,000	2,000,000	2,000,000	8,937,200
Green Space/Trails		20,000				20,000
Parks/Playgrounds	340,000	875,000		500,000		1,715,000
Sanitary Sewer	190,000	338,000	500,000	500,000	562,500	2,090,500
Sidewalks		2,100,000	850,000	200,000	200,000	3,350,000
Sport Fields	60,000					60,000
Storm Sewer	495,000	120,000		400,000	400,000	1,415,000
Streets	1,250,000	2,250,000	2,250,000	1,450,000	1,450,000	8,650,000
Total Capital Expenditure Requests	10,520,900	10,338,000	7,266,000	8,284,000	11,252,500	47,661,400
Funding Sources						
Operations						
Proceeds on Sale	36,085	14,000	8,000	8,000	14,000	80,085
Capital Transfer	81,000	81,000	81,000	81,000	81,000	405,000
Contributions	25,333	215,000		125,000		365,333
Federal						
Fed GIF	450,000					450,000
Fed ICIP	800,000					800,000
CCBF/Gas Tax	685,000	820,000	500,000	500,000	500,000	3,005,000
Provincial						
Prov GIF	374,962					374,962
Prov ICIP	666,600					666,600
Other Grants	907,700	2,210,000	1,600,000	1,600,000	1,600,000	7,917,700
Reserves						
Capital	728,657	435,000	597,000	145,000	375,000	2,280,657
Equipment	390,000	150,000	260,000		420,000	1,220,000
Recreation	54,625	60,000		1,100,000		1,214,625
Deed Tax/Perpetual Fund	250,000		1,000,000	1,900,000		3,150,000
Depreciation	190,000	100,000	100,000	100,000	100,000	590,000
Debt	4,880,938	6,253,000	3,120,000	2,725,000	8,162,500	25,141,438
Total Funding Sources	10,520,900	10,338,000	7,266,000	8,284,000	11,252,500	47,661,400
% Debt	46%	60%	43%	33%	73%	53%
% Reserves	15%	7%	27%	39%	8%	18%

Town of Kentville
2026-2027 through 2030-2031
Capital Investment Plan Detail by Year

Capital Budget Requests	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	Five Year Plan Total
Active Transportation						
Bike Route & Crosswalk at Gladys Porter	50,000					50,000
Downtown Sidewalk Phase 4	400,000					400,000
Multi-use Gorge Trails	200,000					200,000
Signage, Line Paint, Crossing Signals	75,000					75,000
Trail Bridge behind Shannex	400,000					400,000
Active Transportation Total	1,125,000	-	-	-	-	1,125,000
Building						
Heat Pump Rec Room	15,000					15,000
Public Works Building Upgrades	35,000	25,000	25,000	25,000	25,000	135,000
Public Works LED Lighting Upgrade	9,400					9,400
Rec Centre Floor Replacement	75,000					75,000
Rec Hub accessibility entry and door	20,000					20,000
Regional Recreation Facility			1,000,000	3,000,000	6,000,000	10,000,000
Town Hall Accessibility and building upgrades	2,500,000					2,500,000
Visitor Information Centre						
Access to Basement	15,000					15,000
Accessibility and Building Upgrades	24,500					24,500
Sign Replacement	8,200					8,200
Building Total	2,702,100	25,000	1,025,000	3,025,000	6,025,000	12,802,100
Downtown Improvements						
Aberdeen Traffic Lights		75,000				75,000
Belcher Traffic Lights	80,000					80,000
Ornamental Street Lights	25,000	25,000	25,000	25,000	25,000	125,000
Downtown Improvements Total	105,000	100,000	25,000	25,000	25,000	280,000
Equipment						
DJI Matrice 350 drone and training	57,600					57,600
Drag Tractor			25,000			25,000
Gator Utility Vehicle	40,000					40,000
IT general projects - Financial System	30,000	100,000	150,000	20,000	20,000	320,000
Loader					420,000	420,000
Patrol Car Marked	89,000	89,000	89,000	89,000	89,000	445,000
Patrol Car Unmarked		61,000			61,000	122,000
Rooftop Heat Pump System		100,000				100,000
Sidewalk Machine	230,000		260,000			490,000
Soccer Nets		15,000				15,000
Taser 7	30,000					30,000
Tri-axle Trailer	20,000					20,000
Truck - 2-Ton		150,000				150,000
Truck - Pickup	60,000	130,000	72,000	75,000		337,000
Truck - Single Axle Plow/Salt	410,000					410,000
Equipment Total	966,600	645,000	596,000	184,000	590,000	2,981,600
Expansion						
DE Hiltz Storm & Access Road Construction	2,000,000					2,000,000
Expansion Total	2,000,000	-	-	-	-	2,000,000
Facilities						
Field 2 Oakdene Soccer & Field 1 KCA Soccer			20,000			20,000
Facilities Total	-	-	20,000	-	-	20,000
Facilities - Arena						
Flooring Sinkhole Repair	100,000					100,000
Primary Steel Structure		1,330,000				1,330,000
Regional Recreation Facility	250,000					250,000
Roof Waterproofing System		535,000				535,000
Facilities - Arena Total	350,000	1,865,000	-	-	-	2,215,000

Town of Kentville
2026-2027 through 2030-2031
Capital Investment Plan Detail by Year

Capital Budget Requests	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	Five Year Plan Total
Flood Mitigation						
Storm Water Master Plan - Feasibility/Design for project in Millt	337,200					337,200
Storm Water Master Plan - Park St/Mitchell Brook	600,000					600,000
Storm Water Master Plan - Phase 2		2,000,000				2,000,000
Storm Water Master Plan - Phase 3			2,000,000			2,000,000
Storm Water Master Plan - Phase 4				2,000,000		2,000,000
Storm Water Master Plan - Phase 5					2,000,000	2,000,000
Flood Mitigation Total	937,200	2,000,000	2,000,000	2,000,000	2,000,000	8,937,200
Green Space/Trails						
Ravine Bridge Replacement		20,000				20,000
Green Space/Trails Total	-	20,000	-	-	-	20,000
Parks/Playgrounds						
Bonavista Walking Trail		20,000				20,000
Campbell Road Parking Lot Border Railing	25,000					25,000
Eaves Hollow Planter Bed Reconstruction	60,000					60,000
KCA playground replacement				500,000		500,000
Memorial Park Senior lighting		800,000				800,000
Memorial Park Upper Guard Rail and Paving	180,000					180,000
Metal Park Bleachers	25,000					25,000
Oakdene Park Accessible Water Supply	25,000					25,000
Oakdene Park Sign	15,000					15,000
Picnic Tables		30,000				30,000
Skatepark accessories (rails and jumps)	10,000					10,000
Softball Field Bathrooms		25,000				25,000
Parks/Playgrounds Total	340,000	875,000	-	500,000	-	1,715,000
Sanitary Sewer						
Bridge Street				500,000		500,000
Business Park Laterals	10,000					10,000
Crescent Ave Pumping Station	75,000					75,000
Elm Street		338,000				338,000
Miller Ave Sewer Main Upgrade	80,000					80,000
Pumps	25,000					25,000
Southview/Lavinia			500,000			500,000
Various Streets					562,500	562,500
Sanitary Sewer Total	190,000	338,000	500,000	500,000	562,500	2,090,500
Sidewalks						
Acadia Drive		500,000	500,000			1,000,000
Bridge Street			150,000			150,000
East End		200,000				200,000
Future Replacements		200,000	200,000	200,000	200,000	800,000
Main Street Sidewalk and Storm Sewer Phase 2 (GRID)		1,200,000				1,200,000
Sidewalks Total	-	2,100,000	850,000	200,000	200,000	3,350,000
Sport Fields						
Memorial Park Ball Field Fencing	60,000					60,000
Sport Fields Total	60,000	-	-	-	-	60,000
Storm Sewer						
Apple Tree Lane	75,000					75,000
Future Replacements				400,000	400,000	800,000
Hillcrest Ave / Maxwell Pl.		120,000				120,000
Miller Avenue	100,000					100,000
Spring Garden Road	320,000					320,000
Storm Sewer Total	495,000	120,000	-	400,000	400,000	1,415,000

Town of Kentville
2026-2027 through 2030-2031
Capital Investment Plan Detail by Year

Capital Budget Requests	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031	Five Year Plan Total
Streets						
Alicia Blvd / Carmen Curb			800,000			800,000
Collector Roads Paving	100,000	250,000	250,000	250,000	250,000	1,100,000
Miller Avenue	150,000					150,000
Repaving Provincial Trunk Routes (50%)	1,000,000	1,200,000	1,200,000	1,200,000	1,200,000	5,800,000
Spring Garden Road		800,000				800,000
Streets Total	1,250,000	2,250,000	2,250,000	1,450,000	1,450,000	8,650,000
Five Year Plan Total	10,520,900	10,338,000	7,266,000	8,284,000	11,252,500	47,661,400

Capital Investments by Council Strategic Priority (2027–2031)

Council Priority	What We're Investing In	Example Projects (from 2027–2031 Capital Plan)	What This Means for Residents
Investing in Infrastructure	<ul style="list-style-type: none"> • Repairing and renewing major Town facilities • Long-term stormwater, road, and underground infrastructure • Maintaining essential physical assets 	<ul style="list-style-type: none"> • Arena structural, roof, and floor repairs • Town Hall and Public Works building upgrades • Storm Water Master Plan and storm sewer upgrades • Street repaving (Spring Garden Road, Miller Avenue, collector and provincial routes) 	<ul style="list-style-type: none"> • Facilities stay safe, open, and reliable • Reduced risk of flooding, failures, and emergency repairs • Roads and underground services last longer • Better long-term value by maintaining critical assets
Investing in Growth and Development	<ul style="list-style-type: none"> • Sidewalks, trails, and transportation connections • Recreation facilities and community spaces • Infrastructure that enables housing and economic growth 	<ul style="list-style-type: none"> • New and upgraded sidewalks and downtown improvements • Multi-use trails and pedestrian bridges • Regional Recreation Facility (planning and phased development) • DE Hiltz storm and access road construction 	<ul style="list-style-type: none"> • Safer, more connected ways to walk and move around town • Recreation facilities that can serve a growing population • Infrastructure that supports new housing
Investing in Inclusion, Diversity, Equity & Accessibility (IDEA)	<ul style="list-style-type: none"> • Improving access to public buildings and services • Removing barriers in parks, facilities, and public routes • Safer, more inclusive active transportation 	<ul style="list-style-type: none"> • Accessibility upgrades at Town Hall, Rec Hub, and Visitor Information Centre • Accessible playground and park improvements • Bike routes, crossings, signals, and pedestrian safety upgrades 	<ul style="list-style-type: none"> • Public spaces that work for people of all ages and abilities • More residents able to participate fully in community life • Accessibility built into projects, not added later
Core Operational Assets	<ul style="list-style-type: none"> • Vehicles, equipment, and systems required to deliver day-to-day services • Technology and tools that support safe, efficient operations 	<ul style="list-style-type: none"> • Fleet replacements (plow/salt trucks, pickups, patrol vehicles) • Sidewalk machines, loaders, and maintenance equipment • IT system upgrades supporting financial and operational systems 	<ul style="list-style-type: none"> • Reliable snow clearing, road maintenance, and public safety services • Staff equipped to deliver services efficiently • Reduced downtime and operational risk
Supporting Multiple Priorities	<ul style="list-style-type: none"> • Projects that improve safety, access, and usability at the same time 	<ul style="list-style-type: none"> • Main Street sidewalk and storm sewer project • Storm Water Master Plan projects • Park, trail, and bridge upgrades that improve access and safety together 	<ul style="list-style-type: none"> • Smarter investments that address multiple needs at once • Better value from each capital dollar • More visible, everyday improvements residents can use

Town of Kentville
Five-Year Capital Investment Plan
2026-2027 Capital Requests by Strategic Priority

1	Investing in Infrastructure	3,032,200
1.1 10-Year Stormwater Upgrade and Mitigation Plan		
Flood Mitigation		
	Storm Water Master Plan - Feasibility/Design for project in Millbrook watershed	337,200
	Storm Water Master Plan - Park St/Mitchell Brook	600,000
	Flood Mitigation Total	937,200
Storm Sewer		
	Apple Tree Lane	75,000
	Miller Avenue	100,000
	Spring Garden Road	320,000
	Storm Sewer Total	495,000
1.2 Regional Recreation Facility and Arena Development		
Facilities - Arena		
	Flooring Sinkhole Repair	100,000
	Regional Recreation Facility	250,000
	Facilities - Arena Total	350,000
1.3 20-Year Asphalt Renewal and Road Reliability Program		
Streets		
	Collector Roads Paving	100,000
	Miller Avenue	150,000
	Repaving Provincial Trunk Routes (50%)	1,000,000
	Streets Total	1,250,000
3	Investing in Growth and Development	2,535,000
3.2 Donald Hiltz Connector Road and Housing Growth Enablement		
Expansion		
	DE Hiltz Storm & Access Road Construction	2,000,000
	Expansion Total	2,000,000
3.3 Water, Sewer, and Stormwater Extensions to Support Housing Development		
Sanitary Sewer		
	Business Park Laterals	10,000
	Crescent Ave Pumping Station	75,000
	Miller Ave Sewer Main Upgrade	80,000
	Pumps	25,000
	Sanitary Sewer Total	190,000
3.5 Recreation Facilities Planning and 10-Year Recreation Master Plan		
Building		
	Heat Pump Rec Room	15,000
	Rec Centre Floor Replacement	75,000
	Building Total	90,000
Parks/Playgrounds		
	Eaves Hollow Planter Bed Reconstruction	60,000
	Memorial Park Upper Guard Rail and Paving	180,000
	Parks/Playgrounds Total	240,000

Town of Kentville
Five-Year Capital Investment Plan
2026-2027 Capital Requests by Strategic Priority

3.7 Community Group and Neighbourhood Development Support	
Parks/Playgrounds	
Oakdene Park Sign	15,000
Parks/Playgrounds Total	15,000
4 Investing in Inclusion, Diversity, Equity, and Accessibility (IDEA)	3,694,500
4.1 Town Hall Accessibility Upgrades and Inclusive Public Access	
Town Hall Accessibility and Building Upgrades	2,500,000
Building Total	2,500,000
4.3 Accessible Parks, Facilities, and Active Transportation Improvements	
Building	
Rec Hub accessibility entry and door	20,000
Building Total	20,000
Parks/Playgrounds	
Oakdene Park Accessible Water Supply	25,000
Parks/Playgrounds Total	25,000
Active Transportation	
Bike Route & Crosswalk at Gladys Porter	50,000
Downtown Sidewalk Phase 4	400,000
Multi-use Gorge Trails	200,000
Signage, Line Paint, Crossing Signals	75,000
Trail Bridge behind Shannex	400,000
Active Transportation Total	1,125,000
Building	
Accessibility and Building Upgrades- Visitor Information Centre	24,500
Building Total	24,500
Core Operational Assets	1,259,200
Building	
Access to Basement of Visitor Information Centre	15,000
Public Works Building Upgrades	35,000
Public Works LED Lighting Upgrade	9,400
Sign Replacement at Visitor Information Centre	8,200
Building Total	67,600
Downtown Improvements	
Belcher Traffic Lights	80,000
Ornamental Street Lights	25,000
Downtown Improvements Total	105,000
Equipment	
DJI Matrice 350 drone and training	57,600
Gator Utility Vehicle	40,000
IT general projects - Financial System	30,000
Patrol Car Marked	89,000
Sidewalk Machine	230,000
Taser 7	30,000
Tri-axle Trailer	20,000

Town of Kentville
Five-Year Capital Investment Plan
2026-2027 Capital Requests by Strategic Priority

Truck - Pickup	60,000
Truck - Single Axle Plow/Salt	410,000
Equipment Total	966,600
Parks/Playgrounds	
Campbell Road Parking Lot Border Railing	25,000
Metal Park Bleachers	25,000
Skatepark accessories (rails and jumps)	10,000
Parks/Playgrounds Total	60,000
Sport Fields	
Memorial Park Ball Field Fencing	60,000
Sport Fields Total	60,000
Grand Total	10,520,900

<p>Capital Requests by Strategic Priority <i>Projects directly aligned with Council's adopted Strategic Priorities</i></p> <p>Core Operational Assets <i>Capital investments required to support service delivery and organizational capacity</i></p>
