



Mayor: Rowan Caseley
Chief Administrator Officer: Geoff Baker
Deputy Administrator: Wendy MacKinnon
Incorporated 1914

November 3, 2020

J. Scott MacKenzie, Q.C., Chair and Chief Executive Officer
Prince Edward Island Regulatory and Appeals Commission
P.O. Box 577
Charlottetown, PE
C1A 7L1

Re: Town of Kensington Municipal Boundary Restructuring Application – Additional Information Requested.

Dear Mr. Mackenzie:

The following additional information is being provided to the Prince Edward Island Regulatory and Appeals Commission upon their request. The information is in regards to a boundary restructuring application made by the Town of Kensington and a subsequent public hearing which was held on October 15, 2020 at the Credit Union Place in the City of Summerside, PEI. We would like to note that the *Town of Kensington Municipal Restructuring Proposal* report was prepared over a period of 4 months, during which time Town staff and a hired consultant collected data and conducted significant research and analysis. We have, to the greatest extent possible, provided current property ownership and assessment information.

As indicated in the Town's Restructuring application, municipal property taxes will be implemented over a four-year period starting in the year 2022. It is our understanding that if our restructuring application is approved prior to December 31, 2020 that the municipal tax rate could be implemented for January 1, 2021, however as per our proposal we do not propose to have the town's tax rate implemented until January 1, 2022. The municipal tax rate implication analysis provided within this document is based on the full municipal property tax amount following the four-year implementation period (2025). Attached to this letter is an excel spreadsheet outlining the property taxation impacts of each individual property included within the Town's application, broken down by year of implementation.

The additional information and revised maps provided herein have been provided upon specific request by the Commission and should not be interpreted as a new or revised proposal from the Town of Kensington.

I would be pleased to provide any further information that the Commission may require in their evaluation of our application and can be reached at (902) 836-3781.

Best Regards,

Geoff Baker
Chief Administrative Officer
Town of Kensington

Encl.

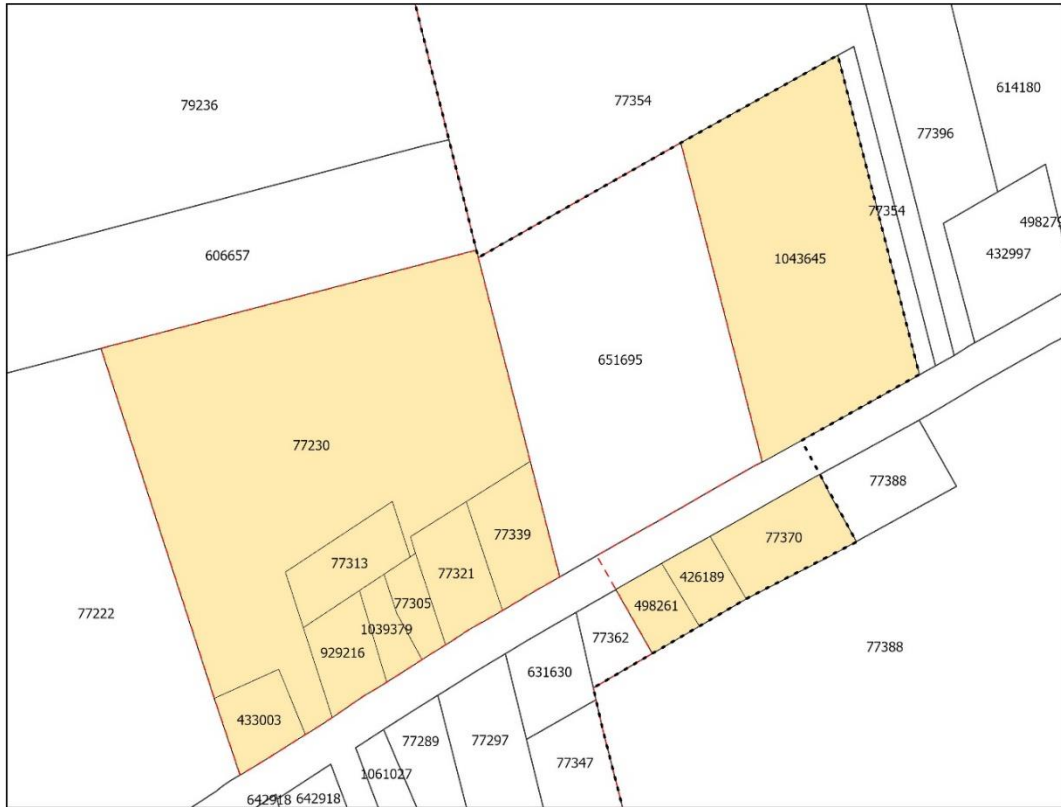
Boundary extension query

1. Please explain the rationale for including the parcels shown below in the proposal:



The rationale for including parcels in the annexation proposal was provided in *Appendix B* (Properties to be included in proposed annexation and the criteria by which each property was considered for inclusion) of the *Town of Kensington Municipal Restructuring Proposal* report. A copy of the applicable rows from this table is provided below. A map with PIDs labeled on these parcels and an air photo (dated 2010) is also provided for your reference.

	PID		Periphery development with access to municipal services	Located within or surrounded by existing boundary	Environment management strategy	Future development opportunity
5	77230	WESTERN SCHOOL BOARD OF PEI		x		
7	77305	CODY JASON & DONALD RYAN CORBETT	x	x		
8	77313	GOVERNMENT OF PRINCE EDWARD ISLAND		x		
9	77321	DAVID DAVIS & PAMELA BLANCHARD	x	x		
10	77339	LEITH DOUGLAS & MIDGE GWEN MURRAY & LEAH CATHERINE MARCHBANK	x	x		
11	77370	MICHAEL NORMAN & THERESA LIDSTONE	x			
42	426189	DONALD & ORALIE MACKAY	x			
46	433003	KAREN BRYANTON	x	x		
52	498261	DALE & KAREN PAYNTER	x			
99	929216	CHARLES WHITNEY CASELY	x	x		
102	1039379	CODY JASON & DONALD RYAN CORBETT	x	x		
103	1043645	NATURES CROP INTERNATIONAL LTD.	x			



2. Please advise of what impact - financial or otherwise - their exclusion from the proposed boundary may have on the proposal.

PID 77230 and **PID 77313** are owned by the Western School Board and Government of Prince Edward Island, respectively. These properties form part of the Kensington Intermediate Senior High School property including the parking lot and recreational sports fields. PID 77222, on which the school building is located is within the municipal boundary and is serviced by municipal water and sewer services although a portion of the recreation fields (running track and tennis courts) reside outside the municipal boundary. PID 77230 and PID 77313 are surrounded on either side by serviced municipal properties. The inclusion of these properties in the restructuring proposal recognizes that these properties and their owners/residents already benefit from the provision of municipal services.

Furthermore, these properties fall within the 250 Day and 5 Year Protection Zones of the Town of Kensington's Existing Well field (see Figure 11 in the Restructuring Report). While not previously indicated in the Restructuring report for these parcels, the protection of the Town's wellfield is of utmost importance and the only way to ensure protection of the area is through the provision of land use planning.

Municipal Tax Implications of Annexation:

PID	CommAsmt	FarmAsmt	NonCAsmt	ResAsmt	Municipal Tax Rate
77230	\$0	\$0	\$10,800	\$0	\$0
77313	\$0	\$0	\$21,300	\$0	\$117
Total			\$32,100		\$117

****PID 77230 is a Western School Board Property and as such is exempt from Municipal property taxes.**

PID 433003, PID 929216, PID 1039379, PID 77321, PID 77339 and PID 77305 are residential properties on the north side of Route 6. These properties are located opposite residential properties on the south side of Route 6 which are within the current municipal boundary. Furthermore, PID 433003, 1039379 and 77305 are already connected to Kensington's municipal central water and sewer services; and PID 929216 is connected to municipal sewer services. The inclusion of these properties in the restructuring proposal recognizes that these properties and their owners/residents already benefit from the provision of certain municipal services.

Furthermore, these properties fall within the 5 Year Protection Zones of the Town of Kensington's Existing Well field (see Figure 11 in the Restructuring Report). While not previously indicated in the Restructuring report for these parcels, the protection of the Town's wellfield is of utmost importance and the only way to ensure protection of the area is through the provision of land use planning.

Municipal Tax Implications of Annexation:

PID	CommAsmt	FarmAsmt	NonCAsmt	ResAsmt	Municipal Tax Rate
433003	\$0	\$0	\$89,300	\$89,300	\$491
929216	\$0	\$0	\$65,400	\$65,400	\$360
1039379	\$0	\$0	\$133,500	\$133,500	\$734
77321	\$0	\$0	\$94,900	\$94,900	\$522
77339	\$0	\$0	\$93,200	\$93,200	\$513

77305	\$0	\$0	\$131,500	\$131,500	\$723
Total			\$476,300	\$476,300	\$2,620
Average					\$437.67

PID 498261, PID 426189 and PID 77370 are residential properties on the south side of Route 6, on the periphery of the municipal boundary. Municipal water and sewer services are currently extended to the boundary of the municipality but have not been extended to these properties as they are outside the current boundary. The inclusion of these properties in the restructuring proposal recognizes that these properties and their owners/residents already benefit from the provision of certain municipal services. From a land use perspective, the proposed municipal boundary demarks the transition between residential land uses and surrounding agricultural land uses.

Furthermore, these properties fall within the 5 Year Protection Zones of the Town of Kensington's Existing Well field (see Figure 11 in the Restructuring Report). While not previously indicated in the Restructuring report for these parcels, the protection of the Town's wellfield is of utmost importance and the only way to ensure protection of the area is through the provision of land use planning.

Municipal Tax Implications of Annexation:

PID	CommAsmt	FarmAsmt	NonCAsmt	ResAsmt	Municipal Tax Rate
498261	\$0	\$0	\$88,500	\$88,500	\$487
426189	\$0	\$0	\$90,400	\$90,400	\$497
77370	\$0	\$0	\$98,000	\$98,000	\$539
Total			\$276,900	\$276,900	\$1,523
Average					\$507.66

PID 1043645 is a property on the north side of Route 6, on the periphery of the municipal boundary. The property contains a warehouse building, its use is associated with the adjacent property (PID 651695) owned by the same company. PID 651695 has been previously annexed by the Town, at the request of the property owner, and municipal water and sewer services were extended to the property at that time. From a land use perspective, the proposed municipal boundary demarks the transition between the commercial operation and surrounding agricultural properties. The inclusion of these properties in the restructuring proposal recognizes that these properties and their owners/residents already benefit from the provision of municipal services.

Municipal Tax Implications of Annexation:

PID	CommAsmt	FarmAsmt	NonCAsmt	ResAsmt	Municipal Tax Rate
1043645	\$0	\$0	\$97,600	\$0	\$537

Property Owned by Ivan Newrick

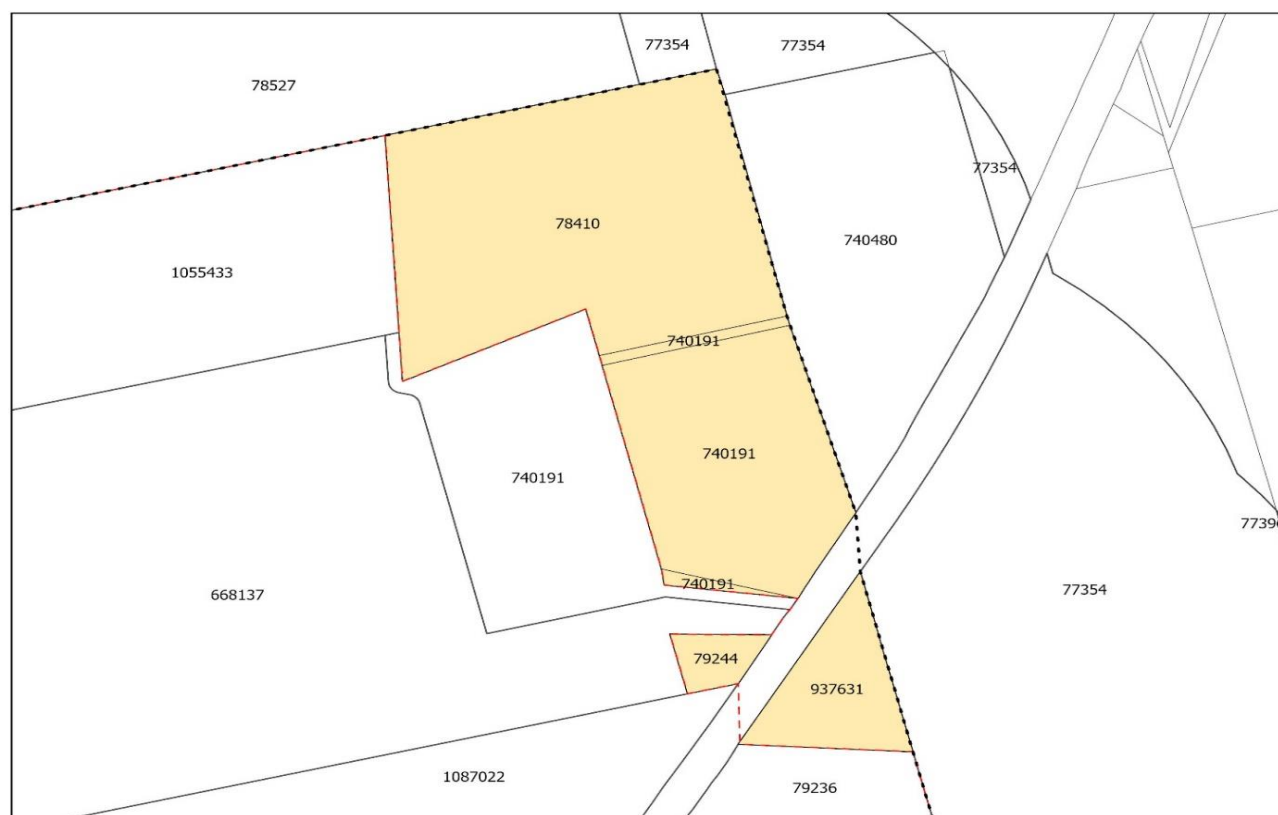
3. Please advise what, if any, objections you would have if the Commission recommended excluding the parcel owned by Ivan Newrick from the proposal.

The Town of Kensington did not select individual parcels for annexation based on ownership. The criteria for including parcels was based on specific criteria as was provided in *Appendix B* (Properties to be included

in proposed annexation and the criteria by which each property was considered for inclusion) of the *Town of Kensington Municipal Restructuring Proposal* report).

The following information addresses the rationale and implications of including all parcels in the northeast section of the proposed annexation. The rationale for including these parcels was described in *Appendix B*. (Properties to be included in proposed annexation and the criteria by which each property was considered for inclusion) of the *Town of Kensington Municipal Restructuring Proposal* report. A copy of the applicable rows from this table is provided below. A map with PIDs labeled on these parcels and an air photo (dated 2010) is also provided for your reference.

	PID		Periphery development with access to municipal services	Located within or surrounded by existing boundary	Environment management strategy	Future development opportunity
31	78410	WILLIAM EDWIN COUSINS			x	
32	79244	HAROLD DAVID STEWART	x	x		
77	740191	KENSINGTON PEOPLES CEMETERY INC			x	
100	937631	IVAN NEWRICK JR & LAURA ELIZABETH NEWRICK	x			

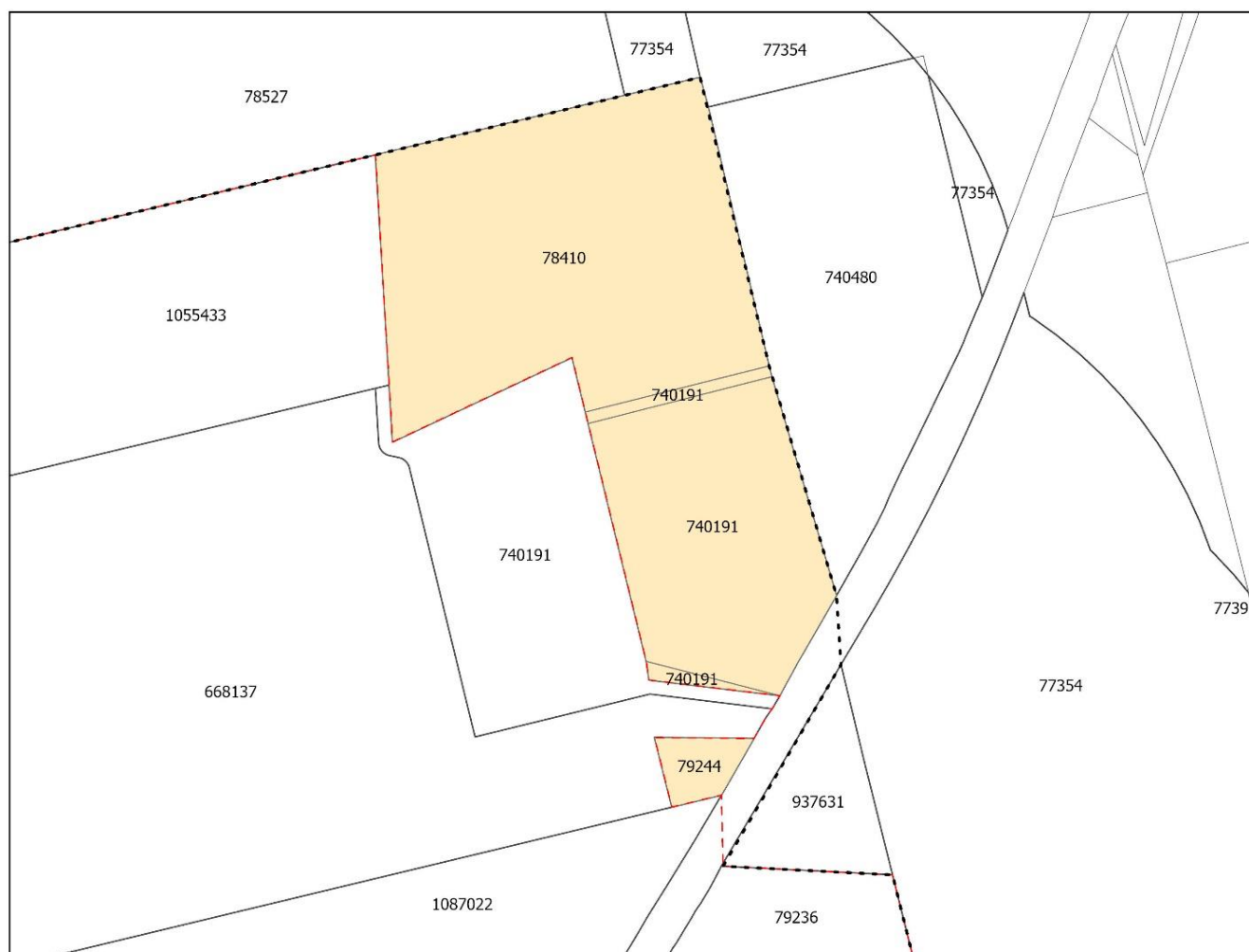




As previously indicated, the Town in partnership with the Provincial Department of Environment identified Protection Zones for its wellfield (sole source of water supply). The Protection Zones are identified as a 250-day, 5-year and 25-year zones. The zones are used to identify the length of time it takes groundwater to travel to the wells. Properties, Ivan Newrick's and others included in the northeast section of the application, fall within the 25-year Protection Zone and are very close to the 5-year zone. The only ability the Town has to control activities within these zones is through the application of appropriate land use planning.

In 2019, the Town commissioned the development of a Wellfield Protection Plan through the Kensington North Watershed Association. The terms of reference for the study required the identification of potential future water supply (well) sites for the Town. The Plan identified 5 potential future wellfield sites (Figure 11 in the *Town of Kensington Municipal Restructuring Proposal* report). Two of the five identified sites were partially within the Town's current boundary and as such, necessitated the inclusion of properties in the Northeast section of the proposed application. Through the application of appropriate land use designations, the Town will be in a position to protect the potential future well sites to the benefit of future generations.

4. Please provide a map indicating a proposed revised boundary with Mr. Newrick's parcel excluded.



Andrews Drive and Kelvin Road

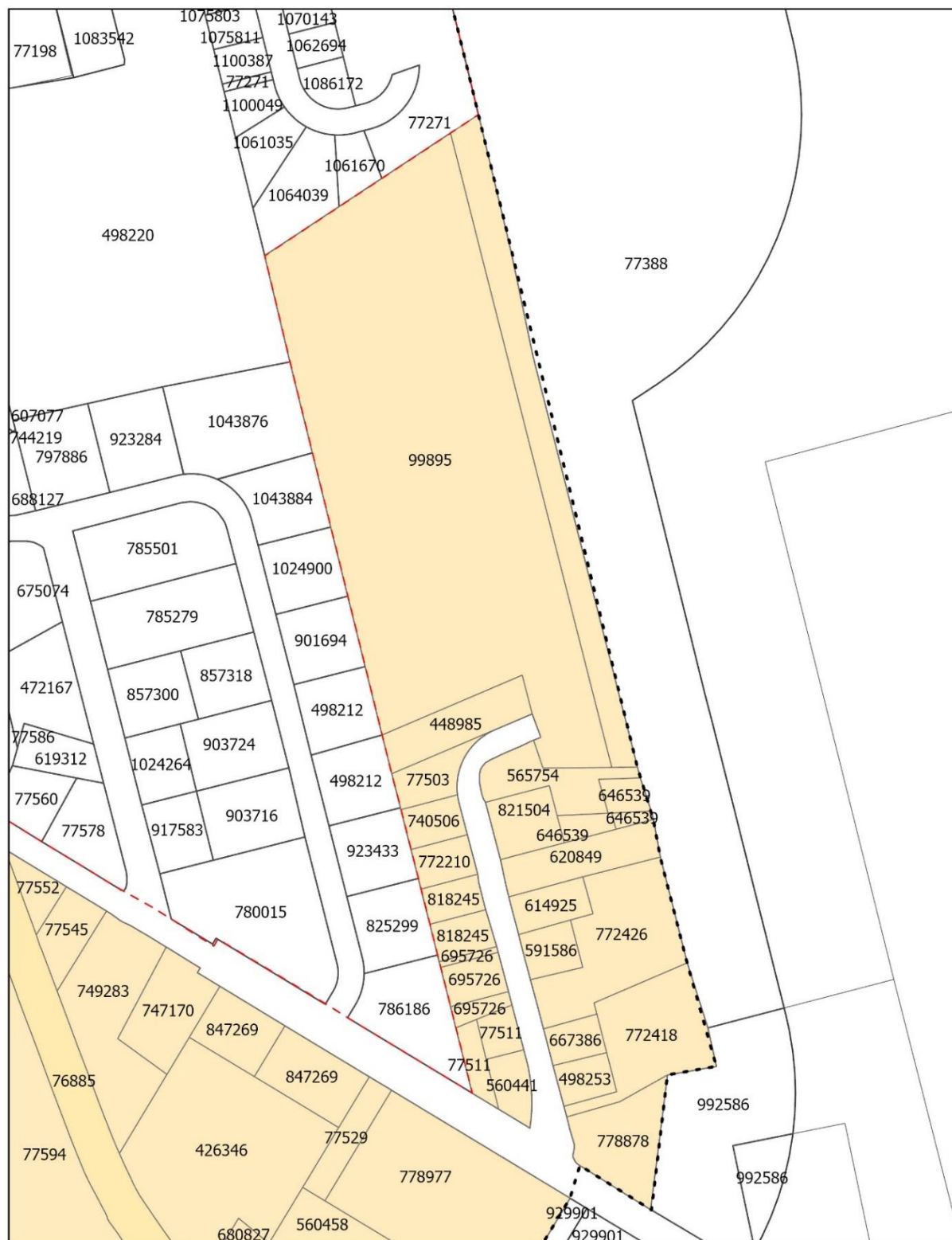
5. What impact – financial or otherwise – would the exclusion of Andrews Drive have on the proposal?

Andrews Drive is a residential subdivision on the periphery of the current municipal boundary. Property owners and residents of Andrews Drive benefit from their proximity to the Town and the Town's municipal services. PID 695726 on Andrews Drive is currently connected to the Town of Kensington municipal sewer system. PID 99895 on Andrews Drive is currently connected to the Town of Kensington municipal water system.

The rationale for including these parcels was described in the annexation and was provided in *Appendix B* (Properties to be included in proposed annexation and the criteria by which each property was considered for inclusion) of the *Town of Kensington Municipal Restructuring Proposal* report. A copy of the applicable rows from this table is provided below. A map with PIDs labeled on these parcels and an air photo (dated 2010) is also provided for your reference.

	PID		Periphery development with access to municipal services	Located within or surrounded by existing boundary	Environment management strategy	Future development opportunity
6	77271**	PAMELA JAMES		x		
12	77503	KENNETH & JEANNE THIBODEAU	x			
13	77511	WILLIAM FOLLAND	x			
40	99895	KENSINGTON HORSEMENS CLUB	x			
47	448985	KENNETH & JEANNE THIBODEAU	x			x
51	498253	WAYNE & JEAN CROZIER	x			
53	560441	JOHN DAVID & ANGEL KELLY	x			
55	565754	JOHN STEPHEN BERNARD	x			
59	591586	NATASHA KEOUGH & LORNE L SHAW	x			
61	614925	WENDY L DICKIESON	x			
62	620849	BOYCE & SHIRLEY CAMPBELL	x			
65	646539	JOHN LEITH & M JOAN BERNARD	x			
67	667386	FAITH LECLAIR	x			
71	695726	JORDAN TYLER MAYTHEW	x			
78	740506	PHILLIP & JUDITH SIZER	x			
85	772210	PHILLIP & JUDITH SIZER	x			
86	772418	REGINALD & NANCY MURPHY	x			
87	772426	LEAMING & GWENDY MURPHY	x			
88	778878	RONALD MELVIN & MARY CAROL REEVES	x			
90	818245	GLEN & SHELLEY MCKENNA	x			
91	821504	GEORGE & BEVERLEY AIKEN	x			

** 63% of PID 77271 is already within the municipality.





Municipal Tax Implications of Annexation:

PID	CommAsmt	FarmAsmt	NonCAsmt	ResAsmt	Municipal Tax Rate
77271	\$0	\$0	\$38,800	\$0	\$0
77503	\$0	\$0	\$8,100	\$0	\$45
77511	\$0	\$0	\$66,600	\$66,600	\$366
99895	\$0	\$0	\$76,900	\$0	\$423
448985	\$0	\$0	\$89,200	\$89,200	\$491
498253	\$0	\$0	\$89,600	\$89,600	\$493
560441	\$0	\$0	\$155,600	\$155,600	\$856
565754	\$0	\$0	\$22,700	\$0	\$125
591586	\$0	\$0	\$103,200	\$103,200	\$568
614925	\$0	\$0	\$89,700	\$89,700	\$493
620849	\$0	\$0	\$142,900	\$142,900	\$786
646539	\$0	\$0	\$110,300	\$110,300	\$607
667386	\$0	\$0	\$130,900	\$130,900	\$720
695726	\$0	\$0	\$158,300	\$158,300	\$871
740506	\$0	\$0	\$99,600	\$99,600	\$548
772210	\$0	\$0	\$10,800	\$0	\$59
772418	\$0	\$0	\$217,800	\$217,800	\$1,198
772426	\$0	\$0	\$234,500	\$234,500	\$1,290
778878	\$0	\$0	\$182,800	\$182,800	\$1,005
818245	\$0	\$0	\$159,700	\$159,700	\$878
821504	\$0	\$0	\$147,600	\$147,600	\$812
Total			\$2,335,600	\$2,335,600	\$12,634
Average					601.62



7. Please provide updated financial projections assuming that the Andrews Drive parcels are not part of the Town’s tax base.

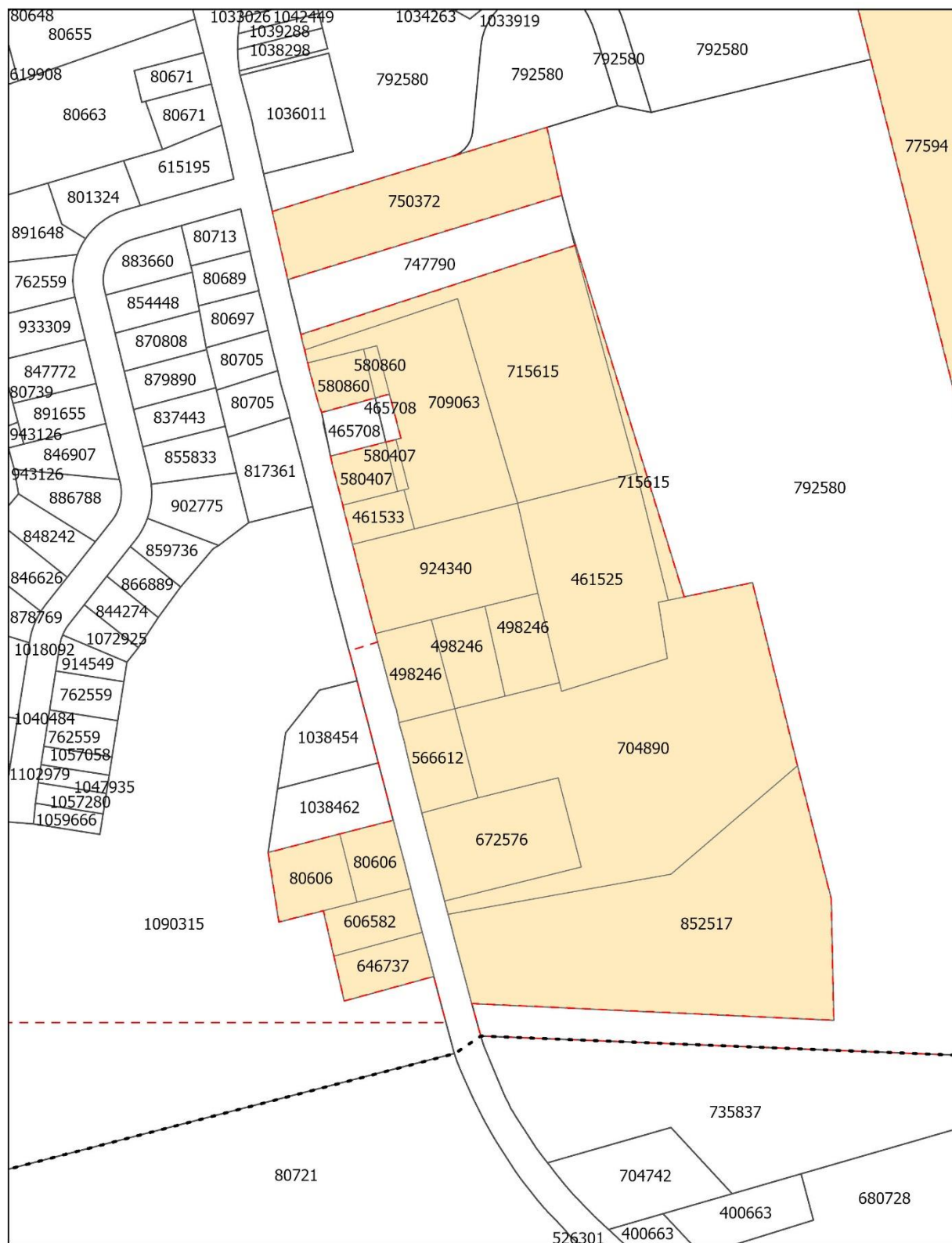
The summary of the financial projections for the restructuring proposal was provided in a Table under Section 2.2 of the restructuring report. The following table provides the same summary assuming the 21 properties on Andrews Drive are not included in the annexation.

	Current (11-02-2020, MAPCO) Assessment	Current Taxation Revenue	Proposed Additional Assessment	Proposed Additional Taxation Revenue	Total Municipal Taxation Revenue
Number of Properties (by unique PID)	807	807	85	85	
Non-Commercial Assessment Value	\$81,304,650	\$447,176	\$8,110,400	\$43,925	\$491,100
Commercial Assessment Value	\$12,659,400	\$164,572	\$1,828,300	\$23,768	\$188,340
Total Municipal Assessment	\$93,964,050	\$611,748	\$9,938,700	\$67,693	\$679,440

8. Please provide the same information for the Kelvin Road, as has been requested for Andrews Drive (potential impact, revised boundary map, and revised financial projections).

Kelvin Road is a residential subdivision on the periphery of the current municipal boundary. The properties proposed for annexation on Kelvin Road have been “leap-frogged” in the past, creating a “hole” in the current municipal service coverage area. The properties in question are surrounded by properties already within the municipality. Property owners and residents of Kelvin Road benefit from their proximity to the Town and the Town’s municipal services. It should be noted that PID 750372 and 580407 on Kelvin Road are currently connected to the Town of Kensington municipal sewer system. The large residential and/or vacant properties included in this area present a future development opportunity for subdivision. Land use planning would ensure that any development in this area would be interconnected with the future development of PID 792580. While present day property owners may not have development plans, the value of their properties is increased as a result of the development opportunities. The rationale for including these parcels was described in the annexation proposal in *Appendix B*. A copy of the applicable rows from this table is provided below:

	PID		Periphery development with access to municipal services	Located within or surrounded by existing boundary	Environment management strategy	Future development opportunity
33	80606	MIKE & MARIE KUZEL	x	x		
48	461525	ANNA RUTH WINDSOR		x		x
49	461533	DOROTHY MARITA VINCENT	x	x		
50	498246	MICHAEL & KAREN GAUDET	x	x		
56	566612	CAROL DIANNE HOWATT	x	x		
57	580407	DONALD & BARBARA MOASE	x	x		
58	580860	KEVIN J GALLANT	x	x		
60	606582	CHARLES THERIAULT	x	x		
66	646737	PATRICK MCCARDLE & PAMELA MURRAY	x	x		
68	672576	GERARD & MAXINE BIDGOOD	x	x		
72	704890	SPENCER MACDOUGALL & MARY BETH SHARPE	x	x		
74	709063	DONALD & BARBARA MOASE		x		x
75	715615	ANNA RUTH WINDSOR		x		x
81	750372	JEFF BERNARD & JODI AMI-LYNN WAITE	x	x		
93	852517	NICHOLAS DENNIS & MERRIDITH MILLIGAN	x	x		
97	924340	PATRICK MACDONALD & HOLLY OSBORNE	x	x		





Municipal Tax Implications of Annexation:

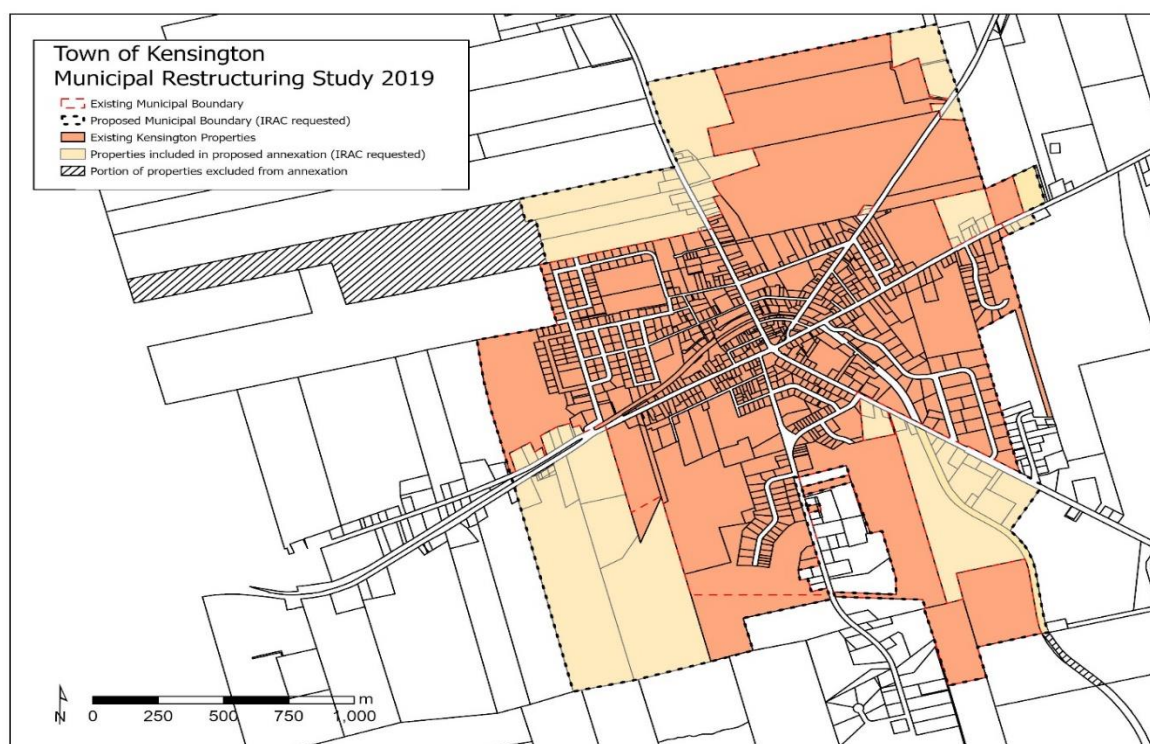
PID	CommAsmt	FarmAsmt	NonCAsmt	ResAsmt	Municipal Tax Rate
80606	\$0	\$0	\$80,300	\$80,300	\$442
461525	\$0	\$0	\$6,800	\$0	\$37
461533	\$0	\$0	\$86,900	\$86,900	\$478
498246	\$0	\$0	\$143,500	\$143,500	\$789
566612	\$0	\$0	\$117,100	\$117,100	\$644
580407	\$0	\$0	\$129,600	\$129,600	\$713
580860	\$0	\$0	\$102,300	\$102,300	\$563
606582	\$0	\$0	\$125,800	\$125,800	\$692
646737	\$0	\$0	\$134,900	\$134,900	\$742
672576	\$0	\$0	\$284,900	\$284,900	\$1,567
704890	\$0	\$0	\$232,700	\$232,700	\$1,280
709063	\$0	\$0	\$6,400	\$0	\$35
715615	\$0	\$0	\$9,900	\$0	\$54
750372	\$0	\$0	\$142,500	\$142,500	\$784
852517	\$0	\$0	\$280,300	\$280,300	\$1,542
924340	\$0	\$0	\$211,500	\$211,500	\$1,163
Total			\$2,095,400	\$2,072,300	\$11,525
Average					720.31

Please note that a revised boundary map assuming that the Commission was to recommend the exclusion of Kelvin Rd, would look the same as the existing municipal map for the area.

The summary of the financial projections for the restructuring proposal was provided in a Table under Section 2.2 of the restructuring report. The following table provides the same summary assuming the 16 properties on Kelvin Road are not included in the annexation.

	Current (11-02-2020, MAPCO) Assessment	Current Taxation Revenue	Proposed Additional Assessment	Proposed Additional Taxation Revenue	Total Municipal Taxation Revenue
Number of Properties (by unique PID)	807	807	89	89	
Non-Commercial Assessment Value	\$81,304,650	\$447,176	\$8,341,200	\$45,000	\$492,176
Commercial Assessment Value	\$12,659,40	\$164,572	\$1,828,300	\$23,768	\$188,340
Total Municipal Assessment	\$93,964,050	\$611,748	\$10,169,500	\$68,768	\$680,516

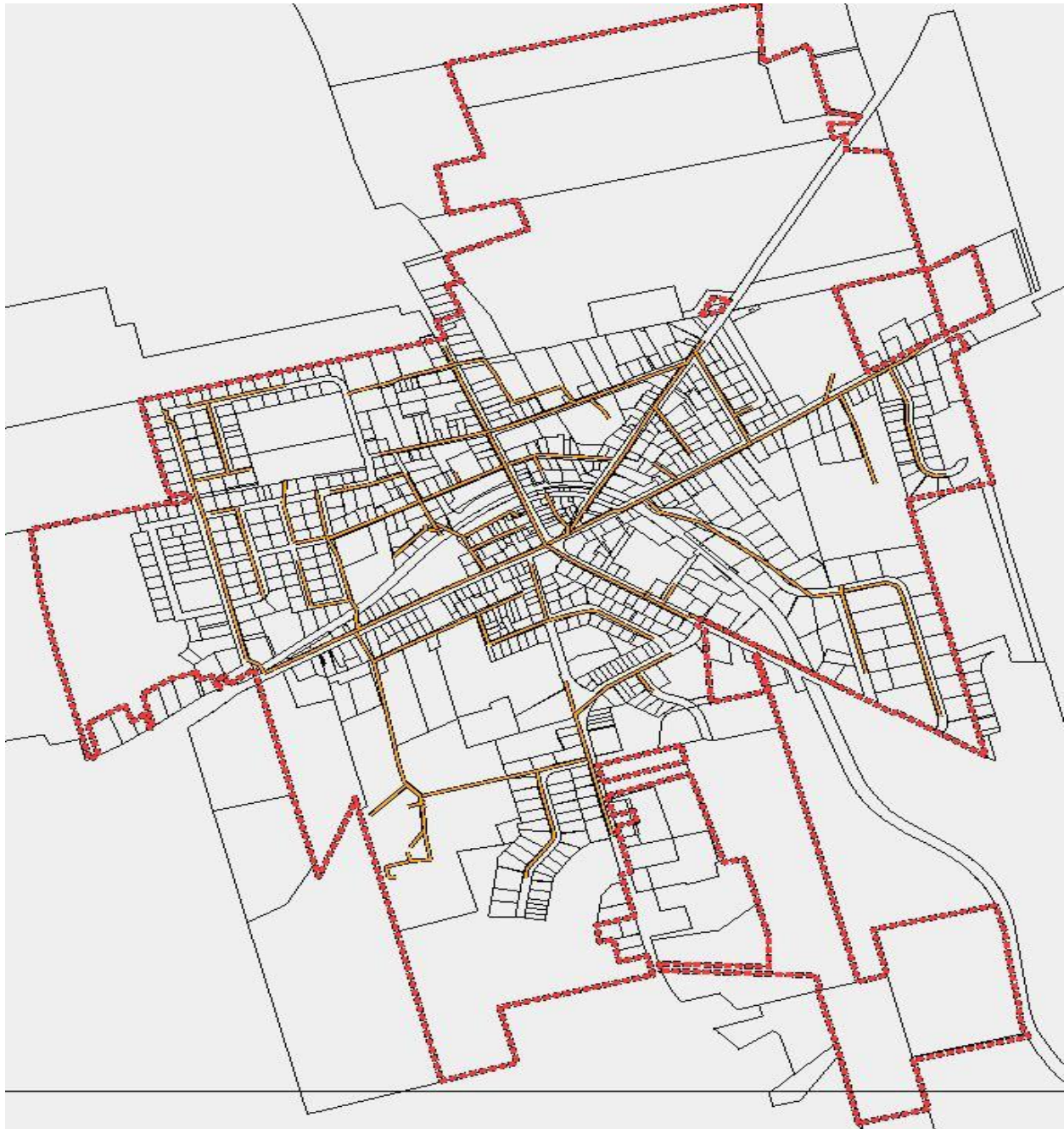
9. Please provide a revised boundary map assuming that the Commission was to recommend exclusion of both Andrews Drive and Kelvin Road.



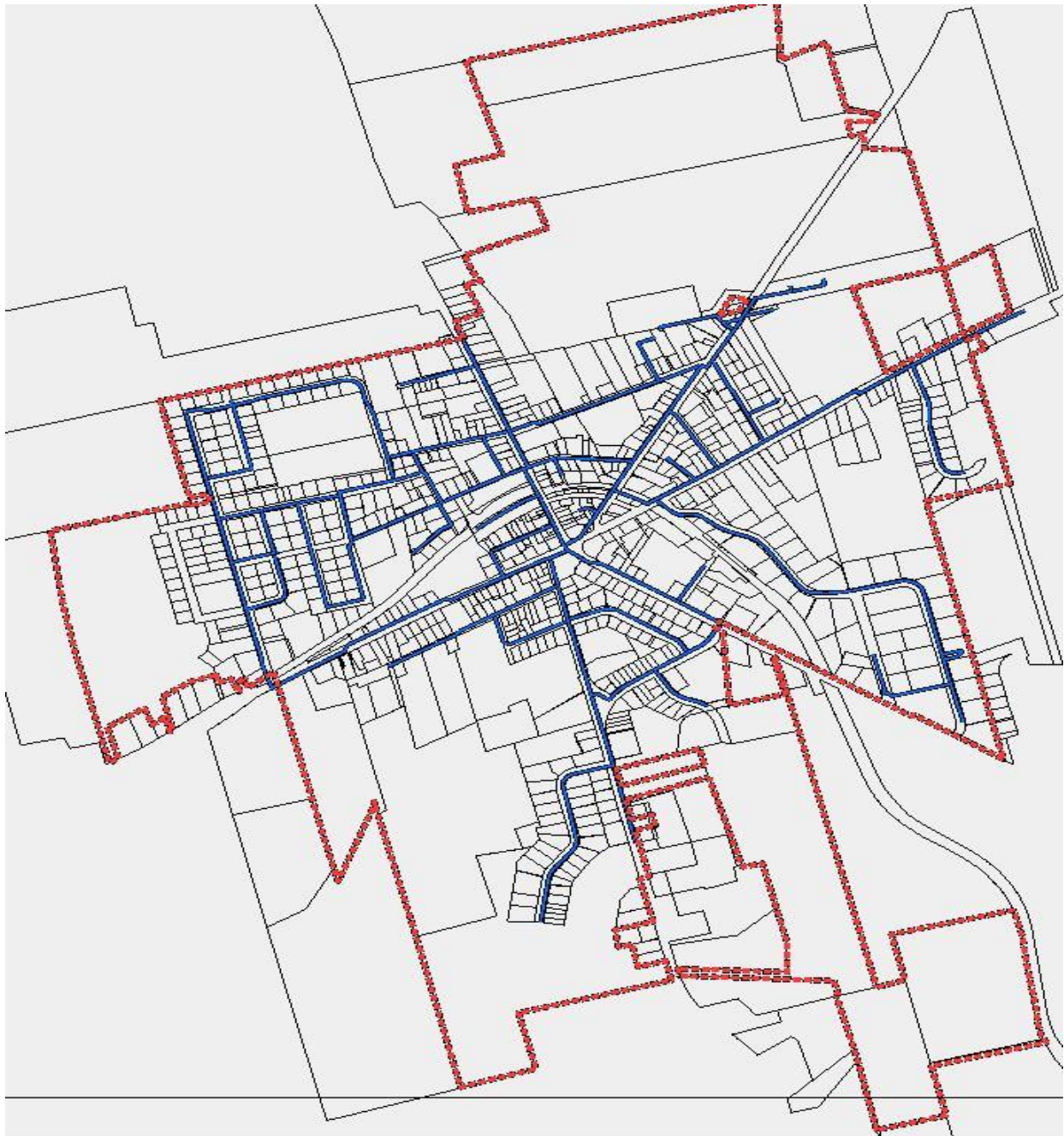
Water and Sewer

10. Please provide a map of the existing water and sewer hook-up services in the Town.

Kensington Municipal Sewer Map



Kensington Municipal Water Map



11. Are there any plans for future water and sewer hookup in or around the proposed annexed parcels?

The Town currently has, within its 5-year Capital Plan, plans to extend water services along Broadway Street South as far as the Gerald McCarville Drive entrance to the Kensington Industrial Park (Sewer services previously extended into this area) and to extend both water and sewer services along Victoria

Street West to the Trailside Plaza/new Business Park entrance. The Victoria Street West service extension is currently in its design stage and will begin as early as reasonably possible in 2021. Funds to complete this extension will be provided through the Municipal Strategic Component of the Federal Gas Tax Program, Innovation PEI and the Town of Kensington. The Broadway Street South service extension is planned for 2021/22 however it is dependent on the Town's ability to secure partial funding through the Federal and/or Provincial Governments. A copy of the Town's five-year capital plan is included as Appendix A.

The Town is committed to providing water and/or sewer services to all areas included within the current annexation application in a planned and orderly fashion. Timelines around these future extensions will depend upon priority and funding availability.

12. As requested at the October 15, 2020 public hearing, please provide the tax assessment values for each individual parcel proposed to be annexed, and explain the potential impact of the proposed annexation on the Town's financial position.

See attached spreadsheet (Appendix B) outlining property taxation impacts of all properties included within the annexation proposal.

The Town's 2020/21 fiscal year proposed revenue amount is \$2,388,156 (not including water and sewer revenues). Based on the additional property taxation revenues generated through the current annexation application, the town's taxation revenues will increase by \$13,932 (0.58%) in 2022, \$34,013.56 (1.42%) in 2023, \$54,094.84 (2.27%) in 2024 and \$74,176.12 (3.11%) in 2025.

Increasing the Town's tax base was not a primary consideration in pursuing an orderly extension of the municipal boundaries. As is indicated within the Town's application and restructuring report, there were four primary criteria utilized for evaluating properties to be included within the application:

- Periphery development with access to municipal services - Properties which benefit from municipal services such as policing; fire; recreation; land use planning; civic, social and cultural events;
- Located within or surrounded by existing boundary - Properties which are surrounded by municipal properties – where the municipal boundary has leap-frogged properties in the past;
- Future development opportunity - Properties which present an opportunity for future economic growth and investment through subdivision and development;
- Environment Management Strategy - Properties that require improved environmental management and/or protection through the provision of land use planning, such as properties within the Town's wellfield protection zones, siting of petroleum storage tanks and other hazardous materials, storm water management.

13. Please provide a copy of the Town's 10-year strategic plan.

See attached Appendix C – Town of Kensington 10-Year Vision, 5 Year Strategic Plan.

Previous Annexation Efforts

- 14. At the October 15, 2020 public hearing, a number of residents mentioned previous annexation efforts by the Town. Please provide a brief history of these proposals (i.e. dates, number of parcels proposed to be annexed, rationale for proposal, etc.).**

Since 2000, the Town has submitted 8 applications to annex properties outside of its boundaries. While 7 were successful, 1 was turned down by the Island Regulatory and Appeals Commission. The majority of successful applications related to relatively small amounts of land either based on requests by residents or as part of a development proposal from the private sector. The following table outlines the annexations applications undertaken by Kensington since 2000:

Summary of Annexation Applications Since 2000			
Year	Area (acres)	Purpose	Approved or Denied
2000	1610	Increase land area and tax base	Denied
2004	55	Proposed subdivision	Approved
2005	17	Proposed subdivision	Approved
2007	120	Proposed subdivision, wellfield property and public forest land use protection.	Approved
2010 (July)	85	New Industrial facility along with water and sewer extension.	Approved
2010 (August)	6.2	Wellfield properties and resident requesting services	Approved
2015	0.34	Resident requesting services	Approved
2018	1.83	Resident requesting services	Approved

Summary of Annexation Applications Since 2000

In 2000, the Town requested a substantial annexation of approximately 1,610 acres. As part of their application the Town indicated the reason for the extension was to increase the tax base and increase the population. The application indicated that the Town had very little land left for commercial, industrial and residential development. Further supporting arguments provided by the Mayor at the Public Hearing included:

- The Province was promoting strong urban communities and given its current size, the Town could not be considered one.
- The annexation would bring approximately 100 homes and 250 people into the Town.
- Residents would receive, in due time, streetlights and sidewalks.
- The Town has contributed funding to various community and recreational projects which have benefited not only the residents of the Town but also the residents of the area to be annexed.

- Water and sewer services would be provided to residents within the area in an orderly fashion when infrastructure funding is available.

Ultimately the Island Regulatory and Appeals Commission denied the Town's application for annexation. A major factor in this decision was that the Town did not provide adequate explanation of the strategic plan for greater Kensington area and any land use planning for the area. Further to this, the Commission felt that there was not a clear explanation as to why such a large expansion was warranted and what the general plan for land use would be within the annexed area. Without a land use plan, it was also unclear whether the proposed annexation would lead to a loss of productive agricultural land.

In 2012/2013 Kensington undertook a strategic annexation study titled "A Proactive Approach to Kensington's Future". The Town hired a planning consulting firm to complete the study which ultimately did not result in an application being made to the Province of PEI. The consulting firm recommended a comprehensive annexation of approximately 675.6 acres which could be efficiently serviced to avoid future piecemeal annexations based on the particular desires of a single land developer. The recommendation was based on specific criteria which were developed and applied to various areas around the town. The specific considerations related to servicing, land use, future growth, roads and connectivity, property boundaries and areas where municipal services are already effectively provided.

The town did not proceed with the 2012/2013 annexation due to the town's perceived desire of the Provincial government to proceed with the creation of larger and more sustainable municipalities through their *New Foundations Report* developed by the Commission on Land and Local Governance.

Further Comments

15. Please provide any additional comments the Town wishes to make in light of the public questions and feedback from the October 15, 2020 public hearing.

Planning Services:

A concern was brought forward from a resident located along the Kelvin Grove Road, in regards to his perception of receiving no value for the tax dollars he will be charged as a resident of Kensington. It is our belief, that while there may be some tangible services such as sidewalks, street lights, water and sewer that may not be extended in the short term, we do believe that over time, such services will be extended into all area's in a planned and orderly fashion. In the interim there are several municipal services that all impacted residents will begin to receive (or are already receiving) immediately upon their annexation inside the town boundary. Services such as policing, recreation services, land use planning, local representation, Fire protection (would be included within his municipal tax rate as opposed to his current fire district fee), public works and maintenance services. A detailed review of each service including how they are provided is included within the Town's application and accompanying planning report completed by DV8 Consulting.

While we understand the concern and genuinely appreciate the desire to not pay taxes to the municipality, we would suggest that these types of services do come at a significant cost. We will do our best to, by example, display our perception of the value of the types of services we provide. In 2015, The Church of the Nazarene made an application to the Town of Kensington to change the zoning designation of two properties located along the Kelvin Grove Road from their Residential (R1) designation to Public Service and Institutional (PSI) to facilitate the construction of a new church facility. Town Council, at the time, thought it prudent to, at minimum, consider the application as 1. The Nazarene Church were a valuable member of our community, and 2. There was no PSI zoned property remaining in the Town. To facilitate

the construction of a new Church, a change of land use would be required. As required under the Town's Development Control Bylaw, residents within 500 feet of the subject properties were notified by letter of the proposed land use change and were invited to a public meeting to be able to voice their concerns or support for the application. This particular application was located on the border of our community and as such, impacted some property owners who were not residents of the town (including the subject Kelvin Grove Road resident). Town Council, at the time, made a conscious decision, to inform non-residents (including the subject Kelvin Grove Road resident) of the application and invite them to the public meeting to enable them to participate in discussions around a potential development that may impact their property. Subsequently, non-residents (including the subject Kelvin Grove Road resident) did attend the public meeting, did identify specific concerns, and had an opportunity to discuss and resolve their concerns with the applicant and Town Council. While we do understand that there may be no perceived value to the processing of such an application or in providing an opportunity to voice a concern in relation to a proposed development, we would suggest that providing the opportunity did come at a cost, to both the applicant and the tax payers of Kensington. The drafting and sending of notification letters, organization of a public meeting, drafting of planning reports, etc. all take time and resources and it is our belief that the cost should be borne by all those involved in such a process. We hope that this example provides both the Commission and impacted residents with an understanding of the value of the types of the land use services we provide.

Concerns were also brought forward at the October 15th Hearing from two people (one current resident and another non-resident) along Broadway Street North (Route 20) in regards to the potential for development around their properties and the necessity for improvements to the stormwater infrastructure in the area. We would submit that the existing infrastructure issues in this particular area as a direct result of little or no engineering or land use planning. We would further submit that incorporating this area inside the municipal boundary will ensure that all development in this area is engineered and planned appropriately. Furthermore, the planning would be done in consultation with the impacted residents so they are provided an opportunity for input into any potential development that may be undertaken within their area. Leaving the property outside the municipal boundary will not afford the subject property owner any opportunity to participate in such discussions.

Fire Services:

Concerns were raised by two residents of Andrew's Drive as to why the Kensington Fire Department was under the sole ownership of the Town of Kensington when a large portion of revenues are generated through service provision to other areas. There was a further assertion made that the Town did not contribute any of its own revenues towards the operation of the Fire Department.

Currently, the Town of Kensington provides a fire service to its residents, the residents of the Rural Municipality of Malpeque and the Kensington Fire District (broken into Zone 1 to 5, stretching across 26 different communities and various unincorporated areas). While we do not have documentation at hand indicating when the department was created or when service started being provided to Malpeque or the District, Kensington has provided such a service for decades. It has constructed its water system to include firefighting capacity, i.e. adequately sized pipe network, hydrants, water tower, etc. and have constructed a fire hall, purchased fire equipment, etc. to provide an exceptional level of fire service to its residents and residents of the area. The Town operates two water tanker trucks to enable service provision to those areas not currently serviced through a central water system. Further, the Town installed its water tower to allow a tanker truck to be filled directly from the tower (in under three minutes). It is likely worth noting that all areas of the town except one (approximately 20 homes) have the capability to be serviced through a hydrant system. The Kensington Fire District is one of the larger fire districts currently in existence in the Province.

The Kensington Fire Department is funded through tax dollars from Kensington and Malpeque, and the provision of a fire services fee in the District (A copy of the 2020/21 Kensington Fire Department Budget is appended to this letter as Appendix D). At the hearing, it was questioned whether or not the Town of Kensington contributes any revenue to the Fire Department. In reviewing the 2019 actual revenues and expenditures for the Kensington Fire Department, it is apparent that the Fire District contributed \$128,850 (51.5%) of the department's revenue, the rural municipality of Malpeque contributed \$79,295 (31.7%) and the Town of Kensington contributed \$41,880 (16.8%) of the department's revenue. Further to this, the Town of Kensington paid \$55,944.00 to the Kensington Water and Pollution Control Corporation to offset the cost of the Corporation's provision of fire-fighting capacity within its system. The Town tracks monthly call volumes (and corresponding locations) associated with its Fire Department. In 2019 call volumes were as follows: Fire District – 50.4%, Rural Municipality of Malpeque – 22.4% and the Town of Kensington – 26.4%. A small percentage of calls (0.8%) were associated with providing mutual aid service to areas outside of the department's current jurisdiction.

The Town of Kensington is proud to be the owners of the Kensington Fire Department. The Department is made up of 30 Town and area volunteers who provide professional, diligent and responsive fire services. It has been our experience that the Fire District has had significant difficulty in finding volunteers to sit as board members. While we appreciate the comment in regards to the department's ownership, the Town undertakes the daily administration of the department including holding mortgages, loans, developing annual budgets, processing payables and receivables, policy development, insurance, etc.

Commercial Services

It was indicated during the hearing that the Town put forward our commercial/industrial sectors as a taxable benefit. As clearly indicated in our application and subsequent DV8 report, we have not suggested such. We fully understand the importance of area residents to the Town's business community. We submit that the creation of a town or municipality (a compact urban form) inherently allows for development of services needed by residents, i.e. gas stations restaurants, medical centre, veterinary clinic, banks, dental office, post office, etc. As a town, we need to be sustainable, and as such, are suggesting that people who benefit from Kensington's local services (police, fire, maintenance, culture, recreation, land use control, etc.) as they move throughout their daily lives and routines should contribute financially to the delivery of those services.

Taxation Implications on Residential Property Owners

During the Hearing, Chairperson Erin Mitchell requested further information with respect to the average annual property tax implications for residential properties included in the restructuring application. As indicated within our application, the Town's property tax rate categories consist of both a commercial rate (\$1.30 per \$100 of assessed value) and a non-commercial rate (\$0.55 per \$100 of assessed value). Tax rates are proposed to be implemented over a four-year period such that impacted property owners will pay 25% of the full tax rate in 2022, 50% of the full tax rate in 2023, 75% of the full tax rate in 2024 and 100% in 2025. Further to this, all residents impacted by the application will no longer be required to remit a fire district fee as the cost of fire services will now be included within the property tax rate. We understand that if our application is successful, tax rates will not be levied against new residents until January 1, 2022. This means the Town will, in the interim, provide service to newly annexed areas without the benefit of associated property taxation revenue. New residents will not be levied a full property tax rate by the municipality until January 1, 2025.

The average financial impact across 105 residential properties included in the application are: 2022 - \$137.27, 2023 - \$274.55, 2024 - \$411.82 and 2025 (and beyond) - \$554.48. The average financial impact across 4 commercial properties included in the application are: 2022 - \$1,485.49, 2023 - \$2,970.99, 2024 -

\$4,456.48 and 2025 (and beyond) - \$5,941.98. Two properties carry a mix of commercial and non-commercial assessment which are included in the average figures above.

A specific property, including its property tax implications, was discussed at length during the October 15th Hearing. The subject property carries an assessed value of \$294,000 and it was indicated that the annual property tax impact is \$1,600.00. The net property tax implication over the four-year implementation period for the subject property is as follows (annual fire district fee removed as it is not included in the property tax rate): 2022 - \$402.33, 2023 - \$804.65, 2024 - \$1,206.98 and 2025 (and beyond) - \$1,609.30.

The rates of taxation for all properties included within the town's application may be adjusted annually as properties are re-assessed by the Province of Prince Edward Island.

16. Specifically, please comment on the intended services to be offered to prospective residents, including any future plans for water and sewer hookup and sidewalk extension.

Section 14 of the *Municipal Government Act R.S.P.E.I. 1988, Cap. M-12.1*. provides for the services that shall be provided by all municipalities. Section 14 states:

14. Municipal Services, general

Every municipality continued, restructured or established under this Act shall provide, in or for all areas of the municipality,

(a) fire protection;

(b) municipal planning services, including an official plan and bylaws,

(i) in the case of a municipality continued under this Act, within five years after the coming into force of this Act, and

(ii) in the case of a municipality restructured or established under this Act, within the shorter of

(A) a period specified by the Lieutenant Governor in Council in an order issued under clause 21(2)(d), or

(B) five years after the establishment or restructuring, as the case may be;

(c) subject to subsection 145(5), emergency measures planning. 2016, c.44, s.14; 2017, c.9, s.2

We are committed to providing all of the Section 14, legislatively required services immediately. We are proposing to also immediately provide police services, fire services, public works and maintenance services, social, cultural and recreation type services.

The Town currently has, within its 5-year Capital Plan, plans to extend water services along Broadway Street South as far as the Gerald McCarville Drive entrance to the Kensington Industrial Park (Sewer services previously extended into this area) and to extend both water and sewer services along Victoria Street West to the Trailside Plaza/new Business Park entrance. The Victoria Street West service extension is currently in its design stage and will begin as early as reasonably possible in 2021. Funds to complete this extension will be provided through the Municipal Strategic Component of the Federal Gas Tax Program, Innovation PEI and the Town of Kensington. The Broadway Street South service extension is planned for fiscal year 2021/22 however it is dependent on the Town's ability to secure partial funding through the Federal and/or Provincial Governments.

There are currently no plans to extend sidewalks into areas included within the application. As the properties are brought inside the municipal boundary, the extension of both water and sewer and sidewalks will be

completed in a planned and orderly fashion, and will be based upon public safety, need and priority. The Town's long-term vision would see all areas ordinarily provided with such tangible services to be in receipt of such services, i.e. not all streets requires sidewalk service; such decisions are typically based on traffic volumes, speed limits, right of way constraints, etc.

Appendix A
Town of Kensington 5 year
Capital Plan

Town of Kensington
2020 - 2025 Proposed 5 year Capital Plan

Project/Category	Estimated Cost	2020/21	2021/22	2022/23	2023/24	2024/25
Credit Union Centre						
Eavestroughing Replacement	\$30,000.00	\$30,000.00				
Canteen Upgrades (fire suppression, tables, chairs)	\$15,000.00	\$15,000.00				
Fitplex Upgrades (equipment replacement, painting, minor carpentry)	\$20,000.00	\$20,000.00				
Senior's Centre Renovations	\$3,500.00	\$3,500.00				
Seniors Centre Paving	\$25,410.00	\$25,410.00				
Ice Plant	\$70,000.00	\$10,000.00	\$60,000.00			
Solar Panel Installation	\$285,000.00		\$285,000.00			
Parking Area Improvements	\$740,000.00			\$740,000.00		
LED Lighting Replacement	\$30,000.00				\$30,000.00	
Re-Build Compressor	\$6,500.00		\$6,500.00			
Total Credit Union Centre	\$1,225,410.00	\$103,910.00	\$351,500.00	\$740,000.00	\$30,000.00	\$0.00
Police Department						
Vehicle Replacement	\$100,000.00	\$50,000.00				\$50,000.00
Equipment Replacement	\$4,500.00	\$1,500.00	\$1,500.00		\$1,500.00	
E-ticketing Supply and Installation	\$32,000.00	\$32,000.00				
Office Renovations	\$15,000.00	\$15,000.00				
Police Study	\$25,000.00	\$25,000.00				
Surveillance Camera	\$18,000.00		\$6,000.00	\$6,000.00	\$6,000.00	
Speed Radar	\$7,500.00		\$2,500.00	\$2,500.00	\$2,500.00	
Computer Replacement	\$10,000.00					\$10,000.00
Vehicle GPS	\$2,500.00		\$2,500.00			
Camera	\$24,000.00	\$24,000.00				
Total Police Department	\$238,500.00	\$147,500.00	\$12,500.00	\$8,500.00	\$10,000.00	\$60,000.00
Fire Department						
Fire Truck (Rescue)	\$365,665.29	\$365,665.29				
Bunker Gear Replacement	\$75,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$15,000.00
Tanker Truck Replacement	\$250,000.00		\$250,000.00			
Jaws of Life Replacement	\$50,000.00			\$50,000.00		
Water Rescue Craft	\$60,000.00	\$60,000.00				
Portable Pump	\$8,000.00	\$8,000.00				
Pumper Truck	\$400,000.00					\$400,000.00
Breathing Apparatus	\$36,000.00	\$36,000.00				
Backup Generator	\$35,350.00	\$35,350.00				
Total Fire Department	\$1,280,015.29	\$520,015.29	\$265,000.00	\$65,000.00	\$15,000.00	\$415,000.00
Town Hall/General Government						
Website (including app)	\$10,000.00	\$10,000.00				
Heating/Ventillation Upgrades	\$100,000.00		\$100,000.00			
Server Upgrade	\$20,000.00	\$20,000.00				
Financial Software Upgrade	\$16,000.00		\$16,000.00			
Parking Area Improvements	\$40,000.00			\$40,000.00		
Sign Replacement	\$7,500.00				\$7,500.00	
Emergency Shelter	\$40,000.00	\$40,000.00				
Business Park Development (Phased)	\$4,102,000.00	\$4,102,000.00				
Core Area Re-Development/Street Scape (Phased)	\$1,500,000.00			\$500,000.00	\$500,000.00	\$500,000.00
Town Hall Window/Door Replacement	\$7,500.00	\$7,500.00				
Official Plan and Zoning Bylaw Update	\$18,860.00	\$18,860.00				
Total Town Hall/General Government	\$5,861,860.00	\$4,198,360.00	\$116,000.00	\$540,000.00	\$507,500.00	\$500,000.00
Public Works						
Heating for Storage Building	\$7,500.00	\$7,500.00				
Overhead Crosswalk Lights	\$24,000.00	\$24,000.00				
Broadway Street/Barrett Street Sidewalk Replacement	\$510,000.00		\$510,000.00			
Victoria Street West Sidewalk Replacement	\$185,000.00	\$185,000.00				
Trackless Replacement	\$125,000.00					\$125,000.00
Lawn Equipment Replacement	\$36,000.00		\$18,000.00			\$18,000.00
Total Public Works	\$887,500.00	\$216,500.00	\$528,000.00	\$0.00	\$0.00	\$143,000.00
Parks/Recreation/Railyards						
Boardwalk Replacement and General Carpentry	\$112,215.00	\$112,215.00				
Train Station Mecahnical Upgrades	\$40,000.00	\$40,000.00				
Playground Equipment	\$101,871.00	\$50,935.00	\$50,936.00			
Gazebo Replacement	\$30,000.00				\$30,000.00	
EVK Pool Filtration system	\$40,000.00	\$40,000.00				
EVK Pool Cover	\$10,000.00	\$10,000.00				
EVK Door Replacement	\$1,500.00	\$1,500.00				
EVK Pool Replacement	\$125,000.00					\$125,000.00
Total Parks/Recreation/Railyards	\$460,586.00	\$254,650.00	\$50,936.00	\$0.00	\$30,000.00	\$125,000.00
Water & Sewer Utility						
Wellfield Generator	\$38,500.00	\$38,500.00				
Sewer Main Replacement	\$2,150,000.00			\$1,150,000.00	\$500,000.00	\$500,000.00
Water Tower Replacement	\$2,124,000.00				\$2,124,000.00	
Broadway Street South Water Main Extension	\$782,000.00		\$782,000.00			
Chlorination Building - Window and Door Replacement	\$2,000.00	\$2,000.00				
Water Meter Upgrades	\$50,000.00	\$50,000.00				
4-Log Reduction	\$355,000.00	\$355,000.00				
Wellfield Signage	\$2,500.00	\$2,500.00				
Lagoon Upgrades	\$530,800.00	\$530,800.00				
Aeration Blowers VFD	\$60,000.00	\$60,000.00				
Building - Roof and Eavestroughing Replacment	\$10,000.00	\$10,000.00				
	\$6,104,800.00	\$1,048,800.00	\$782,000.00	\$1,150,000.00	\$2,624,000.00	\$500,000.00
Total	\$16,058,671.29	\$6,489,735.29	\$2,105,936.00	\$2,503,500.00	\$3,216,500.00	\$1,743,000.00

Appendix B

Property Taxation Impacts of all properties included in the Boundary Restructuring Application – 4 Year Implementation

	PID		Non Commercial & Farm Municipal Assessment	Commercial Municipal Assessment	Non Commercial	Commercial	Non Commercial Municipal Tax	Commercial Municipal Tax	Total Municipal Tax
	1	628909 KENT NUNN & HAILEY DAWSON formerly KENSINGTON RENTALS INC	\$81,700.00		\$1.30	\$0.55	\$449.35	\$0.00	\$449.35
	2	76208 E W BROWN HOLDINGS INC	\$400.00	\$143,100.00	\$1.30	\$0.55	\$2.20	\$1,860.30	\$1,862.50
	3	76216 E W BROWN HOLDINGS INC	\$97,400.00		\$1.30	\$0.55	\$535.70	\$0.00	\$535.70
	4	76406 TOWN OF KENSINGTON	\$87,400.00		\$1.30	\$0.55	\$480.70	\$0.00	\$480.70
	5	76885 GOVERNMENT OF PRINCE EDWARD ISLAND	\$44,600.00		\$1.30	\$0.55	\$90.76	\$0.00	\$90.76
	6	77230 WESTERN SCHOOL BOARD OF PEI	\$10,800.00		\$1.30	\$0.55		\$0.00	\$0.00
	7	77271 PAMELA JAMES	\$38,800.00		\$1.30	\$0.55		\$0.00	
	8	77305 CODY JASON & DONALD RYAN CORBETT	\$131,500.00		\$1.30	\$0.55	\$723.25	\$0.00	\$723.25
	9	77313 GOVERNMENT OF PRINCE EDWARD ISLAND	\$21,300.00		\$1.30	\$0.55	\$117.15	\$0.00	\$117.15
	10	77321 DAVID DAVIS & PAMELA BLANCHARD	\$94,900.00		\$1.30	\$0.55	\$521.95	\$0.00	\$521.95
	11	77339 LEITH DOUGLAS & MIDGE GWEN MURRAY & LEAH CATHERINE MARCHBA	\$93,200.00		\$1.30	\$0.55	\$512.60	\$0.00	\$512.60
	12	77370 MICHAEL NORMAN & THERESA LIDSTONE	\$98,000.00		\$1.30	\$0.55	\$539.00	\$0.00	\$539.00
	13	77503 KENNETH & JEANNE THIBODEAU	\$8,100.00		\$1.30	\$0.55	\$44.55	\$0.00	\$44.55
	14	77511 WILLIAM FOLLAND	\$66,600.00		\$1.30	\$0.55	\$366.30	\$0.00	\$366.30
	15	77529 EARL DAVISON & GWYNNETH MACDONALD &	\$700.00		\$1.30	\$0.55	\$3.85	\$0.00	\$3.85
	16	77545 CAROLYN R FRANCIS & JAMES LINUS BLANCHAR	\$160,800.00		\$1.30	\$0.55	\$884.40	\$0.00	\$884.40
	17	77552 ERIC & VICKI PROCTOR	\$84,700.00		\$1.30	\$0.55	\$465.85	\$0.00	\$465.85
	18	77594 NORTH SIDE HOLDINGS INC	\$100,300.00		\$1.30	\$0.55	\$551.65	\$0.00	\$551.65
	19	77610 MILDRED STEWART	\$66,000.00		\$1.30	\$0.55	\$363.00	\$0.00	\$363.00
	20	77628 AUDREY & BRUCE MANN	\$90,100.00		\$1.30	\$0.55	\$495.55	\$0.00	\$495.55
	21	78253 TRUDY CASELEY	\$73,200.00		\$1.30	\$0.55	\$402.60	\$0.00	\$402.60
	22	78261 STEVEN PROVOST	\$89,400.00		\$1.30	\$0.55	\$491.70	\$0.00	\$491.70
	23	78295 TYNDELL & MARIE SEMPLE TRIPLE M FARMS	\$400.00		\$1.30	\$0.55	\$2.20	\$0.00	\$2.20
	24	78303 DONALD & ELIZABETH PICKERING formerly MARYIAN JEAN KUER	\$116,000.00		\$1.30	\$0.55	\$638.00	\$0.00	\$638.00
	25	78311 ROBERT WILLIAM & BRENDA L TESTU	\$81,800.00		\$1.30	\$0.55	\$449.90	\$0.00	\$449.90
	26	78352* WILLIAM TYNDALL & ANNA MARIE SEMPLE TRIPLE M FARMS	\$14,300.00		\$1.30	\$0.55	\$14.94	\$0.00	\$14.94
	27	78360 WILLIAM REEVES	\$101,400.00		\$1.30	\$0.55	\$557.70	\$0.00	\$557.70
	28	78378 PERCY M MACGOUGAN	\$21,600.00		\$1.30	\$0.55	\$118.80	\$0.00	\$118.80
	29	78386 HUBERT & JOYCE MARCHBANK	\$34,100.00		\$1.30	\$0.55	\$187.55	\$0.00	\$187.55
	30	78394 JOSEPH EDUINO MONIZ	\$38,700.00		\$1.30	\$0.55	\$212.85	\$0.00	\$212.85
	31	78402 NEWTON LEE & ANNETTE MARIE MACARTHUR (JR)	\$65,000.00		\$1.30	\$0.55	\$357.50	\$0.00	\$357.50
	32	78410 WILLIAM EDWIN COUSINS	\$15,900.00		\$1.30	\$0.55	\$87.45	\$0.00	\$87.45
	33	79244 HAROLD DAVID STEWART	\$98,100.00		\$1.30	\$0.55	\$539.55	\$0.00	\$539.55
	34	80606 MIKE & MARIE KUZEL	\$80,300.00		\$1.30	\$0.55	\$441.65	\$0.00	\$441.65
	35	80960 RONALD JOSEPH GALLANT	\$67,400.00		\$1.30	\$0.55	\$370.70	\$0.00	\$370.70
	36	80978 JOANNE & DARRYL POWER	\$19,700.00		\$1.30	\$0.55	\$108.35	\$0.00	\$108.35
	37	80994 LINDSAY CUDMORE & TAMMI CUDMORE	\$98,900.00		\$1.30	\$0.55	\$543.95	\$0.00	\$543.95
	38	81000 CHRISTOPHER & LISA FUDGE	\$155,900.00		\$1.30	\$0.55	\$857.45	\$0.00	\$857.45
	39	81018 MICHAEL URBAN MURPHY	\$91,200.00		\$1.30	\$0.55	\$501.60	\$0.00	\$501.60
	40	81836 SUMMERFIELD FARMS LTD	\$9,400.00		\$1.30	\$0.55	\$32.57	\$0.00	\$32.57
	41	99895 KENSINGTON HORSEMENS CLUB	\$76,900.00		\$1.30	\$0.55	\$422.95	\$0.00	\$422.95
	42	400564 JAMES ALEXANDER & CARYL ANN CUMMINGS	\$119,000.00		\$1.30	\$0.55	\$654.50	\$0.00	\$654.50
	43	426189 DONALD & ORALIE MACKAY	\$90,400.00		\$1.30	\$0.55	\$497.20	\$0.00	\$497.20
	44	426205 DON RAMSAY	\$175,700.00		\$1.30	\$0.55	\$966.35	\$0.00	\$966.35
	45	426213 RONALD JAMES & MYRTLE WINNIFRED MACLELLAN	\$31,300.00		\$1.30	\$0.55	\$172.15	\$0.00	\$172.15
	46	426346 PIONEER MARINE PRODUCTS INC	\$145,100.00	\$519,800.00	\$1.30	\$0.55	\$798.05	\$6,757.40	\$7,555.45
	47	433003 KAREN BRYANTON	\$89,300.00		\$1.30	\$0.55	\$491.15	\$0.00	\$491.15
	48	448985 KENNETH & JEANNE THIBODEAU	\$89,200.00		\$1.30	\$0.55	\$490.60	\$0.00	\$490.60
	49	461525 ANNA RUTH WINDSOR	\$6,800.00		\$1.30	\$0.55	\$37.40	\$0.00	\$37.40
	50	461533 DOROTHY MARITA VINCENT	\$86,900.00		\$1.30	\$0.55	\$477.95	\$0.00	\$477.95
	51	498246 MICHAEL & KAREN GAUDET	\$143,500.00		\$1.30	\$0.55	\$789.25	\$0.00	\$789.25
	52	498253 WAYNE & JEAN CROZIER	\$89,600.00		\$1.30	\$0.55	\$492.80	\$0.00	\$492.80
	53	498261 DALE & KAREN PAYNTER	\$88,500.00		\$1.30	\$0.55	\$486.75	\$0.00	\$486.75
	54	560441 AMANDA & SHANE GALLANT formerly JOHN DAVID & ANGEL KELLY	\$155,600.00		\$1.30	\$0.55	\$855.80	\$0.00	\$855.80
	55	560458 NORTH SIDE HOLDINGS INC	\$561,300.00		\$1.30	\$0.55	\$3,087.15	\$0.00	\$3,087.15
	56	565754 JOHN STEPHEN BERNARD	\$22,700.00		\$1.30	\$0.55	\$124.85	\$0.00	\$124.85
	57	566612 CAROL DIANNE HOWATT	\$117,100.00		\$1.30	\$0.55	\$644.05	\$0.00	\$644.05
	58	580407 DONALD & BARBARA MOASE	\$129,600.00		\$1.30	\$0.55	\$712.80	\$0.00	\$712.80
	59	580860 KEVIN J GALLANT	\$102,300.00		\$1.30	\$0.55	\$562.65	\$0.00	\$562.65
	60	591586 NATASHA KEOUGH & LORNE L SHAW	\$103,200.00		\$1.30	\$0.55	\$567.60	\$0.00	\$567.60
	61	606582 CHARLES THERIAULT	\$125,800.00		\$1.30	\$0.55	\$691.90	\$0.00	\$691.90
	62	614925 WENDY L DICKIESON	\$89,700.00		\$1.30	\$0.55	\$493.35	\$0.00	\$493.35
	63	620849 BOYCE & SHIRLEY CAMPBELL	\$142,900.00		\$1.30	\$0.55	\$785.95	\$0.00	\$785.95
	64	628891 KENT NUNN & HAILEY DAWSON formerly KENSINGTON RENTALS INC	\$81,000.00		\$1.30	\$0.55	\$445.50	\$0.00	\$445.50
	65	646539 JOHN LEITH & M JOAN BERNARD	\$110,300.00		\$1.30	\$0.55	\$606.65	\$0.00	\$606.65
	66	646737 PATRICK MCCARDLE & PAMELA MURRAY	\$134,900.00		\$1.30	\$0.55	\$741.95	\$0.00	\$741.95
	67	667386 FAITH LECLAIR	\$130,900.00		\$1.30	\$0.55	\$719.95	\$0.00	\$719.95
	68	672576 GERARD & MAXINE BIDGOOD	\$284,900.00		\$1.30	\$0.55	\$1,566.95	\$0.00	\$1,566.95
	69	680827 PARKWOOD INDUSTRIES INC	\$13,000.00		\$1.30	\$0.55	\$71.50	\$0.00	\$71.50
	70	692145 WILLIAM CORNFIELD	\$116,500.00		\$1.30	\$0.55	\$640.75	\$0.00	\$640.75
	71	695726 JORDAN TYLER MAYTHEW	\$158,300.00		\$1.30	\$0.55	\$870.65	\$0.00	\$870.65
	72	704890 SPENCER MACDOUGALL & MARY BETH SHARPE	\$232,700.00		\$1.30	\$0.55	\$1,279.85	\$0.00	\$1,279.85
	73	707943 PETER R & WENDY C MCALEER	\$175,700.00		\$1.30	\$0.55	\$966.35	\$0.00	\$966.35
	74	709063 DONALD & BARBARA MOASE	\$6,400.00		\$1.30	\$0.55	\$35.20	\$0.00	\$35.20
	75	715615 ANNA RUTH WINDSOR	\$9,900.00		\$1.30	\$0.55	\$54.45	\$0.00	\$54.45
	76	718486 EDWIN & WENDY BROWN	\$24,400.00		\$1.30	\$0.55	\$134.20	\$0.00	\$134.20
	77	740191 KENSINGTON PEOPLES CEMETERY INC	\$61,500.00		\$1.30	\$0.55		\$0.00	\$0.00
	78	740506 PHILLIP & JUDITH SIZER	\$99,600.00		\$1.30	\$0.55	\$547.80	\$0.00	\$547.80
	79	747170 GREGORY H GILLIS & DIANNE KAVANAGH	\$79,900.00		\$1.30	\$0.55	\$439.45	\$0.00	\$439.45
	80	749283 EARL & IRENE DAVISON	\$209,300.00		\$1.30	\$0.55	\$1,151.15	\$0.00	\$1,151.15
	81	750372 JEFF BERNARD & JODI AMI-LYNN WAITE	\$142,500.00		\$1.30	\$0.55	\$783.75	\$0.00	\$783.75
	82	752329 ALAN R CHAMPION	\$27,200.00		\$1.30	\$0.55	\$149.60	\$0.00	\$149.60
	83	767673 G MORRIS CASELEY	\$32,300.00		\$1.30	\$0.55	\$177.65	\$0.00	\$177.65
	84	772210 PHILLIP & JUDITH SIZER	\$10,800.00		\$1.30	\$0.55	\$59.40	\$0.00	\$59.40
	85	772418 REGINALD & NANCY MURPHY	\$121,800.00		\$1.30	\$0.55	\$1,197.90	\$0.00	\$1,197.90
	86	772426 LEAMING & GWENDY MURPHY	\$234,500.00		\$1.30	\$0.55	\$1,289.75	\$0.00	\$1,289.75
	87	778878 RONALD MELVIN & MARY CAROL REEVES	\$182,800.00		\$1.30	\$0.55	\$1,005.40	\$0.00	\$1,005.40
	88	778977 SPRING VALLEY BUILDING CENTRE LTD	\$17,300.00	\$899,200.00	\$1.30	\$0.55	\$95.15	\$11,689.60	\$11,784.75
	89	818245 GLEN & SHELLEY MCKENNA	\$159,700.00		\$1.30	\$0.55	\$878.35	\$0.00	\$878.35

Year 1 (25%)			
Non Commercial	Commercial	Fire Dues	
\$112.34	\$0.00	-\$75.00	\$37.34
\$0.55	\$465.08	-\$75.00	\$390.63
\$133.93	\$0.00	-\$75.00	\$58.93
\$120.18	\$0.00	-\$15.00	\$105.18
\$22.69	\$0.00	\$0.00	\$22.69
\$0.00	\$0.00	\$0.00	\$0.00
\$0.00	\$0.00	\$0.00	\$0.00
\$180.81	\$0.00	-\$75.00	\$105.81
\$29.29	\$0.00	\$0.00	\$29.29
\$130.49	\$0.00	-\$75.00	\$55.49
\$128.15	\$0.00	-\$75.00	\$53.15
\$134.75	\$0.00	-\$75.00	\$59.75
\$11.14	\$0.00	-\$15.00	-\$3.86
\$91.58	\$0.00	-\$75.00	\$16.58
\$0.96	\$0.00	-\$15.00	-\$14.04
\$221.10	\$0.00	-\$75.00	\$146.10
\$116.46	\$0.00	-\$75.00	\$41.46
\$137.91	\$0.00	-\$75.00	\$62.91
\$90.75	\$0.00	-\$75.00	\$15.75
\$123.89	\$0.00	-\$75.00	\$48.89
\$100.65	\$0.00	-\$75.00	\$25.65
\$122.93	\$0.00	-\$75.00	\$47.93
\$0.55	\$0.00	-\$15.00	-\$14.45
\$159.50	\$0.00	-\$75.00	\$84.50
\$112.48	\$0.00	-\$75.00	\$37.48
\$3.74	\$0.00	-\$75.00	-\$71.26
\$139.43	\$0.00	-\$75.00	\$64.43
\$29.70	\$0.00	-\$15.00	\$14.70
\$46.89	\$0.00	-\$15.00	\$31.89
\$53.21	\$0.00	-\$75.00	-\$21.79
\$89.38	\$0.00	-\$75.00	\$14.38
\$21.86	\$0.00	-\$15.00	\$6.86
\$134.89	\$0.00	-\$75.00	\$59.89
\$110.41	\$0.00	-\$75.00	\$35.41
\$92.68	\$0.00	-\$75.00	\$17.68
\$27.09	\$0.00	-\$15.00	\$12.09
\$135.99	\$0.00	-\$75.00	\$60.99
\$214.36	\$0.00	-\$75.00	\$139.36
\$125.40	\$0.00	-\$75.00	\$50.40
\$8.14	\$0.00	-\$15.00	-\$6.86
\$105.74	\$0.00	-\$75.00	\$30.74
\$163.63	\$0.00	-\$75.00	\$88.63
\$124.30	\$0.00	-\$75.00	\$49.30
\$241.59	\$0.00	-\$75.00	\$166.59
\$43.04	\$0.00	-\$15.00	\$28.04
\$199.51	\$1,689.35	-\$75.00	\$1,813.86
\$122.79	\$0.00	-\$75.00	\$47.79
\$122.65	\$0.00	-\$15.00	\$107.65
\$9.35	\$0.00	-\$15.00	-\$5.65
\$119.49	\$0.00	-\$75.00	\$44.49
\$197.31	\$0.00	-\$75.00	\$122.31
\$123.20	\$0.00	-\$75.00	\$48.20
\$121.69	\$0.00	-\$75.00	\$46.69
\$213.95	\$0.00	-\$75.00	\$138.95
\$771.79	\$0.00	-\$75.00	\$696.79
\$31.21	\$0.00	-\$15.00	\$16.21
\$161.01	\$0.00	-\$75.00	\$86.01
\$178.20	\$0.00	-\$75.00	\$103.20
\$140.66	\$0.00	-\$75.00	\$65.66
\$141.90	\$0.00	-\$75.00	\$66.90
\$172.98	\$0.00	-\$75.00	\$97.98
\$123.34	\$0.00	-\$75.00	\$48.34
\$196.49	\$0.00	-\$75.00	\$121.49
\$111.38	\$0.00	-\$75.00	\$36.38
\$151.66	\$0.00	-\$75.00	\$76.66
\$185.49	\$0.00	-\$75.00	\$110.49

90	821504	GEORGE & BEVERLEY AIKEN	\$147,600.00		\$1.30	\$0.55	\$811.80	\$0.00	\$811.80
91	847269	PIONEER MARINE PRODUCTS INC	\$46,000.00		\$1.30	\$0.55	\$253.00	\$0.00	\$253.00
92	852517	NICHOLAS DENNIS & MERRIDITH MILLIGAN	\$280,300.00		\$1.30	\$0.55	\$1,541.65	\$0.00	\$1,541.65
93	883611	DANIEL (DAN) & WENDY MACKINNON	\$147,100.00		\$1.30	\$0.55	\$809.05	\$0.00	\$809.05
94	901249	HUBERT & JOYCE MARCHBANK	\$200,900.00		\$1.30	\$0.55	\$1,104.95	\$0.00	\$1,104.95
95	912493	DONNA D & MARK E OATWAY	\$76,400.00		\$1.30	\$0.55	\$420.20	\$0.00	\$420.20
96	924340	PATRICK MACDONALD & HOLLY OSBORNE	\$211,500.00		\$1.30	\$0.55	\$1,163.25	\$0.00	\$1,163.25
97	927731	WALTER LECLAIR	\$75,800.00		\$1.30	\$0.55	\$416.90	\$0.00	\$416.90
98	929216	CHARLES WHITNEY CASELY	\$65,400.00		\$1.30	\$0.55	\$359.70	\$0.00	\$359.70
100	937631	IVAN NEWRICK JR & LAURA ELIZABETH NEWRICK	\$294,000.00		\$1.30	\$0.55	\$1,617.00	\$0.00	\$1,617.00
101	1022078	ACHIEVE MARKETING INC		\$266,200.00	\$1.30	\$0.55	\$3,460.60	\$3,460.60	
102	1039379	CODY JASON & DONALD RYAN CORBETT	\$133,500.00		\$1.30	\$0.55	\$734.25	\$0.00	\$734.25
103	1043645	NATURES CROPS INTERNATIONAL LTD formerly CENTURY PROPERTY MAJ	\$97,600.00		\$1.30	\$0.55	\$536.80	\$0.00	\$536.80
104	1070994	MICHAEL GILL & PATRICIA ANN BAIRD GILL	\$187,800.00		\$1.30	\$0.55	\$1,032.90	\$0.00	\$1,032.90
105	1081561	DEBRA RAMSAY	\$6,900.00		\$1.30	\$0.55	\$3.80	\$0.00	\$3.80
106	1090315	SUMMERFIELD FARMS LTD	\$6,000.00		\$1.30	\$0.55	\$19.80	\$0.00	\$19.80
107	1114057	TERENCE MCGEOWN & VICTORIA COULSON	\$82,700.00		\$1.30	\$0.55	\$454.85	\$0.00	\$454.85

Total			\$10,446,000.00	\$1,828,300.00			\$56,557.22	\$23,767.90	\$80,325.12
						Avg NC	Avg Comm	Avg NC & Comm	
						\$554.48	\$5,941.98	\$779.86	

\$202.95	\$0.00	-\$75.00	\$127.95
\$63.25	\$0.00	-\$15.00	\$48.25
\$385.41	\$0.00	-\$75.00	\$310.41
\$202.26	\$0.00	-\$75.00	\$127.26
\$276.24	\$0.00	-\$75.00	\$201.24
\$105.05	\$0.00	-\$75.00	\$30.05
\$290.81	\$0.00	-\$75.00	\$215.81
\$104.23	\$0.00	-\$75.00	\$29.23
\$89.93	\$0.00	-\$75.00	\$14.93
\$404.25	\$0.00	-\$75.00	\$329.25
\$0.00	\$865.15	-\$75.00	\$790.15
\$183.56	\$0.00	-\$75.00	\$108.56
\$134.20	\$0.00	-\$75.00	\$59.20
\$258.23	\$0.00	-\$75.00	\$183.23
\$0.95	\$0.00	\$0.00	\$0.95
\$4.95	\$0.00	\$0.00	\$4.95
\$113.71	\$0.00	\$1.00	\$114.71

\$14,139.31	\$5,941.98	-\$6,149.00	\$13,932.28
Year 1 (25%)			
Avg NC	Avg Comm		
\$138.62	\$1,485.49		
Avg NC & Comm			
\$194.96			

\$405.90	\$0.00	-\$75.00	\$330.90
\$126.50	\$0.00	-\$15.00	\$111.50
\$770.83	\$0.00	-\$75.00	\$695.83
\$404.53	\$0.00	-\$75.00	\$329.53
\$552.48	\$0.00	-\$75.00	\$477.48
\$210.10	\$0.00	-\$75.00	\$135.10
\$581.63	\$0.00	-\$75.00	\$506.63
\$208.45	\$0.00	-\$75.00	\$133.45
\$179.85	\$0.00	-\$75.00	\$104.85
\$808.50	\$0.00	-\$75.00	\$733.50
\$0.00	\$1,730.30	-\$75.00	\$1,655.30
\$367.13	\$0.00	-\$75.00	\$292.13
\$268.40	\$0.00	-\$75.00	\$193.40
\$516.45	\$0.00	-\$75.00	\$441.45
\$1.90	\$0.00	\$0.00	\$1.90
\$9.90	\$0.00	\$0.00	\$9.90
\$227.43	\$0.00	\$1.00	\$228.43

\$28,278.61	\$11,883.95	-\$6,149.00	\$34,013.56
Year 2 (50%)			
Avg NC	Avg Comm		
\$277.24	\$2,970.99		
Avg NC & Comm			
\$389.93			

\$608.85	\$0.00	-\$75.00	\$533.85
\$189.75	\$0.00	-\$15.00	\$174.75
\$1,156.24	\$0.00	-\$75.00	\$1,081.24
\$606.79	\$0.00	-\$75.00	\$531.79
\$828.71	\$0.00	-\$75.00	\$753.71
\$315.15	\$0.00	-\$75.00	\$240.15
\$872.44	\$0.00	-\$75.00	\$797.44
\$312.68	\$0.00	-\$75.00	\$237.68
\$269.78	\$0.00	-\$75.00	\$194.78
\$1,212.75	\$0.00	-\$75.00	\$1,137.75
\$0.00	\$2,595.45	-\$75.00	\$2,520.45
\$550.69	\$0.00	-\$75.00	\$475.69
\$402.60	\$0.00	-\$75.00	\$327.60
\$774.68	\$0.00	-\$75.00	\$699.68
\$2.85	\$0.00	\$0.00	\$2.85
\$14.85	\$0.00	\$0.00	\$14.85
\$341.14	\$0.00	\$1.00	\$342.14

\$42,417.92	\$17,825.93	-\$6,149.00	\$54,094.84
Year 3 (75%)			
Avg NC	Avg Comm		
\$415.86	\$4,456.48		
Avg NC & Comm			
\$584.89			

\$811.80	\$0.00	-\$75.00	\$736.80
\$253.00	\$0.00	-\$15.00	\$238.00
\$1,541.65	\$0.00	-\$75.00	\$1,466.65
\$809.05	\$0.00	-\$75.00	\$734.05
\$1,104.95	\$0.00	-\$75.00	\$1,029.95
\$420.20	\$0.00	-\$75.00	\$345.20
\$1,163.25	\$0.00	-\$75.00	\$1,088.25
\$416.90	\$0.00	-\$75.00	\$341.90
\$359.70	\$0.00	-\$75.00	\$284.70
\$1,617.00	\$0.00	-\$75.00	\$1,542.00
\$0.00	\$3,460.60	-\$75.00	\$3,385.60
\$734.25	\$0.00	-\$75.00	\$659.25
\$536.80	\$0.00	-\$75.00	\$461.80
\$1,032.90	\$0.00	-\$75.00	\$957.90
\$3.80	\$0.00	\$0.00	\$3.80
\$19.80	\$0.00	\$0.00	\$19.80
\$454.85	\$0.00	\$1.00	\$455.85

\$56,557.22	\$23,767.90	-\$6,149.00	\$74,176.12
Year 4 (100%)			
Avg NC	Avg Comm		
\$554.48	\$5,941.98		
Avg NC & Comm			
\$779.86			

Appendix C
Town of Kensington 10 Year Vision
5 Year Strategic Plan



STRATEGIC
PLAN
2019-2024

Town of
KENSINGTON

Where people choose to be



SUSTAINABILITY • GROWTH • PROGRESS • COMMUNITY

VISION 2029

In 2029, the Town of Kensington is a community that:

- offers a quality of life and actively engages residents;
- is recognized as being safe and walkable;
- is a growing residential community, attracting and retaining young families;
- offers all of the amenities required;
- is environmentally conscious;
- provides good governance; and
- celebrates our rich history and culture.

The Town of Kensington is where people choose to be.

MISSION

A welcoming, engaging and sustainable community providing quality services and facilities in a progressive, transparent and professional manner.

GUIDING PRINCIPLES

- We are transparent and accountable
- We ensure the effective and efficient use of public funds
- We act with integrity, respect and professionalism
- We make informed and progressive decisions
- We work together, as Council and staff, with and on behalf of our community

STRATEGIC PRIORITIES & GOALS

ECONOMIC PROSPERITY

Goal 1: Support a vibrant business sector, contributing to economic prosperity.

STRONG COMMUNITY

Goal 2: Enhance and promote a safe, walkable and thriving community.

SUSTAINABLE INFRASTRUCTURE

Goal 3: Enhance and maintain effective and sustainable infrastructure.

ORGANIZATIONAL EXCELLENCE

Goal 4: Ensure strong governance and quality services, responsive to our community.





MESSAGE FROM THE MAYOR AND CAO

On behalf of myself and members of the Town of Kensington Council, we are pleased to present **Kensington: Where people choose to be** (2019-2024). This strategic plan provides a new framework, setting the stage for decision-making, priority-setting and ongoing performance management in the town for the next five years.

It has been exciting to see this plan develop. This process has given us the opportunity to come together, talk about what we love and value in the community, as well as identify opportunities to pursue over the next five years. This plan is all about Sustainability – Growth – Progress – Community.

This plan is a starting point. The real work will be in the implementation of this plan, with community partnerships and engagement playing a key role. We look forward to this next chapter, and to working together to strengthen the Town and build on the pride we have for our community.

A handwritten signature in blue ink, appearing to read "Rowan Caseley".

Rowan Caseley
Mayor
Town of Kensington

A handwritten signature in blue ink, appearing to read "GBH".

Geoff Baker
Chief Administrative Officer
Town of Kensington



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INTRODUCTION

The Council and staff of the Town of Kensington championed the development of a 10-year vision and five-year strategic plan. Critical to the development of this plan was to receive key stakeholder feedback:

- 72 residents responded to the Resident Survey, with diverse representation based on the number of years as a resident of Kensington
- Approximately 35 people participated in the two community, business and resident sessions
- Town Council and staff participated in planning and implementation plan development sessions
- Additional stakeholder feedback was received

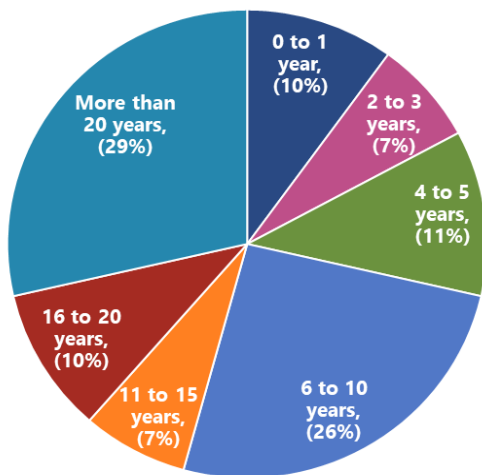


Figure 1: Resident Survey Respondents
Based on the number of years respondents
have lived in the Town of Kensington

The intent of the planning process was to:

- Gain a better understanding of the current environment including core strengths, challenges, and opportunities
- Define a clear and shared 10-year vision
- Identify priorities to achieve this vision and a roadmap for the next five years
- Engage as many people as possible in the development and implementation of this plan

The end result is the 2019-2024 Strategic Plan that focuses on **Sustainability – Growth – Progress – Community** for the Town of Kensington.



MISSION

A welcoming, engaging and sustainable community
providing quality services and facilities
in a progressive, transparent and professional manner

GUIDING PRINCIPLES

The following principles guide the everyday actions of the Council and Staff:

- We are transparent and accountable
- We ensure the effective and efficient use of public funds
- We act with integrity, respect, and professionalism
- We make informed and progressive decisions
- We work together, as Council and staff, with and on behalf of our community

WHY KENSINGTON

Kensington is described as being centrally located, convenient for residents, businesses and visitors, and appealing as a safe, walkable community with its unique culture and heritage, surrounded by farming and fishing.



VISION – KENSINGTON 2029

In 2029, Kensington will be a community that:

- offers a quality of life and actively engages residents;
- is recognized as being safe and walkable;
- is a growing residential community, attracting and retaining young families;
- offers all of the amenities required;
- is environmentally conscious;
- provides good governance; and
- celebrates our rich history and culture.

The Town of Kensington is where people choose to be.

STRATEGIC PRIORITIES

Our Vision is supported by the four Strategic Priorities:

1. Economic Prosperity
2. Strong Community
3. Sustainable Infrastructure
4. Organizational Excellence

Kensington: Where people choose to be.

Stakeholders envisioned the following:

"A progressive community with a sincere appreciation for its valuable historic attributes. A great place to live, raise a family and operate a business. Small town living offering all of the amenities required by growing families. Senior friendly, youth driven."

"Welcoming to all; A place where people want to live, work, play and visit."

ACHIEVING OUR PLAN

Within the Strategic Plan, each Strategic Priority is connected to specific action items which will power the plan forward. These key action items are outlined in the “Action Plan” – a complementary document that includes actions, responsibility, indicators, and timelines.

The Strategic Plan will come alive through the implementation of these key actions.

Successfully achieving what we set out to do will take leadership and action by Town Council, staff, residents, businesses, and community partners.

SUCCESS MEASURES

The Council will use the Strategic Plan to support decision making over the next five years including prioritization of budget and resource allocations.

The success of the Strategic Plan will be measured by:

- Community engagement
- Continued transparency and effective communications
- Sustainability (financial, people, resources, environmental)

The Town will work with residents and community partners to ensure their voice is heard and that as a community, we stay grounded in the key actions that support our priorities.



STRATEGIC PRIORITIES & GOALS

ECONOMIC PROSPERITY

GOAL 1: Support a vibrant business sector, contributing to economic prosperity.

STRONG COMMUNITY

GOAL 2: Enhance and promote a safe, walkable and thriving community.

SUSTAINABLE INFRASTRUCTURE

GOAL 3: Enhance and maintain effective and sustainable infrastructure.

ORGANIZATIONAL EXCELLENCE

GOAL 4: Ensure strong governance and quality services, responsive to our community.



Strategic Priority

ECONOMIC PROSPERITY

Goal 1: Support a vibrant business sector, contributing to economic prosperity.

2019 Situation

Residents, community and business representatives envision a town that offers more amenities, services, and affordable and family-oriented housing. This would add to the valued and convenient services that are currently offered in the town. In addition, there is a desire to revitalize the downtown to support economic growth and prosperity.

The business park currently operates at capacity. The Town has limited property and land available for business development, and a clear priority identified by various stakeholders is the establishment of additional business park space.

The Town has seen growth in the number of families. To accelerate residential development, there is a need and an opportunity to address the inequities of the cost of infrastructure for residential development in rural compared to urban areas.

2024 Objectives

- Sustain and grow the number of businesses
- Grow the Town's population in a sustainable manner; including the attraction and retention of young families
- Increase the number of jobs available in the community

Strategies

- 1.1 Accommodate demand for business development within the town through innovative solutions to access land for business park expansion
- 1.2 Support economically viable residential development and growth including through the promotion of the town as attractive to families
- 1.3 Revitalize the downtown core including through beautification initiatives that showcase the town's rich heritage and culture
- 1.4 Continue to support the growth of existing businesses within the town

Key to advancing these strategies is to more aggressively leverage government funding and incentives as well as community and industry strategic partnerships.

Strategic Priority

STRONG COMMUNITY

Goal 2: Enhance and promote a safe, walkable and thriving community.

2019 Situation

87% of resident survey respondents feel that the town offers a favourable quality of life. Convenience, a safe, friendly and walkable community and appreciation for small town living are what residents enjoy most about the town. Safety includes valued policing and fire services. The local schools are invaluable assets.

Social and recreational activities and events were also identified as appealing to residents, and there is opportunity for continual growth and improvement. The Town and stakeholders envision more wide-spread community engagement within the next five years.



Figure 2: Quality of Life Response by Resident Survey Respondents

2024 Objectives

- Strong community engagement
- Diverse, growing population

Strategies

- 2.1 Promote a safe and walkable community where people can lead healthy lives
 - 2.1.1 Ensure the delivery of effective policing and fire services
 - 2.1.2 Ensure sidewalks are adequately maintained and extended in new areas, where feasible
 - 2.1.3 Establish a planned approach for ensuring adequate street lighting and parking
 - 2.1.4 Promote and enhance public spaces and trails
 - 2.1.5 Promote and facilitate community access to the right mix of recreational opportunities that meet the needs of the population
- 2.2 Maximize engagement at community events and activities that bring people together
 - 2.2.1 Partner to enhance events that support our local farming and fishing culture
- 2.3 Attract, engage and retain populations of all ages; be recognized as senior friendly and youth driven
 - 2.3.1 Promote and support recreational activities and events for families and youth
 - 2.3.2 Advocate to maintain the local school system
 - 2.3.3 Continue to support and promote senior friendly facilities and opportunities
- 2.4 Partner with community and business stakeholders to expand tourism in the surrounding area, attracting drive-through traffic to play and stay in Kensington

Key to advancing these strategies is to engage with community and industry partners.

Strategic Priority

SUSTAINABLE INFRASTRUCTURE

Goal 3: Enhance and maintain effective and sustainable infrastructure.

2019 Situation

The Town provides essential infrastructure that must continue to be maintained and enhanced in an effective and sustainable manner. Based on the level of satisfaction with the responses to the online resident survey, residents are pleased with the town's clean water and effective wastewater treatment. While these systems must continue to be maintained, there is a need for infrastructure improvements.

2024 Objectives

- Long-term planning and capital investment
- Environmental stewardship

Strategies

- 3.1 Ensure sustainability principles are a part of the Town decision-making processes
 - 3.1.1 Explore and develop environmental and energy efficient solutions as part of infrastructure development
 - 3.1.2 Encourage and promote innovative, environmentally conscious approaches
- 3.2 Maintain quality of water resources
- 3.3 Prioritize investments in infrastructure modernization and technology advancements that will positively impact future generations
- 3.4 Advocate the provincial government for improved traffic management and regular road maintenance

Key to advancing these strategies is to leverage government funding and collaboration to develop and sustain essential infrastructure.

Strategic Priority

ORGANIZATIONAL EXCELLENCE

Goal 4: Ensure strong governance and quality services, responsive to our community.

2019 Situation

The Town has prioritized transparency and communications as part of good governance. A focus is on financial planning, debt reduction, and resource management. There continues to be an opportunity to enhance communications with the community and internally to strengthen the organization and delivery of efficient, quality services. With a finite amount of resources, it is essential the Council and staff work together, and with community partners, to carry out priorities.

2024 Objectives

- Good governance
- Effective, responsive and progressive services
- Valued and collaborative team
- Strong external partnerships and leveraging of opportunities
- Commitment to the Town's guiding principles

Strategies

- 4.1 Manage Town resources in a responsible and sustainable manner
 - 4.1.1 Support staff to best be able to carry out their roles and the Town's priorities
 - 4.1.2 Continue to strengthen the financial capacity of the organization
 - 4.1.3 Leverage all avenues of federal and provincial government funding
- 4.2 Make informed decisions; listen and be responsive to the needs of residents, businesses, community leaders and staff
 - 4.2.1 Enhance internal collaboration and communication
 - 4.2.2 Continue to effectively support new Council members (e.g., orientation)
- 4.3 Deliver a reasonable quality of service that meets the needs of the community
- 4.4 Ensure continued transparency and effective communications to engage the community
 - 4.4.1 Enhance communications with the public including through social media
 - 4.4.2 Develop and implement a community engagement strategy
- 4.5 Recognize and appreciate dedicated and committed staff
- 4.6 Maintain and grow partnerships with local groups and associations
- 4.7 Ensure effective municipal planning, policy development, and bylaw enforcement

Key to advancing these strategies is to ensure strong, effective working relationships, collaborations, transparency, and governance.

Appendix D
Kensington Fire Department
Operational Budget

Town of Kensington
Fire Department
Budget 2020/2021

	2020 Annual Budget	2019 Annual Budget	2019 Actual to Jan 31, 2020
Revenue			
Fire Dues District 1910	\$ 147,804	\$ 130,344	128,850
Fire Dues District Malpeque	\$ 87,360	\$ 77,040	79,295
Fire Dues District Kensington	\$ 47,520	\$ 41,880	41,880
Donations Fire	\$ -	\$ -	-
	\$ -		-
Revenue	\$ 282,684	\$ 249,264	250,025
	\$ -		-
Depreciation	\$ 103,020	\$ 75,300	81,964
Reserve Fund	\$ 5,976	\$ -	-
Water & Sewer	\$ 1,644	\$ 1,644	1,606
Property Taxes	\$ 2,100	\$ 2,100	2,239
Electricity	\$ 4,920	\$ 4,920	4,769
Heating Oil	\$ 12,200	\$ 12,200	11,179
Telephone	\$ 3,960	\$ 3,360	4,000
Cellular	\$ 2,100	\$ 2,100	1,930
Advertising	\$ 1,450	\$ 1,000	1,438
Honorariums	\$ 32,000	\$ 32,000	30,700
Fire Equipment, Uniforms & Supplies	\$ 8,400	\$ 25,610	10,360
Repair and Main. - Equip	\$ 1,200	\$ 3,600	1,115
Repair and Main. - Vehicle	\$ 12,000	\$ 12,000	12,588
Repair and Main. - Building	\$ 4,800	\$ 4,800	2,938
Vehicle - Gas & Oil	\$ 4,800	\$ 3,600	4,662
Snow and Ice Control	\$ 3,250	\$ 3,250	2,602
Conventions and Meetings/Proff Dev	\$ 2,400	\$ 4,800	4,758
Insurance	\$ 2,000	\$ 1,600	1,315
Answering Service - Fire	\$ 2,880	\$ 2,880	2,381
2010 Truck Loan # 21	\$ 3,900	\$ 4,800	4,068
Fire Hall Loan Int. Loan #10	\$ 4,800	\$ 5,700	4,876
2019 1/2 ton Fire Truck	\$ 1,920	\$ -	977
Administration and Operating Costs	\$ 60,060	\$ 42,000	42,000
2020 Rescue Command Vehicle Interest	\$ 900		2
	\$ -		-
Expenditures	\$ 282,680	\$ 249,264	234,467
	\$ -		-
Variance	\$ 4	\$ -	15,558