



**Region of Queens Municipality Regular Council
Tuesday, January 27, 2026
4:00 p.m. (Closed Session)
5:30 p.m. (Public Session Begins)**

Agenda

1.0 Call to Order and Land Acknowledgement

2.0 Approval of Agenda

3.0 In Camera

- 3.1 Personnel
- 3.2 Personnel
- 3.3 Personnel
- 3.4 Personnel

4.0 Adoption of Minutes

- 4.1 Regular Council Meeting – January 13, 2026

5.0 Public Comment

6.0 Delegations and Presentations

7.0 Unfinished Business

8.0 Staff Reports

- 8.1 2026-2029 Draft Strategic Priorities Plan
- 8.2 Fixed-Roof Overnight Accommodations – Port Medway
- 8.3 Funding Request - Queens Neighborhood Co-operative Housing Ltd.

9.0 Bylaws and Policies

- 9.1 First Reading – Bylaw 14 - Tax Exemption
- 9.2 Amendment – Administrative Policy 9 - Tax Exemptions
- 9.3 Amendment - Operational Policy 11 – Community Investment Fund

10.0 Correspondence for Action

11.0 Correspondence for Information

12.0 Report from In Camera

13.0 Mayor's Report

14.0 Council Business

- 14.1 College Street Safety Concerns

15.0 New Business

16.0 Adjournment



Region of Queens Municipality Regular Council

Tuesday, January 13, 2026

9:00 a.m.

Minutes

Present: Mayor Scott Christian, Chair
 Deputy Mayor Maddie Charlton
 Councillor Roberta Roy
 Councillor Courtney Wentzell
 Councillor Vicki Amirault
 Councillor Jack Fancy
 Councillor Stewart Jenkins
 Councillor Wanda Carver

Staff: Willa Thorpe, Chief Administrative Officer
 Angela Green, Municipal Clerk

1.0 Call to Order

Mayor Christian called the meeting to order at 9:01 a.m. and opened the meeting by acknowledging that we have the privilege to live and work in Mi'kma'ki, the traditional and unceded territory of the Mi'kmaq people, and that we are all treaty people.

2.0 Approval of Agenda

Councillor Fancy added Item 13.2 – Report on South Shore Housing

It was moved by Councillor Jenkins and seconded by Councillor Carver:

THAT the Council of Region of Queens Municipality approve the December 9, 2025 agenda as amended.

MOTION CARRIED unanimously.

3.0 Adoption of Minutes

3.1 December 9, 2025 – Regular Council Minutes

It was moved by Councillor Carver and seconded by Councillor Amirault:

THAT the Council of Region of Queens Municipality approve the minutes from the Regular Council Meeting held on December 9, 2025 as presented.

MOTION CARRIED unanimously.

3.2 December 19, 2025 – Special Council Minutes

It was moved by Councillor Jenkins and seconded by Councillor Roy:

THAT the Council of Region of Queens Municipality approve the minutes from the Special Council Meeting held on December 19, 2025 as presented.

MOTION CARRIED unanimously.

4.0 Public Comment

1. Velta Vikmanis, Liverpool

Velta Vikmanis, Executive Director of the Astor Theatre and a Liverpool resident, addressed Council regarding the importance of continued investment in the Astor Theatre in advance of Council's consideration of the Capital Investment budget. Ms. Vikmanis outlined her transition from Board member to Executive Director in 2025 following staffing changes and noted that many residents may be unaware of the breadth of programming and community use occurring within the historic facility.

Ms. Vikmanis highlighted the theatre's 2025 activities, including 33 live events, 43 film screenings, hosted individual artists and community groups, and recurring programming serving seniors, cultural groups, and educational initiatives. She emphasized the theatre's role as an inclusive community space, noting free events, cultural celebrations, and new monthly open mic nights designed to provide a safe platform for community participation and artistic expression.

The presentation identified key operational and infrastructure challenges, including reliance on grants and donations, limited climate control affecting summer use, and the need for accessibility improvements such as universal washrooms and elevator access to the second floor. Ms. Vikmanis noted that, as a not-for-profit organization, any revenue generated beyond costs is reinvested into the theatre and community programming and engagement.

Looking forward, Ms. Vikmanis expressed a commitment to expanding accessibility, exploring transportation partnerships, and strengthening collaboration with community groups. She invited Council members to visit the theatre and advised that the Astor intends to provide quarterly updates to Council. Ms. Vikmanis concluded by emphasizing the potential regional and broader tourism benefits of a strong partnership between the Astor Theatre, the Municipality, and the community.

2. Joel Zwicker, Liverpool

Joel Zwicker, a resident of Liverpool, thanked Director Grant, CAO Thorpe, and Deputy Mayor Charlton for their assistance with previous questions and concerns. Mr. Zwicker wanted to address Council to emphasize the urgent need for a sidewalk on College Street. He noted that recent apartment development in the Cobbs Ridge area has significantly increased the local population, resulting in higher pedestrian and vehicle traffic. Mr. Zwicker expressed concern that College Street has become unsafe for adults and children walking to town or school, particularly as winter conditions and snow accumulation further limit pedestrian space. He requested that construction of a sidewalk on College Street be prioritized within the Capital Investment Plan.

5.0 Delegations and Presentations

There were no Delegations or Presentations today.

6.0 Unfinished Business

6.1 Asset Inventory

At the Special Council Meeting held on December 19, 2025, Council requested an inventory of municipal equipment within the Department of Infrastructure. The inventory was subsequently prepared and presented by Director Grant, based on information summarized from the Municipality's asset management software.

It was moved by Councillor Jenkins and seconded by Councillor Carver:

THAT the Council of Region of Queens Municipality receives the report titled 'Asset Inventory' for information.

MOTION CARRIED unanimously.

6.2 Upgrading Transmission Main

At the Special Council Meeting held on December 19, 2025, Council requested additional information regarding the installation of the replacement transmission main, specifically seeking options to advance completion of the project earlier than scheduled in the Capital Investment Plan. Director Grant provided Council with additional information for consideration related to the time line and delivery of the water transmission project.

It was moved by Deputy Mayor Charlton and seconded by Councillor Wentzell:

THAT the Council of Region of Queens Municipality direct staff to procure third-party services to undertake a project analysis for the transmission main project, including consideration of cost, timeline, and other impacts on the transmission main project.

MOTION CARRIED unanimously.

6.3 Watermain Age

At the Special Council Meeting held on December 19, 2025, Council requested that staff return with additional information detailing the age of the municipal water distribution system. Director Grant subsequently provided Council with information regarding the age of municipal watermains.

It was moved by Councillor Wentzell and seconded by Deputy Mayor Charlton:

THAT Council of the Region of Queens Municipality receive the report titled 'Watermain Age' for information.

MOTION CARRIED unanimously.

6.4 Reserve Report

At the Special Council Meeting held on December 19, 2025, Council requested a report detailing the Municipality's reserve accounts. Director Veinotte provided Council with an in-depth Reserve Activity Forecast to provide clarity regarding reserve balances and activity.

It was moved by Councillor Jenkins and seconded by Deputy Mayor Charlton:

THAT the Council of Region of Queens Municipality receives the report titled 'Reserve Report' for information.

MOTION CARRIED unanimously.

The meeting recessed at 10:31 a.m. and resumed at 10:46 a.m.

6.5 Capital Investment Plan 2026-2031

The draft Capital Investment Plan was reviewed at the Special Council Meeting held on December 19, 2025. Following that meeting, the Nova Scotia Regulatory and Appeals Board issued its decision respecting Water Utility rates. In order to comply with the Board's decision, adjustments to the Capital Investment Plan were required and have been incorporated into the revised draft 2026–2031 Five-Year Capital Investment Plan.

Director Veinotte gave a summary of the revised Capital Investment Plan and provided clarity to Council regarding any revisions.

Councillor Jenkins expressed that he would like to have a line added to the plan for rural fire suppression, specifically for dry hydrant installation and maintenance. He felt that there should be \$200,000 allocated to this line for the 2026-2027 fiscal year.

It was moved by Councillor Jenkins and seconded by Councillor Fancy:

THAT the Council of Region of Queens Municipality approve the 2026-2031 Capital Investment Plan, with the addition of a rural fire suppression line item in the amount of \$200,000 to be funded from the Municipal surplus and included in the 2026-2027 year of the CIP, and explicit mention that elements of the MPSE that pertain to replacement of the existing infrastructure will be updated based on the analysis that is going to be conducted.

MOTION CARRIED unanimously.

The meeting recessed at 12:09 p.m. and resumed at 12:18 p.m.

7.0 Staff Reports

7.1 Mastercard Increase

Director Veinotte explained that Region of Queens Municipality utilizes a corporate credit card with a credit limit of \$40,000 to facilitate operational purchases where vendors do not accept purchase orders, for online transactions, or for urgent payment requirements. The credit limit was established at \$40,000 when the Municipality began banking with BMO in 2022, with the intention that the limit would be reviewed if it became insufficient.

If approved by Council, the proposed increase would raise the credit limit to \$100,000. The Municipality does not currently have a formal Corporate Credit Card Policy in place; development of this policy has been

identified as a priority item on the Audit and Internal Control Committee's work plan.

It was moved by Deputy Mayor Charlton and seconded by Councillor Wentzell:

THAT the Council of Region of Queens Municipality approves Temporary Borrowing Resolution for an increase to the Mastercard limit from \$40,000 to \$100,000.

MOTION CARRIED unanimously.

7.2 Accommodation Levy

Mr. Lane gave background information regarding an Accommodation Levy, as defined in the 2022 amendments to the Municipal Government Act, was presented to Council at the regular meeting held on January 23, 2024. At that meeting, Council passed a motion directing staff to develop a survey related to an accommodation levy and to provide further information regarding implementation and associated staffing costs.

Since that time, the regulatory environment surrounding accommodation registration and oversight has continued to evolve, as have the potential systems available for levy collection. As a result, it has been challenging to bring forward conclusive recommendations to Council regarding implementation timelines and staffing impacts.

Many municipalities throughout Nova Scotia have implemented a similar accommodation levy, and from a visitor perspective, a levy of up to three percent in the Region of Queens Municipality would be consistent with practices elsewhere in the province. Recent regulatory changes affecting short-term rental operators, particularly within the sharing economy, have increased administrative requirements, and it is understood that some operators have concerns regarding additional administrative burden.

Staff advised that a provincially enabled third-party collection and remittance model would significantly reduce administrative friction for both operators and the Municipality. Implementing a locally managed,

manual collection process at this time could require future rework once a streamlined system becomes available. However, should Council wish to proceed with implementing an accommodation levy in the interim, staff recommended this approach as a means to generate revenue and build familiarity with levy administration until a more efficient collection process is established.

It was moved by Deputy Mayor Charlton and seconded by Councillor Amirault:

THAT the Council for Region of Queens Municipality direct staff to draft a bylaw to implement an accommodation levy on all short-term fixed-roof rental accommodation room nights in the county.

MOTION CARRIED with seven (7) in favour, and one (1) against.

7.3 Town Bridge Sidewalk Design

Ms. Johnston explained to Council that following the structural analysis of the Town Bridge, the realignment of the active transportation network within the existing framework does not appear feasible. Staff recommend Council receive the report titled Town Bridge Sidewalk Design.

It was moved by Deputy Mayor Charlton and seconded by Councillor Carver:

THAT the Council of Region of Queens Municipality receive the report titled Town Bridge Sidewalk Design, and to allow the Mayor to continue conversations with the MLA while our Infrastructure staff request a meeting with Nova Scotia Public Works in the immediate future regarding a path forward for the Town Bridge.

MOTION CARRIED unanimously.

7.4 THAACC Architectural Review

Ms. Johnston reported that DSRA Architecture has completed their Concept Design Report at the Town Hall Arts and Cultural Center for Council, recommending multiple upgrades to the facility to improve operations and guests' comfort. Staff recommend Council direct staff to include phased report recommendations from the DSRA Architecture Concept Design Report into the 2026 Capital Investment Plan.

It was moved by Councillor Jenkins and seconded by Councillor Fancy:

THAT the Council of Region of Queens Municipality direct staff to include phased report recommendations from the DSRA Architecture Concept Design Report into the 2026 - 2031 Capital Investment Plan.

MOTION CARRIED unanimously.

7.5 Council Implementation Report

It was moved by Deputy Mayor Charlton and seconded by Councillor Wentzell:

THAT the Council of Region of Queens Municipality receive the report titled 'Council Implementation Report' for information.

MOTION CARRIED unanimously.

8.0 Bylaws and Policies

8.1 Second Reading – Bylaw 28: Designation of Road Trails on Municipal Roadways

As outlined in the Road Trails Act s.5(2), the designation of road trails, proposed routes, and any future designation must be done through bylaw and bylaw amendment. Staff recommend that Council give second reading of Bylaw No. 28 – Designation of Road Trails on Municipal Roadways.

It was moved by Councillor Jenkins and seconded by Councillor Roy:

THAT the Council of Region of Queens Municipality allow Bylaw No. 28, Designation of Road Trails on Municipal Roadways, be read a second time and that the bylaw be adopted.

MOTION CARRIED unanimously.

9.0 Correspondence for Action

9.1 Queens Health Board – Water Assistance Program

Council received correspondence from the Queens Community Health Board requesting Council's consideration of refinements to the Utility Assistance Rebate under Administrative Policy No. 57. The Health Board noted the approval of multi-year water rate increases by the Nova Scotia Regulatory and Appeals Board and raised concerns regarding affordability impacts on financially vulnerable households.

The correspondence outlined that the current rebate structure provides a uniform annual rebate regardless of household size or composition and suggested that this may not adequately reflect differing affordability pressures. The Health Board did not recommend changes to income eligibility thresholds under Administrative Policy No. 9 but requested that Council consider directing staff to review whether assistance under Policy

No. 57 could be structured in a household-responsive manner, informed by recognized benchmarks such as Statistics Canada's Low-Income Measure (After Tax).

The Health Board further recommended reviewing the adequacy of the rebate amount over time as rates and cost-of-living pressures increase, and ensuring that any potential changes are accessible, clearly communicated, and aligned as closely as possible with approved rate increases.

It was moved by Councillor Wentzell and seconded by Councillor Amirault:

THAT Council for the Region of Queens Municipality direct staff to consider the use of the Statistics Canada Low Income Measure in development of the program and come back with implications and analysis on what it would look like if it were included as some element of the program.

MOTION CARRIED unanimously.

9.2 Queens Health Board – Minimum Residential Area Concern

Council received correspondence from the Queens Community Health Board requesting Council's consideration of how very small residential units, specifically hotel-style suites, are being approved and used within the Municipality and whether current planning policies adequately address their suitability for long-term residential occupancy.

The correspondence acknowledged recent Council approved planning changes intended to increase housing supply in downtown Liverpool but raised concerns that hotel room scale units, designed primarily for short-term accommodation, may be approved and subsequently used as long-term housing, including by families. The Health Board noted that while existing planning documents define tourist accommodation and short-term rentals, they do not clearly address long-term occupancy,

monitoring, or enforcement when such units are used on a continuous basis.

The Health Board requested that Council direct staff to prepare a report examining how hotel-style suites are defined, approved, monitored, and enforced under the Municipal Planning Strategy and Land Use Bylaw; how other municipalities address the long-term use of very small units; and how such units are counted toward the Municipality's housing targets. The correspondence emphasized the importance of ensuring that housing growth supports healthy and dignified living conditions and aligns with community well-being and housing needs.

It was moved by Councillor Amirault and seconded by Councillor Carver:

THAT Council for the Region of Queens Municipality refer this correspondence to the Planning Advisory Committee for consideration as they review the Municipal Planning Strategy and Land Use Bylaw.

MOTION CARRIED unanimously.

10.0 Correspondence for Information

10.1 Update from Birds Canada on 2025 Piping Plover Season

Council received correspondence from Birds Canada providing an overview of Piping Plover monitoring and stewardship results for the 2025 season and thanking the Municipality and community for their support of conservation efforts.

The correspondence reported a successful Piping Plover season in Nova Scotia, with 70 breeding pairs monitored across 31 beaches and an average of two fledglings per monitored pair, exceeding provincial recovery and productivity targets. Within the Region of Queens Municipality, four beaches supported nesting plovers, with a total of seven breeding pairs, representing approximately 10% of the provincial total.

Birds Canada noted strong nesting success at monitored beaches in Queens and reported that no motorized vehicle activity was detected, though off-leash dogs were observed at several locations. The correspondence emphasized the importance of continued beach stewardship, volunteer support, and responsible beach use to support future conservation efforts. Council was encouraged to share the provided summary graphics with the community.

10.2 Resident Response to Recycling and Solid Waste Changes

Council received correspondence from a resident expressing concerns regarding recent changes to the garbage collection and recycling program. The correspondence requested that Council re-review the program, noting that while a grace period is in place until July, the changes are creating hardship for some residents.

The resident raised concerns about the removal of certain materials from curbside collection, including Styrofoam, aerosol cans, and some plastic bags, which now require transport to recycling depots outside the community. It was noted that this presents challenges for residents with limited transportation options, fixed incomes, mobility issues, or limited storage space, particularly seniors.

Additional concerns were raised regarding the adequacy of the privacy bag allowance for residents requiring incontinence products, potential impacts on dignity, and the risk of increased illegal dumping as a result of reduced curbside service. The correspondence emphasized that residents view the program changes as a municipal decision and requested that Council reconsider the approach and explore possible compromises to better accommodate affected residents.

It was moved by Councillor Carver and seconded by Councillor Jenkins:

THAT Council for the Region of Queens Municipality receive the correspondence for information.

MOTION CARRIED unanimously.

11.0 Report From In Camera

There was no report from In Camera.

12.0 Mayor's Report

The Mayor extended New Year's greetings to residents, staff, and Council and expressed optimism for 2026. With Council's strategic priorities for the next three years now determined and to be shared later this month, and staff actively working on implementation planning, the Municipality is well positioned to make meaningful progress in the year ahead.

The Mayor acknowledged that, despite this optimism, there is frustration and confusion within the community, particularly related to recent changes in waste collection and ongoing surface issues on the Town Bridge.

With respect to the Town Bridge, the Mayor advised that she has discussed the recurring severe potholes with Minister Kim Masland. The bridge is provincially owned, and repairs are undertaken through a cost-sharing agreement with the Province. Residents were assured that work to repair the current potholes would begin within the coming week. The Municipality will continue working with provincial counterparts to address the underlying subsurface issues causing repeated deterioration. The Mayor also noted awareness of lifting on the Potomac (second) Bridge in Milton, which is also a provincial responsibility. Residents were reminded that concerns regarding provincial infrastructure can be reported to the Nova Scotia Department of Public Works 24/7 Operations Contact Centre at 1-844-696-7737 or by email at dpw-occ@novascotia.ca.

Regarding waste collection, the Mayor explained that changes are occurring as a result of provincial legislation requiring the transition of recyclable materials to an external stewardship organization, Circular Materials. The Mayor acknowledged the confusion and frustration caused by unclear messaging and advised that staff recently met with representatives of Circular Materials to raise these concerns, including

issues related to the new depot-based recycling program. Circular Materials confirmed that the Queens Enviro Centre on Sandy Cove Road will begin accepting additional recyclable materials—such as chip bags, candy wrappers, plastic food pouches, Styrofoam, and household aerosol cans—by the end of the week, and that the mobile depot on Hibernia Road in Caledonia will also accept these materials when operational. Residents were encouraged to bring these items to an Enviro Depot when returning refundable beverage containers; however, if access to a depot is not possible, these materials may continue to be disposed of as garbage, consistent with past practice. All other waste collection services, including garbage, compost, and blue bag recycling, continue as usual through Green for Life Environmental. The Mayor noted that residents should have received both the 2026 Solid Waste and Organics Guide from the Municipality and a recyclable materials guide from Circular Materials, and that further information is available on the Waste Management section of the municipal website. The Mayor also advised that the Municipality is transitioning to the use of clear garbage bags, aligning with best practices across the province. This transition will be gradual, allowing residents to use existing black bags, with one black “privacy bag” permitted per collection. Staff will continue working with Circular Materials to improve public education and clarity around waste sorting.

Finally, Mayor Christian highlighted an event held on December 15, 2025, attended by MP Jessica Fancy, Minister Kim Masland, and representatives of the Queens Neighbourhood Co-operative Housing Project, celebrating progress toward the construction of 30 new affordable rental units on Lawrence Street. The Mayor noted that the Region of Queens Municipality is pleased to partner with the Co-operative and other orders of government to increase access to affordable housing in the community.

13.0 Council Reports

13.1 Certificate of Recognition

Mayor Christian presented Councillor Fancy with a Long Service Award from the Nova Scotia Federation of Municipalities (NSFM) in recognition of 10 years of service. The Mayor noted that the recognition had been

delayed and that Councillor Fancy is currently in his 14th year of service as Councillor for District 5.

13.2 Report on South Shore Housing

The Committee received information regarding current and emerging affordable housing initiatives on the South Shore. It was noted that some municipalities, including Bridgewater, have waived certain service fees to support affordable housing projects.

South Shore Open Doors is in the process of renovating two separate buildings for affordable housing purposes. One of the buildings will operate as a women's shelter providing 24-hour transitional housing. The properties will be mortgaged through Housing Trust for a period of up to 30 years, and tenants will contribute 30% of their income toward rent.

Members discussed additional examples of adaptive reuse, including the conversion of a portion of a church building in Lunenburg into affordable housing. The Committee also discussed micro-homes, noting concerns that such units may be too small to adequately serve families.

The Committee identified the need for a meeting with landlords to improve awareness of available grant programs that can be used to help subsidize rental costs.

In considering next steps, the Committee identified four key focus areas:

1. Assessment of existing housing availability, with an emphasis on renovation as a more practical option than new construction;
2. Provincial housing programs and supports;
3. Availability and coordination of local services; and
4. Application of a Housing First approach.

14.0 New Business

There was no New Business to discuss.

15.0 In Camera

It was moved by Deputy Mayor Charlton and seconded by Councillor Jenkins that the proceedings move to Closed Session at 2:39 p.m. to discuss the following:

- 15.1 Property Matter
- 15.2 Personnel
- 15.3 Personnel
- 15.4 Personnel
- 15.5 Personnel
- 15.6 Property Matter
- 15.7 Property Matter

It was moved by Councillor Carver and seconded by Deputy Mayor Charlton that the proceedings exit Closed Session at 4:17 p.m.

15.3 Appointment of Accessibility Committee Member

It was moved by Councillor Jenkins and seconded by Councillor Carver:

THAT Council for Region of Queens Municipality appoint Elise Johnston to the Accessibility Advisory Committee, for a term to expire on October 31, 2027.

MOTION CARRIED unanimously with Councillor Roy absent.

15.4 Appointment of Dismantling Discrimination and Hate Committee Member

It was moved by Councillor Amirault and seconded by Councillor Carver:

THAT Council for Region of Queens Municipality appoint Carley Mullally to the Dismantling Discrimination and Hate Committee, for a term to expire on October 31, 2027.

MOTION CARRIED unanimously with Councillor Roy absent.

15.5 Appointment of Citizens Advisory Committee on Council Remuneration Members

It was moved by Councillor Jenkins and seconded by Deputy Mayor Charlton:

THAT Council for Region of Queens Municipality the following members to the Citizens Advisory Committee on Council Remuneration:

- Christopher Clark
- Kerry Morash
- Stew Horton
- Velta Vikmanis
- Pamela Brennan

MOTION CARRIED unanimously with Councillor Roy absent.

16.0 Adjourment

The Meeting was adjourned at 4:19 p.m.

Mayor Scott Christian, Chair

Angela Green, Municipal Clerk

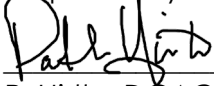
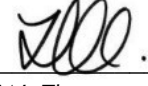
Date Approved: _____

DRAFT



Region of Queens Municipality Staff Report For the Regular Meeting of January 27, 2026

Date: January 16, 2026
File No: 10350-50-2601-21
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: 2026-2029 Draft Strategic Priorities Plan

Prepared by:  P. Hirtle, DCAO	CAO Concurrence:  W. Thorpe, CAO
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RECOMMENDATIONS

1. That Council for Region of Queens Municipality approve the draft 2026-2029 Strategic Priorities Plan as presented.
2. That Council for Region of Queens Municipality direct staff to use the 2026-2029 Strategic Priorities Plan as a guiding document in budget preparation and workplan development for the 2026-2027 fiscal year.

PURPOSE

The purpose of this report is to present to Council the draft 2026-2029 Strategic Priorities Plan developed by staff following extensive community consultation and community feedback in the fall of 2025.

Upon approval, this document will inform workplan and operating budget development for the 2026-2027 fiscal year for staff. It will also provide a lens through which Council can make its governance decisions in 2026-2027 and for the duration of the Council term.

BACKGROUND

In 2025, Council initiated a process to engage residents and business owners in each district in the county in a comprehensive public consultation process to inform and assist in developing Council's Strategic Priorities for the duration of this Council term (with overlap into the first year of the next Council term).

A Strategic Priorities Plan is an important pillar of sound municipal governance – a well-informed plan provides a multi-year view that guides the decision making of Council, the CAO, and staff.

The Strategic Priorities form the basis of Operating and Capital Budget planning and, in turn, are reflected in departmental workplans and employee performance goals.

Once the Strategic Plan is approved by Council, the priorities within the plan are reviewed and updated annually, with the CAO providing regular updates to Council.

ALTERNATIVES/OPTIONS

1. Council may approve the Strategic Priorities Plan and direct the CAO and staff to develop budget and workplan goals based on the stated priorities;
2. Council may request edits/updates to the plan and consider approving the Strategic Priorities Plan as amended;
3. Council may request more information or provide alternative direction to staff.

ANALYSIS

In October 2025, the Region of Queens Municipality conducted a county-wide engagement process to gather public input on the four strategic pillars: Governance, Economic Development, Community Wellness, and Environment and Infrastructure.

In total, seven different engagement sessions were hosted by Region of Queens Municipal Council across Queens County (West Queens Community Centre,

Mersey Point Hall, Liverpool Fire Hall, Port Medway Fire Hall, Milton Hall, Greenfield Fire Hall, North Queens Fire Hall).

In addition to these public engagement sessions, residents were also invited to complete surveys both online and in person.

Some 165 residents participated in in-person “town hall” style engagement sessions or written surveys.

An additional 79 online surveys were completed.

Broadly speaking, discussion at public engagement sessions in each district focused on identifying priorities and opportunities within each pillar.

A Dotmocracy exercise took place following discussion in which residents received coloured dots corresponding to each of the four strategic pillars.

Participants placed their dots beside one goal in each pillar they felt was most important, along with a Region of Queens “Coat of Arms” sticker to mark their priority pillar they believed the Region should focus on now.

Attendees were also given a piece of paper to add a goal if the one they felt was most important was not represented.

This method ensured every voice was reflected, even with limited time.

Input from residents across all seven districts helped to craft a clear understanding of what matters most to the community, both overall and within each distinct area.

By combining Town Hall discussions with online feedback, the municipality captured a wide range of voices and lived experiences.

The diversity of input across districts highlights how different communities face different opportunities, challenges, and priorities, painting a fuller picture of local needs.

Following conclusion of the engagement and survey period, staff collected, analyzed, and assembled data into the attached draft Strategic Priorities Plan document for Council's review and consideration.

Conclusions

Based on the data and input gathered from the community, the following high-level conclusions can be found in the report on Page 20:

- Economic Development (49%) is the most important priority item for the majority of the Region's residents.
- Under the Governance pillar, transparency and accountability (55%) is the highest priority.
- Under Economic Development, developing and implementing an Economic Development Plan for the region (67%) is the greatest priority.
- In the Community Wellness category, strengthening partnerships with community-based organizations (41%) is the highest priority.
- In terms of Environment and Infrastructure, repairing and replacing aging infrastructure (39%) is the top priority item.

IMPLICATIONS

As noted, the approval of the 2026-2029 Strategic Priorities Plan will have significant implications for budget planning and workplan development for Region of Queens staff. The strategic priorities will guide decision making by both Region of Queens Council and staff during the plan's implementation period.

Following approval of the plan and direction from Council, the CAO will work with the Region of Queens staff team to develop and present an operating budget and work program that reflects the priorities set out in the plan.

The CAO will report quarterly to Council on implementation and integration of the Strategic Priorities Plan into the municipal work program.

Each November, the Mayor and CAO will plan for an annual review of the Strategic Priorities Plan with Council to ensure that reflects the continuing priorities of the Region.

At Council's discretion, additional community engagement can be carried out annually to ensure the plan also still reflects the priorities of residents.

COMMUNICATIONS

Following Council approval, a final version of the draft Strategic Priorities Plan will be prepared by staff – the document, along with supporting background

context, will be placed on a dedicated Region of Queens website page at www.regionofqueens.com and available to the public.

Communications will also be prepared to share links to the document on the Region's social media, and printed copies of the approved Strategic Priorities Plan will be made available for pickup by any member of the public requesting such at the Region's Administration Building.

BYLAWS/PLANS/POLICIES

N/A

SUMMARY

The draft 2026-2029 Strategic Priorities Plan for Region of Queens Municipality has been prepared by staff based on direction from Council and input received during extensive community consultation and community feedback in the fall of 2025.

Upon approval, this document will inform workplan and operating budget development for the 2026-2027 year for staff. It will also provide a lens through which Council can make its governance decisions in the 2026-2027 year and for the duration of the Council term.

ATTACHMENTS/REFERENCE MATERIALS

- Draft Region of Queens Municipality Strategic Priorities Plan 2026-2029

Council's Strategic Priorities Plan 2026-2029



Region of Queens Municipality



Mayor's Message

January 2026



To the Residents of Queens County,

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

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

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

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

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

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

Sincerely,

Mayor Scott Christian and Council
Region of Queens Municipality



OUR VISION

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



OUR MISSION

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

2026-29 Guiding Principles

Unity

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

Responsible Growth

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

Collaboration

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

Climate Resilience

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

Inclusion

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

Transparency

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

How We Heard You

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

✔ **Governance**

✔ **Economic Development**

✔ **Community Wellness**

✔ **Environment & Infrastructure**

Engagement Methods

Town Hall Sessions

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

Written Survey

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

Online Survey

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

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

How This Information is Used

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

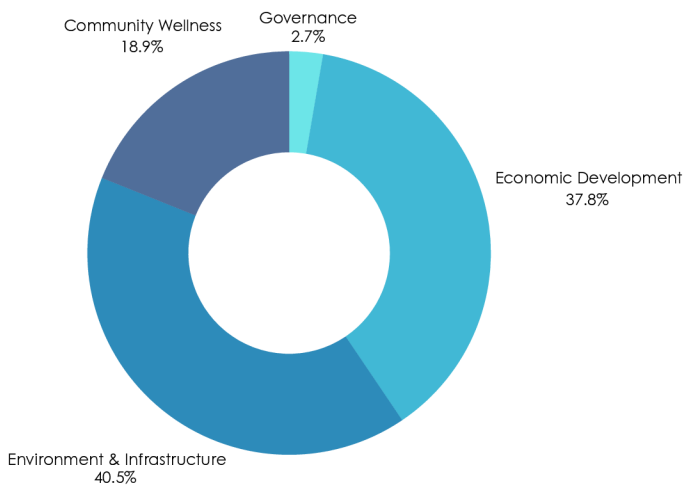


District 1

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

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

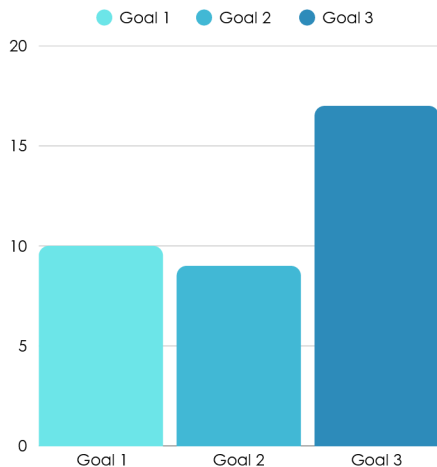
Which Strategic Priority pillar do you feel is the most important for the RQM to focus on now?



Key themes in comments:
 There were 18 comments in District 1

- Environmental Protection & Climate Resilience
- Community Visibility & Engagement
- Local Opportunities & Recreation

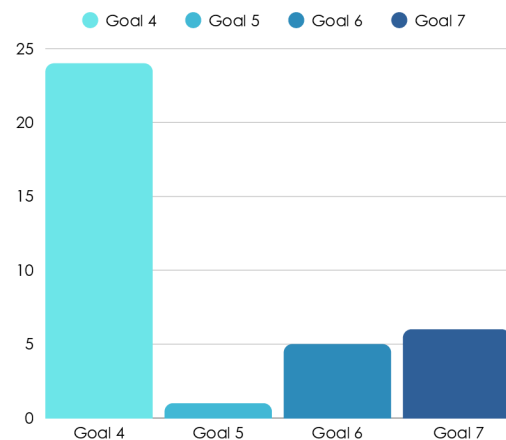
Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



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

6

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



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

District 1

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

Q&A

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

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

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

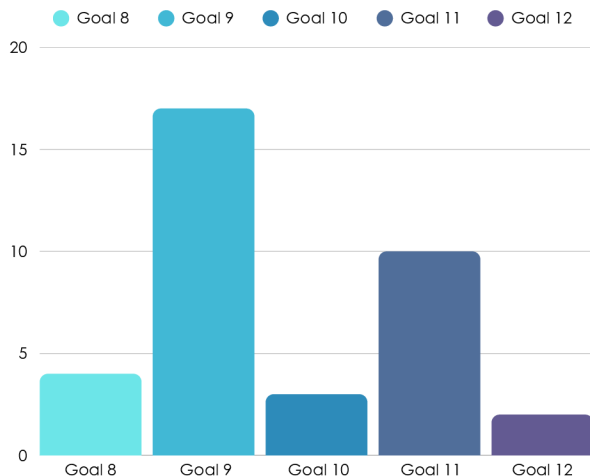
What is being done to address emergency preparedness in coastal communities with only one road in and out?

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

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

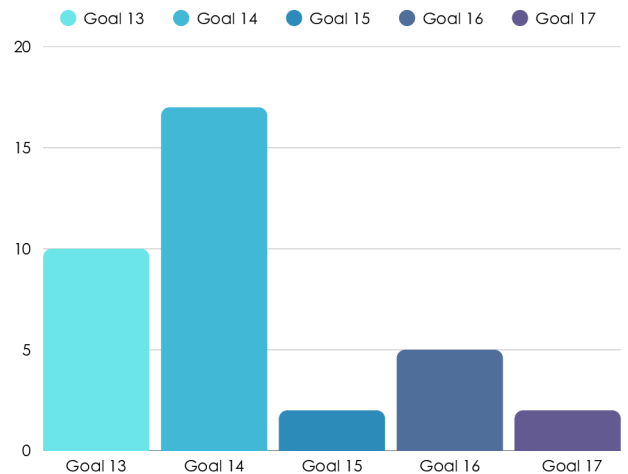
- Residents are encouraged to report offenders to the RCMP to support enforcement
- Crosswalk installation near Summerville Beach and the Quarterdeck will be reviewed with provincial engineers
- A review of inconsistent speed-limit zones will be requested from the province

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



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

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



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

District 2

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

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

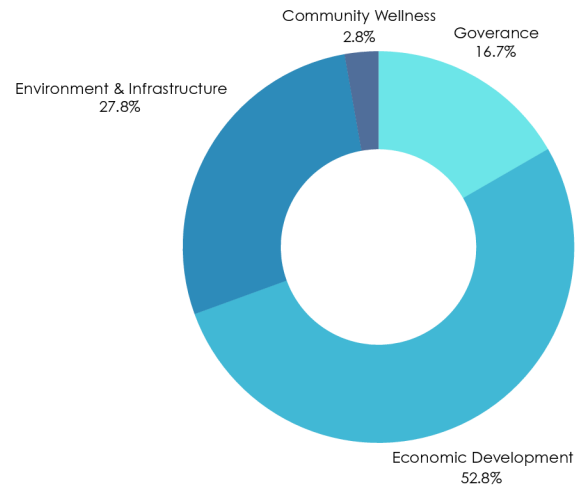
Key themes in comments:

There were 12 comments in District 2

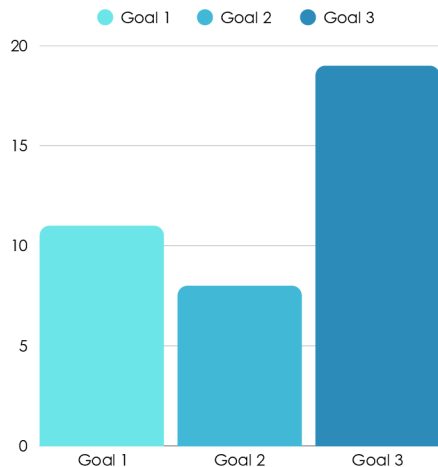
Bylaw Enforcement & Public Safety

Infrastructure & Asset Management

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



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

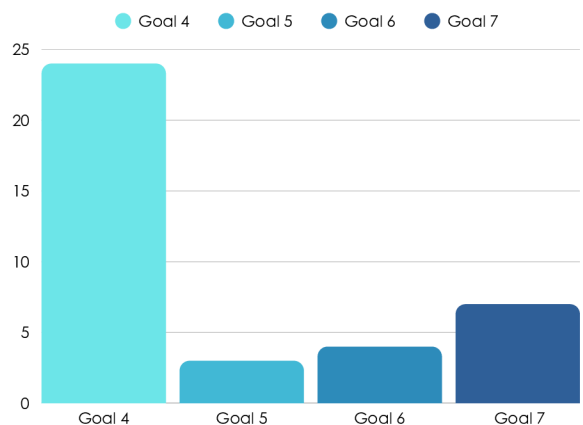


Goal 1 - Create a positive and supportive organizational culture

Goal 2 - Improve internal and external communications

Goal 3 - Improve transparency and accountability

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



Goal 4 - Develop and implement an Economic Development Plan

Goal 5 - Build partnerships with our indigenous communities

Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations

Goal 7 - Encourage growth



District 2

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

Q&A

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

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

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

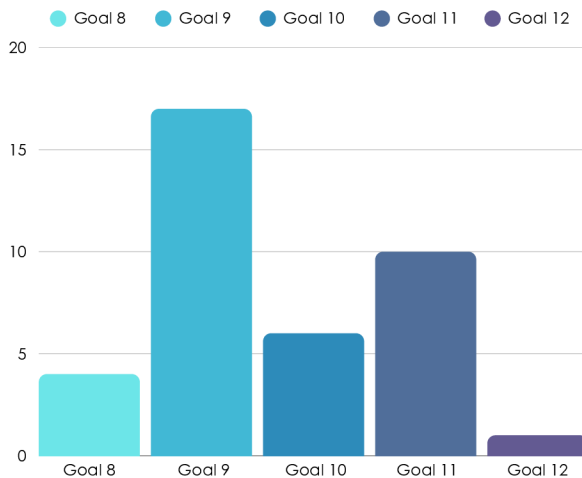
How will the Region of Queens Municipality improve transparency around speeding enforcement and data sharing with the RCMP?

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

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

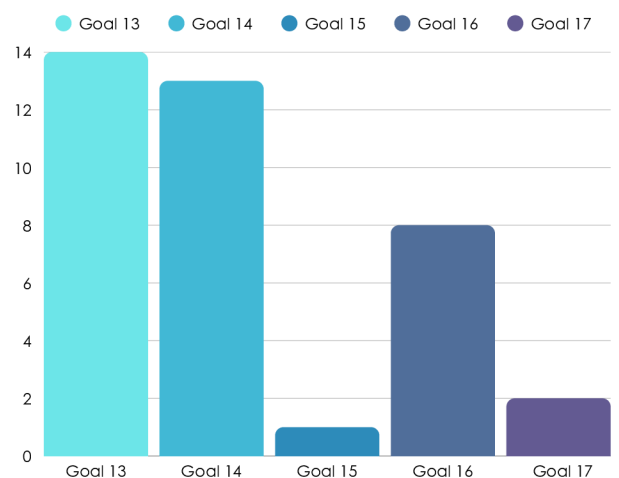
- Mulch production ended due to new safety and equipment regulations, with processing now handled by a certified contractor
- Processed mulch is removed to reduce fire risk and storage costs, and the service will not return
- The site remains open for leaf and yard waste drop-off, with only temporary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

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



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

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



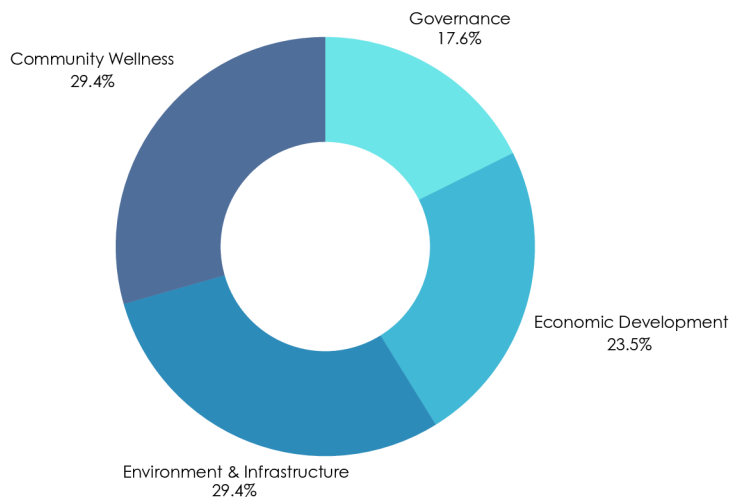
- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

District 3

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

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

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

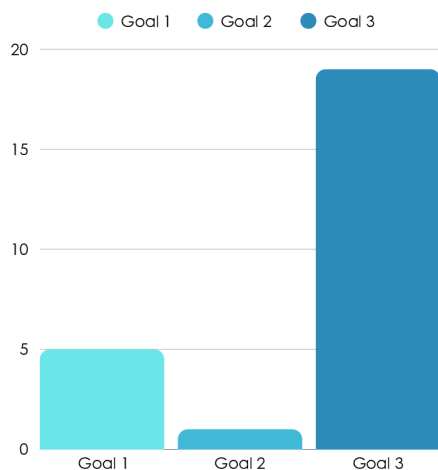


Key themes in comments:
 There were 6 comments in District 3

Active Transportation & Mobility

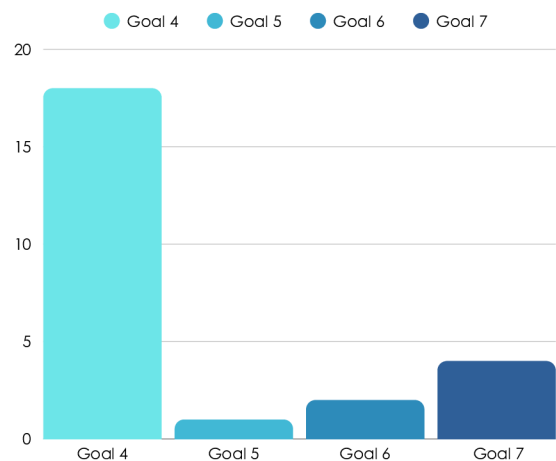
Bylaw Enforcement & Public Safety

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



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

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



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

District 3

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

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

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

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

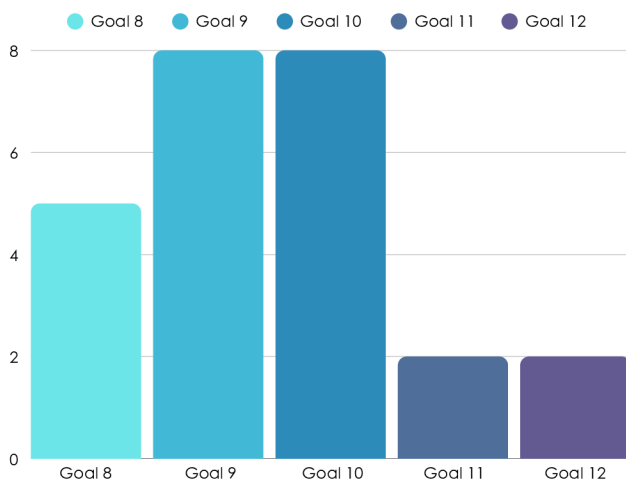
What is the Region of Queens Municipality doing to revitalize Main Street?

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

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

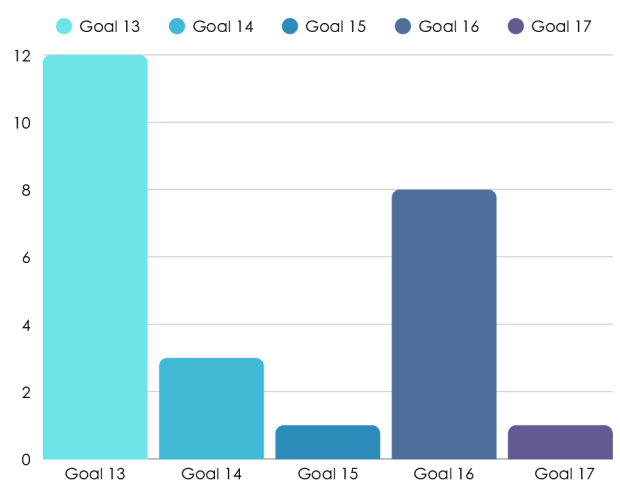
- Revitalize programming and operations to increase public use and community involvement
- Expand recreation programming and event offerings to attract broader community participation
- Strengthening operations through the addition of a full-time Aquatics Director, a Recreation Programmer, and a Community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

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



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

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



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



District 4

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

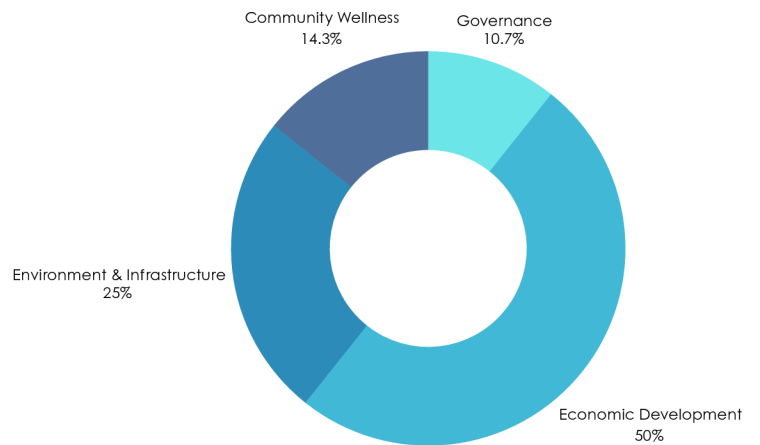
The District 4 engagement session was held on October 24, 2025, at the Port Medway Fire Hall, where **16** residents participated in a Dotmocracy exercise to share their ideas and aspirations for the community, complemented by **13** additional online survey responses. The feedback reflected a community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

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

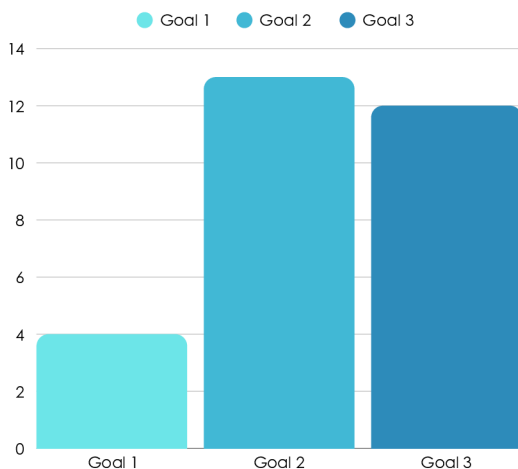
Access to Essential Services

Local Identity & Heritage Preservation

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

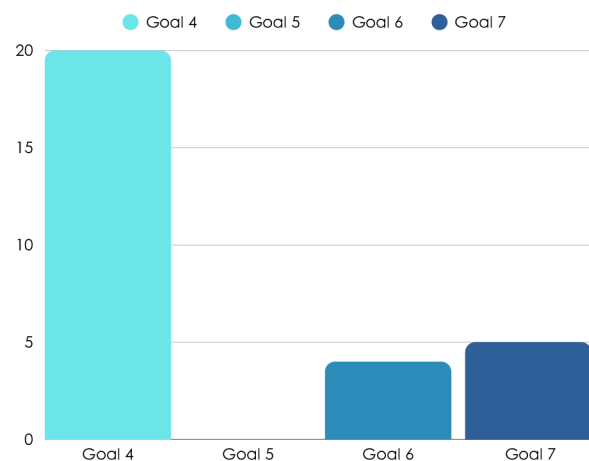


Which goal, within the Governance pillar, do you think should be the highest priority for the RQM?



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

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



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



District 4

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

Q&A

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

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

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

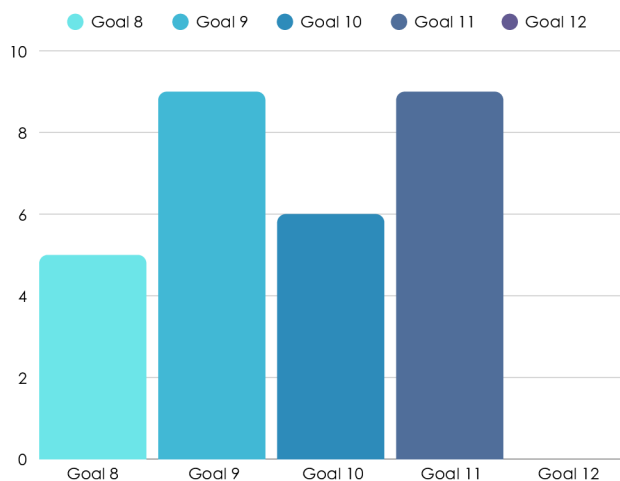
How is Region of Queens Municipality supporting arts, culture, and tourism infrastructure such as the Astor Theatre and Queens Place Emera Centre?

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

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

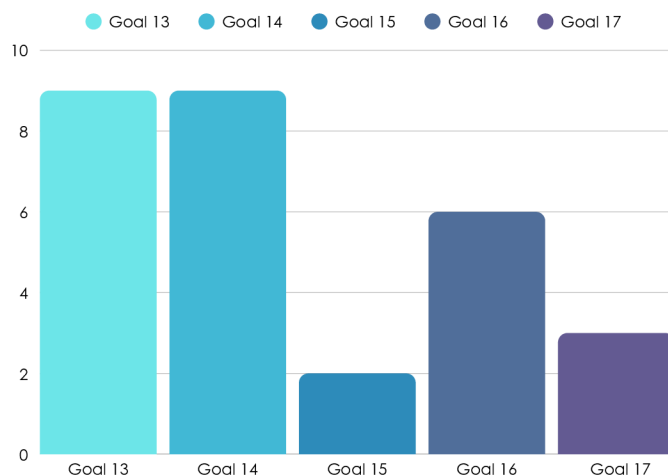
- Supports the development of local training and apprenticeship opportunities
- Staff will explore potential partnerships or scholarship programs that encourage youth to return and work locally
- Council recognizes youth retention as a key pillar of community sustainability and long-term planning

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



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

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



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

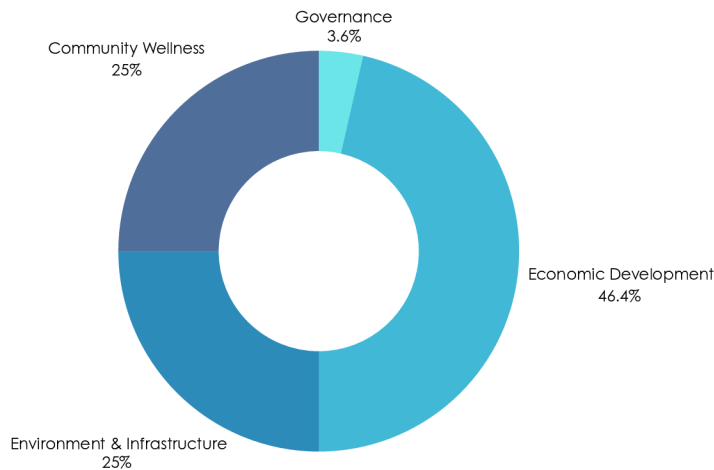


District 5

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

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

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

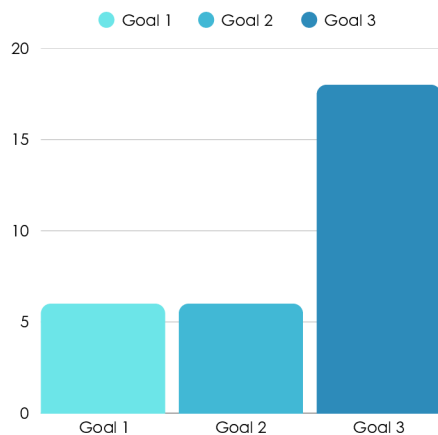


Key themes in comments:
There were 5 comments in District 5

Equity, Diversity, Inclusion & Accessibility

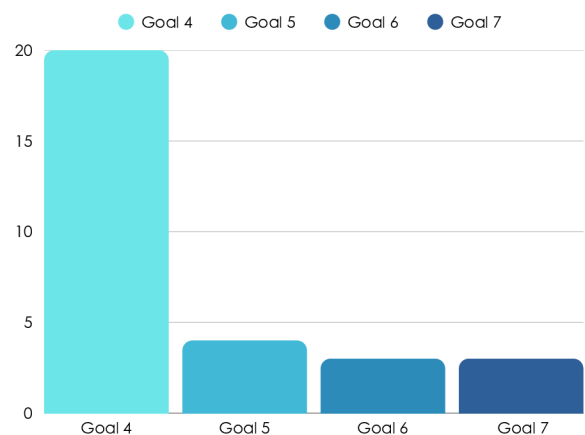
Financial Support & Affordability

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



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

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



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



District 5

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

Q&A

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

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

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

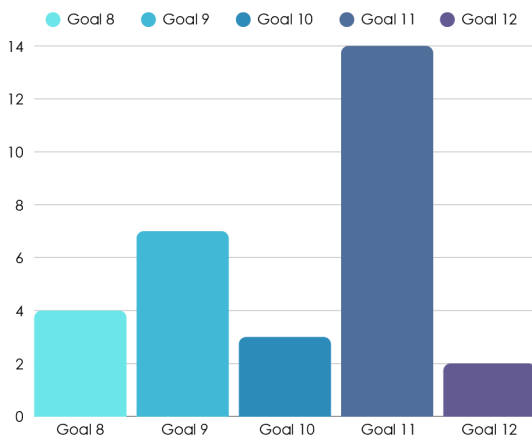
What is the Region of Queens Municipality doing to support residents experiencing poverty, food insecurity, and financial hardship?

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

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

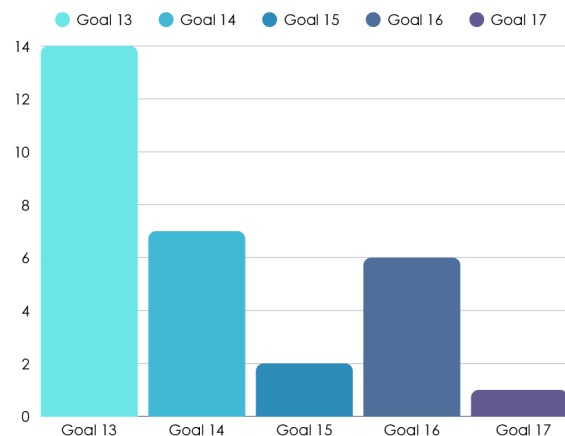
- Exploring a low- or no-interest long-term repayment program to help residents finance the cost of drilled wells, recognizing concerns about financing risks and will assess safeguards to protect homeowners
- Staff are reviewing funding options and partnerships with the province and federal government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

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



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

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



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

District 6

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

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

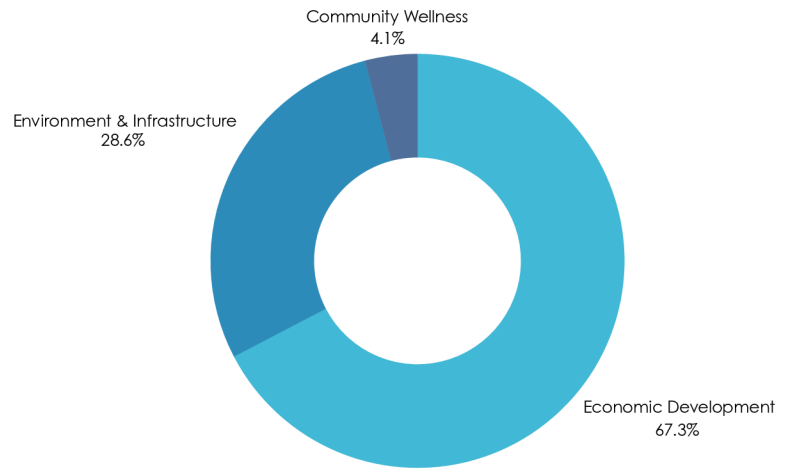
Key themes in comments:

There were 11 comments in District 6

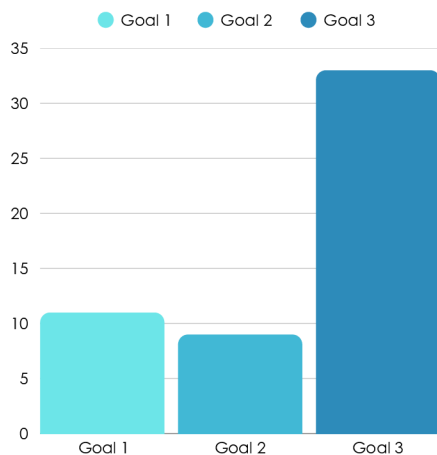
Infrastructure & Asset Management

Environmental Protection & Climate Resistance

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



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

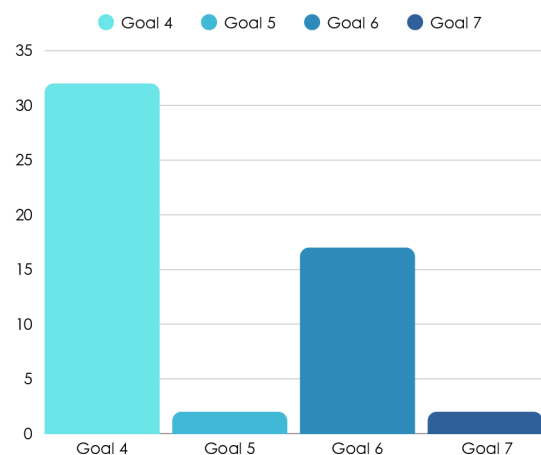


Goal 1 - Create a positive and supportive organizational culture

Goal 2 - Improve internal and external communications

Goal 3 - Improve transparency and accountability

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



Goal 4 - Develop and implement an Economic Development Plan

Goal 5 - Build partnerships with our indigenous communities

Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations

Goal 7 - Encourage growth

District 6

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

Q&A

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

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

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

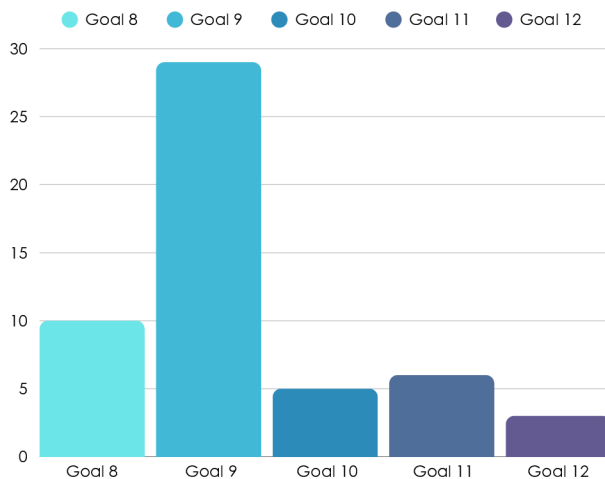
What is the Region of Queens Municipality doing to support operations and long-term planning for the South Shore Regional Airport?

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

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

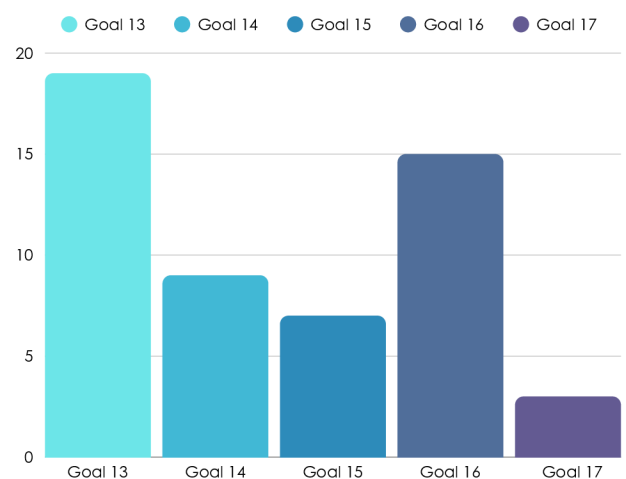
- Region of Queens Municipality has been working with Nova Scotia Department of Public Works to identify safety improvements in high-traffic areas
- A proposed sidewalk project from the hilltop to the curve in the road was costed between \$800,000 and \$1 million, making it a longer-term capital item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

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



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

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



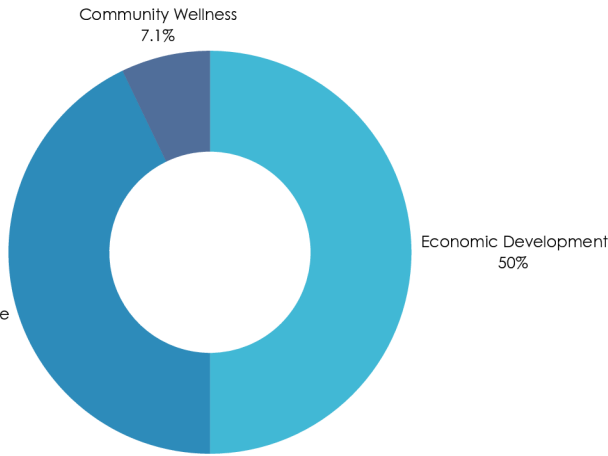
- Goal 13 - Repair and replace our aging infrastructure**
- Goal 14 - Act on coastal protection and flood mitigation
- Goal 15 - Enhance our Emergency Management Operations Plan
- Goal 16 - Build new infrastructure to accommodate a growing population
- Goal 17 - Create a robust Asset Management Plan

District 7

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

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

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



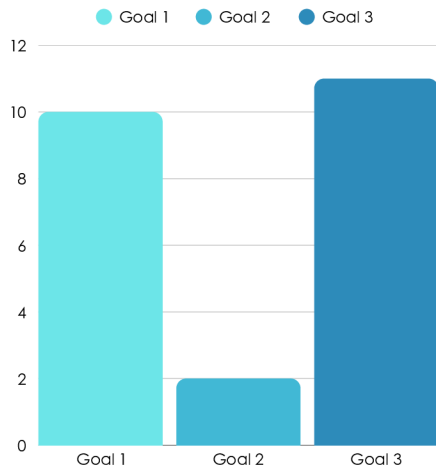
Key themes in comments:

There were 6 comments in District 7

Youth Programs

Active Transportation & Mobility

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

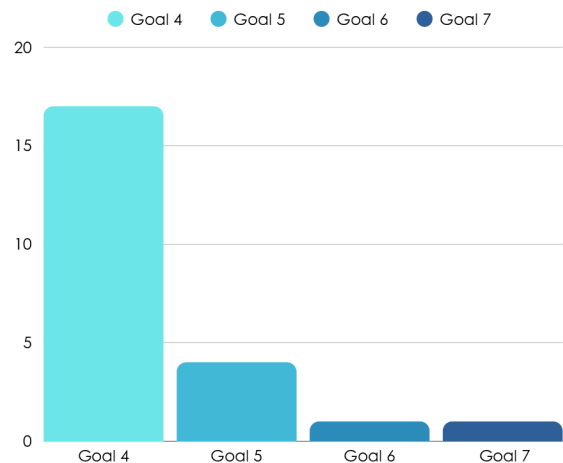


Goal 1 - Create a positive and supportive organizational culture

Goal 2 - Improve internal and external communications

Goal 3 - Improve transparency and accountability

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



Goal 4 - Develop and implement an Economic Development Plan

Goal 5 - Build partnerships with our indigenous communities

Goal 6 - Foster regional economic collaboration with other municipalities and partner organizations

Goal 7 - Encourage growth

District 7

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

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

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

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

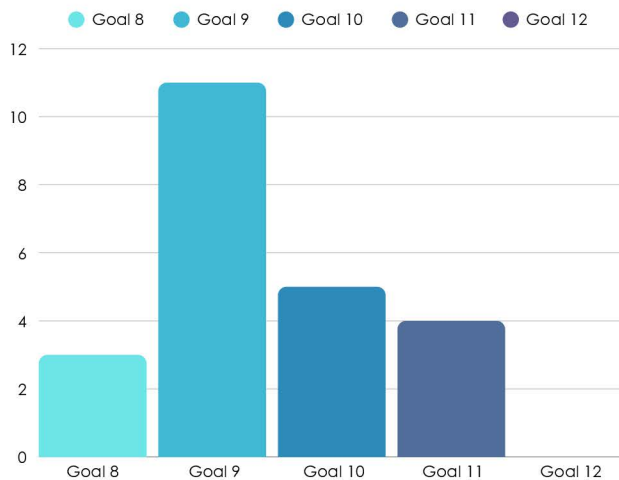
Can the Region of Queens Municipality make the North Queens Fire Hall a functional community space for youth programs, or fund transportation so youth can access supports elsewhere?

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

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

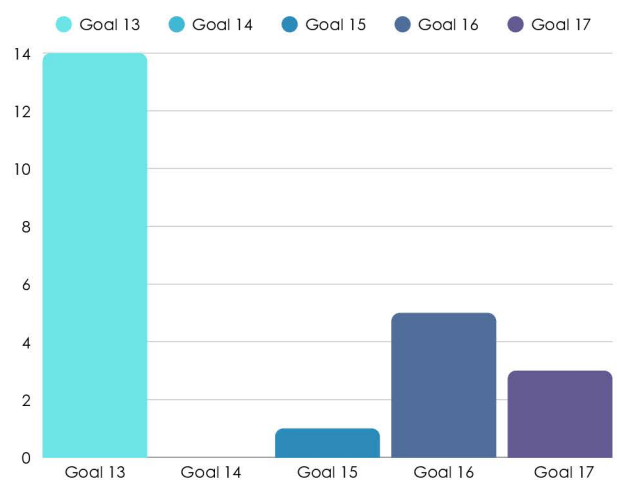
- Will conduct a tax equity and transparency review to clarify how taxes are collected, distributed, and reinvested
- Exploring tax reform options to ensure a fair balance between service levels
- Investing in local fire departments and emergency response infrastructure to enhance community safety
-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

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



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

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



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

Region of Queens Municipality

Summary of Queens County's Highest-Ranked Pillar and Priority Goals

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

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

Economic Development	49%
Environment and Infrastructure	31%
Community Wellness	12%
Governance	8%

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

Improve transparency and accountability	55%
Create a positive and supportive organizational atmosphere	25%
Improve internal and external communications	20%

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

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

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

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

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

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

What comes next?



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



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



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



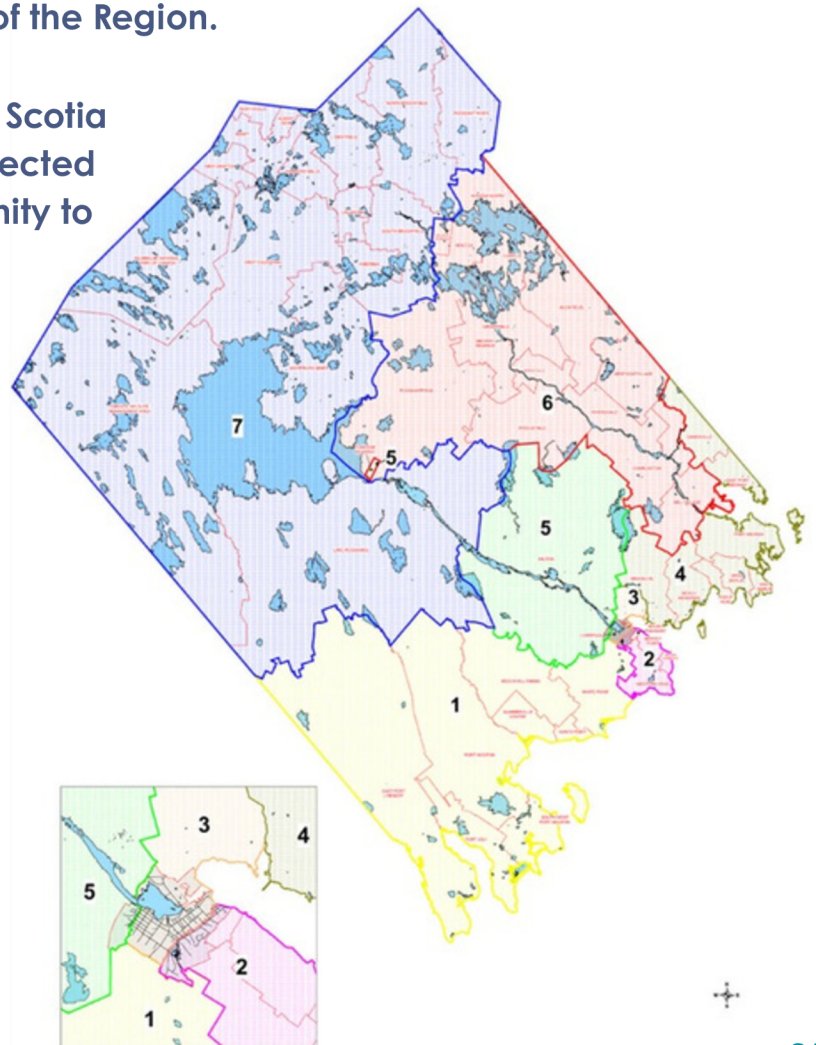
Annually - Each October/November, the Mayor and CAO will plan for an annual review of the Strategic Priorities Plan with Council to ensure that reflects the continuing priorities of the Region.



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



District Map





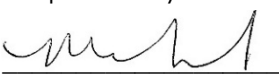

Region of Queens Municipality

www.regionofqueens.com



Region of Queens Municipality Staff Report For the Regular Meeting of January 27, 2026

Date: January 8, 2026
File No: 10350-50-2601-22
To: Mayor and Council
From: Mike MacLeod, Director of Land Use
Subject: Fixed-Roof Overnight Accommodations – Port Medway

Prepared by:  M. MacLeod Director of Land Use	CAO Concurrence:  W. Thorpe CAO
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RECOMMENDATION

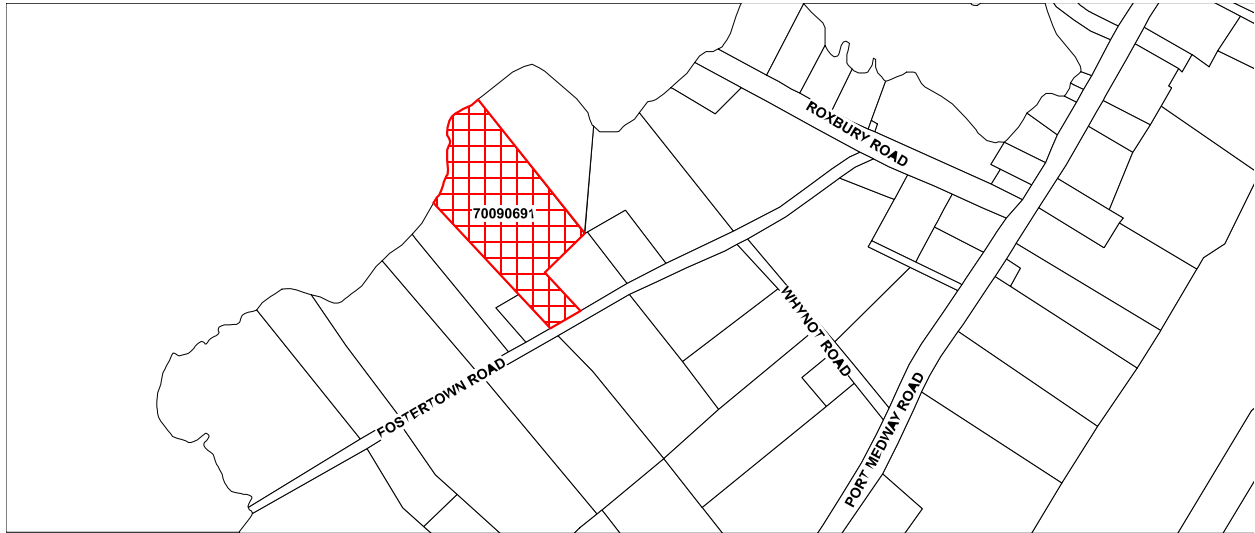
That Council deny the application to allow for a four (4) unit fixed-roof overnight accommodation operation on property located at 72 Fostertown Road in Port Medway and identified as PID # 70090691.

PURPOSE

To obtain direction from Council regarding an application to establish a fixed-roof overnight accommodation operation at 72 Fostertown Road in Port Medway.

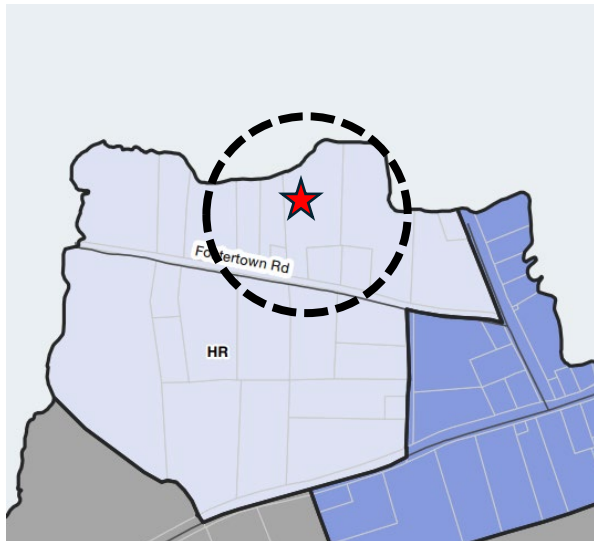
BACKGROUND

Region of Queens Municipality has received a request for amendment(s) to the Land Use Bylaw which would allow for the establishment of a fixed-roof overnight accommodation operation on property located at 72 Fostertown Road in Port Medway and identified as PID#70090691. Application is attached as Appendix A.

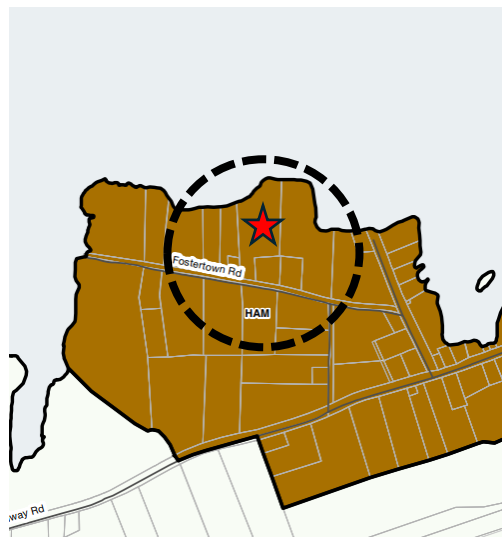


Map of Subject Property

The property is zoned as **Hamlet Residential (HR)** under the Land Use Bylaw and has a future land use designation of **Hamlet (HAM)** under the Municipal Planning Strategy.



Zoning Map



Future Land Use Map

The Land Use Bylaw sets out the particular uses that are permitted in each zone. Fixed-roof overnight accommodations are not permitted in the (HR) Zone.

Commercial and Industrial Uses in Hamlet Zones

	HR	HC	SPECIAL REQ's
Agriculture Related Industries	-	P	
Animal Care	-	P	
Art Gallery / Studio	P	P	
Automobile Repair Shop	-	DA	
Automobile Sales	-	DA	
Automobile Service	-	DA	
Banks and Financial Institutions	-	P	
Business or Professional Office	-	P	
Campground	-	P	
Commercial Recreation - Indoor	-	P	
Outdoor	-	P	
Convenience Store	-	P	
Craft Shop	P	P	
Day Care Centre	P	P	
Electric Vehicle Charging - Commercial	-	P	
Equestrian Facility	-	P	
Farm Market	-	P	
Fishery Related Industries	P	P	
Fixed-roof Overnight Accommodations	-	P	
Funeral Home	-	P	
Garden Centre	-	P	

PID 70090691 is a vacant 3.17 acre parcel of land, which has frontage on provincially owned and maintained Fostertown Road. The surrounding properties are primarily low density residential. The proposal is to construct a single-family dwelling for the property owner and to also construct four (4) additional single units for seasonal rental (fixed-roof overnight accommodations) and is not a permitted use in the HR zone.

Staff have reviewed the application and suggest that if Council was supportive in moving forward with this application to allow for a four (4) unit fixed-roof overnight accommodation operation on property located at 72 Fostertown Road, it would be best to address this application through a development agreement process.

The Municipality's Planning Advisory Committee met on January 5, 2026 to review the application. Considerable discussion ensued respecting the

proposed use and the potential impacts on the surrounding area. The Committee felt that if the decision was made to move forward with the application, the development agreement process would be the most appropriate method. However, Committee members also expressed some concerns respecting increased traffic on this dead-end road, adequacy of the existing road and the impacts of five additional dwelling units on the ground water supply in the area.

ALTERNATIVES / OPTIONS

1. That Council deny the application to allow for a four (4) unit fixed-roof overnight accommodation operation on property located at 72 Fostertown Road in Port Medway and identified as PID # 70090691.
2. That Council gives notice of its intention to adopt a bylaw respecting amendments to the Land Use Bylaw which would see the rezoning of PID# 70090691 to Hamlet Core (HC);
3. That Council give notice of its intention to enter into a development agreement that would allow for the establishment of a four (4) unit fixed-roof overnight accommodation on property located at 72 Fostertown Road in Port Medway and identified as PID# 70090691.

ANALYSIS

Option 1 - Council maintains status quo and denies the application.

Option 2 - In consideration of rezoning this property to Hamlet Core (HC), the amendments would not only allow for the fixed-roof overnight accommodation use, but also all other uses permitted in the HC zone, which is quite extensive. The full list of uses permitted in the HC Zone are included as Appendix B.

Should Council wish to rezone this property to Hamlet Core (HC), staff have prepared a draft Bylaw respecting amendments to the Land Use Bylaw, which is attached as Appendix C.

Option 3 - Council may consider this proposed use through a development agreement process under Policy 6-18 of the Municipal Planning Strategy. A development agreement would allow for a greater degree of control over the proposed use to help mitigate potential issues with surrounding residential properties.

In consideration of allowing this specific use through a development agreement process, staff have prepared a draft development agreement, which is attached as Appendix D.

IMPLICATIONS

Council has recently recommended staff initiate an interim review of the Municipal Planning Strategy and Land Use Bylaw, which is aimed at addressing several key issues / concerns that are either not addressed under current planning documents or are not adequately addressed. One of those key issues identified was short term rentals. As such, the Planning Advisory Committee noted that it would not be appropriate to proceed with this application prior to the completion of the planning review process.

COMMUNICATIONS

The applicant will be advised of Council's decision.

BYLAWS/PLANS/POLICIES

The *Municipal Planning Strategy* (MPS) sets out:

5.4.2 Hamlet Residential Zone

While hamlets provide many of the services and amenities for surrounding areas they are, by land area, primarily residential. This residential character is predominately lower in density and building scale, though in recent years some communities have seen the development of small multi-unit buildings, typically located near to beaches.

The hamlets of Queens have close historic ties to resource-based industries and a rural way of life, and many still feature these industries today. As a result, home businesses are common and activities such as small-scale agriculture and the keeping of livestock are valued and welcomed parts of the community fabric.

Policy 5-41: The Hamlet Residential Zone shall permit lower density residential uses and very small multi-unit and grouped dwellings, along with traditional rural home uses. Zone standards shall be in keeping with the semi-rural nature of these areas.

The MPS establishes policy where Council can consider adjusting the boundaries of zones within the Hamlet designation (rezoning).

Policy 5-48:

Council shall consider proposals to rezone lands in the Hamlet Designation to any other zone permitted in that designation, as identified by Policy 5-39. Council shall not approve such a rezoning unless Council is satisfied:

- (a) the proposed change is not prohibited by any other policy in this Plan;*
- (b) the purpose of the proposed zone, as described in the respective policy creating that zone, is consistent with the location and characteristics of the lands and with the proposed use of the lands; and*
- (c) the proposal meets the general criteria for amending the Land Use Bylaw, set out in Policy 6-21.*

The MPS also sets out that:

6.4.4 Development Agreements Instead of Map Amendments

Occasionally a land owner will seek to rezone their land to permit a specific proposal that is a smaller scale or less intensive use than the full range of intensity and uses the proposed zone would allow. For example, a land owner may request a zone for a small multiunit residential development, even though the proposed zone would permit a larger multi-unit development. However, once the zoning is approved there are no controls to limit development on the site to anything other than the maximum permitted by the zone. This can create a situation where the

community is not concerned about the specific proposal, but is concerned about the potential for maximum development on the site. In such a situation, the land owner may voluntarily opt to use a development agreement to limit development rights to the scale and intensity of the specific proposal.

Policy 6-18: *Council may enter into a development agreement for a specific proposal in lieu of amending the map of the Land Use Bylaw to accommodate that proposal. Council shall not approve the development agreement unless Council is satisfied that:*

(a) a zone exists that could accommodate the proposal and the placement of that zone on the proposed site would meet the requirements for amending the map of the Land Use Bylaw set out in Policy 6-10; and

(b) the proposal is consistent with the general criteria set out in Policy 6-21

Policy 6-10: *Council shall consider amendments to the map of the Land Use Bylaw when the proposed zoning change is not specifically prohibited within this Plan and at least one of the following three conditions is true:*

(a) the proposed zone is enabled by this Plan for use within the same designation;

(b) a non-conforming use appears to have been created by an inadvertent administrative oversight in the Municipal Planning Strategy and Land Use Bylaw preparation process, resulting in a property being zoned inconsistent with stated policies in this Plan; or

(c) notwithstanding the zones permitted within a designation, the land to be rezoned is under 5 hectares in area and is adjacent to a designation that permits the proposed zone. For clarity, land that abuts a right-of-way, such as a street, is considered to be adjacent to the designation on the other side of the right-of-way

In looking at proposed amendments to the Land Use Bylaw or the adoption of a development agreement, Council has established a set of general criteria to consider when evaluating applications, and are as follows:

Policy 6-21: *Council shall not amend the Land Use Bylaw or approve a development agreement unless Council is satisfied*

the proposal:

- (a) *is consistent with the intent of this Municipal Planning Strategy;*
- (b) *does not conflict with any Municipal or Provincial programs, bylaws, or regulations in effect in the municipality;*
- (c) *is not premature or inappropriate due to:*
 - (i) *the ability of the Municipality to absorb public costs related to the proposal;*
 - (ii) *impacts on existing drinking water supplies, both private and public;*
 - (iii) *the adequacy of central water and sewage services or, where such services are not available, the suitability of the site to accommodate on-site water and sewage services;*
 - (iv) *the creation of excessive traffic hazards or congestion on road, cycling, and pedestrian networks within, adjacent to, or leading to the proposal;*
 - (v) *the adequacy of fire protection services and equipment;*
 - (vi) *the adequacy and proximity of schools and other community facilities;*
 - (vii) *the creation of a new, or worsening of a known, pollution problem in the area, including, but not limited to, soil erosion and siltation of watercourses;*
 - (viii) *site-specific climate change risks;*
 - (ix) *the potential to create flooding or serious drainage issues, including within the proposal site and in nearby areas;*
 - (x) *impacts on known habitat for species at risk;*
 - (xi) *light pollution and impacts on dark sky views, especially in the vicinity of the Kejimikujik Dark-Sky Preserve;*
 - (xii) *the suitability of the site in terms of grades, soil and geological conditions, the location of watercourses and wetlands, and proximity to utility rights-of-way; and*
 - (xiii) *negative impacts on the viability of existing businesses in the surrounding community, including, but not limited to, the risk of land use conflicts that could place limits on existing*

operational procedures.

SUMMARY

The Municipality has received a request for amendment(s) to the Land Use Bylaw which would allow for the establishment of a fixed-roof overnight accommodation operation on property located at 72 Fostertown Road in Port Medway. This property is located in the Hamlet Residential (HR) zone under the Land Use Bylaw, which does not permit this use. To consider this application, the zoning of the property would have to be changed, or Council could enter into a development agreement for this use. The Planning Advisory Committee met to discuss the request and following considerable discussion and were not supportive of moving forward with the application at this time.

ATTACHMENTS/REFERENCE MATERIALS

- [Region of Queens Municipal Planning Strategy and Land Use Bylaw](#)
- [Municipal Government Act – Planning and Development \(PART VIII\)](#)
- Appendix A – Application and Supporting Documentation
- Appendix B – Permitted Uses in the Hamlet Zones
- Appendix C – Draft Bylaw Respecting Amendments to the Land Use Bylaw
- Appendix D – Draft Development Agreement

GREGORY CLATTENBURG/BWC

NOVA SCOTIA

November 6, 2025

Mike MacLeod
Director of Planning and Development
Region of Queens Municipality
249 White Point Road
Liverpool, Nova Scotia
BOTIKO

Dear Mike:

My Name is Gregory Clattenburg. I am a local building contractor representing Hans Martin Klein.

Mr. Klein would like to make application for the rezoning of his property at Port Medway from residential hamlet (single family dwelling). He proposes to construct 1 single family dwelling and 4 small single units for seasonal rental.

We have submitted the required fee and application to the municipality.

You will find attached a recent property plan with proposed improvements/structures for your perusal.

Please advise if you require anything further.

Sincerely,

**Gregory Clattenburg/BWC**



For Internal Use Only
Acceptance Date: _____
Processing Date: _____

Region of Queens Municipality

Planning Amendment and Development Agreement Application



1. Application Type:

- Land Use Bylaw Amendment
- Development Agreement

2. Property Information:

Civic address of subject property - 72 FOSTERTOWN ROAD

Property Identification Number (PID) - 70090691

Present use of subject property - VACANT

Proposed Use of subject property - RESIDENTIAL DWELLING, RENTALS

Existing Lot Size - _____

Existing Lot Frontage - _____

3. Property Owner Information:

Name - HANS - MARTIN KLEIN

Applicant is :

- Owner
- Agent of Owner

Civic Address - 72 FOSTERTOWN RD. PORT MEDWALL, NS

Mailing Address (If different from Civic Address) - _____

Telephone Number - _____

Email Address - _____

4. Zoning Information:

Existing Zoning - RESIDENTIAL HAMLET

Proposed Zoning - _____

5. Property Servicing Information:

Water Services –

Municipal System - Existing Proposed
Drilled Well - Existing Proposed
Dug Well - Existing Proposed
Other - _____

Sewer Services –

Municipal System - Existing Proposed
On-site System - Existing Proposed
Other - _____

Access –

Public Road - Existing Proposed
Private Road - Existing Proposed
Other - _____

6. Declaration:

Registered Owner of Property (Please print)

I / We _____ do solemnly declare that I / We are the current registered owner(s) of the property described in this application. I / We have examined the contents of this application and certify that the information submitted is accurate.

Registered Owner HANKS - MARTIN KLEIN
Signature _____
Date _____

Registered Owner (if more than one) _____
Signature _____
Date _____

Authorization of Registered Owner (Please print)

I / We _____ authorize _____
To act as agent and sign this application on my / our behalf for property located
at
(Civic Address) 72 FOSTERTOWN Rd and identified as PID# 700901691

Notes:

1. The requirements of a Land Use Bylaw amendment or development agreement application are established by the Planning Department of the Region of Queens Municipality. An application approval process will not commence until a completed application and advertising deposit are received.
2. Please make cheques payable to the Region of Queens Municipality. Following completion of the amendment process, the unused balance will be returned to the applicant. However, should the deposit be insufficient to cover the cost of advertising, the applicant will be responsible for the difference.
3. It is recommended that an applicant have a pre-consultation meeting with staff of the Planning Department prior to submitting this application.

Authorization

Hereby I authorize Mr. Gregory Clattenburg from Port Medway, Nova Scotia, to represent me in my construction project on Fostertown Road, Port Medway.



Hans-Martin Klein

WATERS OF
MEDWAY HARBOUR

WHARF — [WHARF]
SKIWAY — [SLIPWAY]

PROPERTY
JOSEF DICKGREBER, HANS DICKG.
DOCUMENT NO. 8.
PID NO. 700906
(SEE PLAN REFERENC

LOT 2
PROPERTY OF
HANS-MARTIN KLEIN
DOCUMENT NO. 109332164
PID NO. 70090691
AREA=3.17 ACRES±

(SEE PLAN REFERENCE NOS. 4 & 5)

LOT 1
PROPERTY OF
HEATHER MICHELLE STV.
& JOHN LESLIE STVE
DEED REFERENCE: BOOK 398,
PID NO. 70090575

PROPERTY OF
LAURIE E. CLATTENBURG & JANEET C. CLATTENBURG
DEED REFERENCE: BOOK 347, PAGE 306

PUBLIC HIGHWAY NO. 484
(FOSTER TOWN ROAD/30)

[Icon] PROPOSED House & Rental Units

(SEE PLAN REFERENCE NO. 3)

Residential Uses in Hamlet Zones

	HR	HC	SPECIAL REQ's
Accessory Dwelling	P	P	S7.1
Bed and Breakfast – 5 or fewer sleeping units	P	P	
More than 5 sleeping units	DA	P	
Boarding House – 5 or fewer sleeping units	P	P	
More than 5 sleeping units	-	DA	
Converted Dwelling - 5 or fewer dwelling units	P	P	S7.5
Duplex Dwelling	P	P	
Grouped Dwellings – 4 or fewer dwelling units	S	S	
5 to 8 dwelling units	-	DA	
Home-based Business – Level 1	P	P	S7.9
Level 2	-	S	
Mobile Home	P	P	S12.1.1(c) & (d)
Multi-unit Dwelling – 4 dwelling units	S	S	
5 to 8 dwelling units	-	DA	
Nursing Home	-	P	
Recreational Vehicle Parking Site	P	P	S7.13
Residential Care Facility	-	S	
Semi-detached Dwelling	P	P	
Short-term Rental	P	P	S7.14
Single-unit Dwelling	P	P	
Small Options Home	P	P	
Triplex Dwelling	P	P	

P = permitted | S = site plan approval | DA = development agreement

Commercial and Industrial Uses in Hamlet Zones

	HR	HC	SPECIAL REQ's
Agriculture Related Industries	-	P	
Animal Care	-	P	
Art Gallery / Studio	P	P	
Automobile Repair Shop	-	DA	
Automobile Sales	-	DA	
Automobile Service	-	DA	
Banks and Financial Institutions	-	P	
Business or Professional Office	-	P	
Campground	-	P	
Commercial Recreation –			
Indoor	-	P	
Outdoor	-	P	
Convenience Store	-	P	
Craft Shop	P	P	
Day Care Centre	P	P	
Electric Vehicle Charging - Commercial	-	P	
Equestrian Facility	-	P	
Farm Market	-	P	
Fishery Related Industries	P	P	
Fixed-roof Overnight Accommodations	-	P	
Funeral Home	-	P	
Garden Centre	-	P	
Kennel	-	DA	
Licensed Liquor Establishment	-	S	
Light Manufacturing – Less than 2,000 m ² GFA	-	S	
Marine Recreation Provider	-	P	
Personal Service Shop	-	P	
Post Office	-	P	
Radio and Television Stations	-	P	
Recycling Depot	-	DA	
Restaurant –			
Eat-in	-	P	
Take-out	-	P	

	HR	HC	SPECIAL REQ's
Retail Lumber and Home Improvement Yard	-	S	
Retail Store Less than 1,000 m ² GFA	-	P	
Service and Repair Shop	-	P	
Taxi and Bus Station	-	P	
Wind Turbine Generator – Small	P	P	S7.19

P = permitted | S = site plan approval | DA = development agreement

Other Uses in Hamlet Zones

	HR	HC	SPECIAL REQ's
Agricultural Uses	P	P	
Animal Shelter	-	DA	
Cemetery	P	P	S7.4
Community Centre	P	P	
Cultural Facilities	-	P	
Emergency Services	-	P	
Expansion of a Non-conforming Use	S	S	
Extended Care Facility	-	P	
Government Buildings and Uses	-	P	
Hospital	-	P	
Household Livestock Operation	P	P	S7.10
Interpretive Centre	-	P	
Medical Clinic	-	P	
Parking Lot	-	S	
Parks and Playgrounds	P	P	S7.11
Place of Worship	P	P	
Private Club	-	P	
Recreation Centre	-	P	
Recreational Uses	P	P	
School – Academic	P	P	
Commercial	-	P	
Trails and Conservation Uses	P	P	S7.17

**A BYLAW RESPECTING AMENDMENTS
TO THE REGION OF QUEENS MUNICIPALITY
LAND USE BYLAW**

BE IT ENACTED by the Council of Region of Queens Municipality, under authority of the Municipal Government Act, S.N.S. 1998, Chapter 18, as follows:

Region of Queens Municipality Land Use Bylaw, adopted at a meeting of the Council of Region of Queens Municipality held on the 24th day of May, 2022, and approved by the Nova Scotia Department of Municipal Affairs and Housing on the 6th day of July, 2022, is hereby amended by:

- ❖ Amending the Zoning Map to change the zoning of PID #70090691 to Hamlet Core (HC).



This is to certify that the foregoing is a true copy of a bylaw passed at a duly constituted meeting of the Council of Region of Queens Municipality held on the ____ day of _____, 2026.

Given under the hands of the Mayor and the Municipal Clerk and the seal of Region of Queens Municipality this ____ day of _____, 2026.

MAYOR

MUNICIPAL CLERK

First Reading:

Second Reading:

Advertising:

Public Hearing:

Filed / Approved:
Nova Scotia Municipal Affairs

Draft

THIS AGREEMENT made this day of , A.D., 2026.

BETWEEN:

HANS-MARTIN KLEIN of Bad Marienberg in Germany, hereinafter referred to as the “Developer”

OF THE ONE PART

-and-

REGION OF QUEENS MUNICIPALITY, a municipal corporation, duly incorporated under the laws of the Province of Nova Scotia and having its office in Liverpool in the County of Queens and Province of Nova Scotia, hereinafter referred to as the “Region”

OF THE SECOND PART

WHEREAS the Developer have requested that the Region enter into a Development Agreement, pursuant to Sections 225 and 230 of the Municipal Government Act of Nova Scotia, and Policy 5-65 of the Region’s Municipal Planning Strategy, so that the Developer may use the subject property in a manner which is not presently provided for under the Region’s Land Use Bylaw;

AND WHEREAS the Region is prepared to enter into such an agreement on the terms and conditions hereinafter set forth;

NOW THEREFORE, in consideration of the benefits, which flow to both parties as a result of the covenants contained herein, the parties hereto agree by and between themselves as follows:

1. **THAT** the Developer is the registered owner of the Lands identified as PID# 70090691 and shown on Schedule “A” attached hereto, (hereinafter referred to as “the Lands”);
2. **THAT** the Developer shall not develop or use the Lands, including buildings located on the lands, for purposes other than those described in this Agreement;
3. **THAT** the proposed uses permitted under this Development Agreement are the following:
 - a) Fixed-roof Overnight Accommodation containing four (4) Units; and
 - b) Hamlet Residential (HR) Zone Uses.
4. **THAT** any outdoor storage of materials shall be screened from view by an opaque fence;

5. **THAT** any lighting for proposed development shall be directed away from abutting properties;
6. **THAT** notwithstanding any other provisions of this Development Agreement, the Developer shall not undertake or carry out any development on the Lands which does not comply with:
 - (a) this Development Agreement;
 - (b) any statutes and regulations of the Province of Nova Scotia to the extent that the same are properly the subject of a development agreement; and
 - (c) appropriate Municipal Bylaws, including without restricting the generality of the foregoing, the Bylaw Respecting the Building Code Act.
7. **THAT** in the event of a dispute, the decision of the Development Officer of the Region as to whether the development is in conformance with the terms of this Agreement shall be conclusive;
8. **THAT** notwithstanding the provisions of the Region of Queens Municipality Municipal Planning Strategy and Land Use Bylaw, the Developer shall be permitted to seek substantial or non-substantial amendments to this Development Agreement, subject to the procedure as set forth in Section 230 of the Municipal Government Act of Nova Scotia;
9. **THAT** amendments which shall be considered substantial are any affecting the following:
 - (a) A change in the uses permitted;
 - (b) An increase in the number of rental units.
10. **THAT** any amendment whether substantial or otherwise must be approved by both parties in writing;
11. **THAT** the Developer agrees to pay for all legal costs, advertising and expenses incurred by the Region that have originated from its application for this Development Agreement;
12. **THAT** this Agreement shall be binding upon the parties hereto, their heirs, successors and assigns and shall run with the land which is subject to this Agreement;
13. **THAT** this Agreement is not assignable without the written consent of the Region;
14. **THAT** enforcement and rights and remedies on default of this Agreement shall be as follows:

- (a) The Developer agree that the Development Officer appointed by the Region to enforce this Agreement shall be granted access onto the lands during all reasonable hours without obtaining consent of the Developer. The Developer further agree that, upon receiving written notification from the Development Officer to inspect the interior of any building located on the lands, the Developer agree to allow for such inspection during any reasonable hour within two (2) days of receiving such notice.
- (b) If the Developer fail to observe or perform any condition of this Agreement, after the Region has given the Developer thirty (30) days written notice of the failure or default, then in each such case:
 - (1) the Region shall be entitled to apply to any court of competent jurisdiction for injunctive relief including an order prohibiting the Developer from continuing such default, and the Developer hereby submits to the jurisdiction of such Court and waive any such defense based upon the allegation that damages would be an adequate remedy;
 - (2) The Region may enter upon the lands and perform any of the covenants contained in this Agreement, whereupon all reasonable expenses whether arising out of the entry on the lands or from the performance of the covenants may be recovered from the Developer; if unpaid within 30 days of billing by the Region; by direct suit and such amount shall, until paid, form a lien upon the lands and be shown on any tax certificate issued under the Municipal Government Act;
 - (3) The Region may by resolution discharge this Agreement, upon providing the Developer sixty days (60) written notice, whereupon this agreement shall have no further force or effect and henceforth the development of the lands shall conform with the provisions of the Region of Queens Municipality Land Use Bylaw;
 - (4) In addition to the above-mentioned remedies, the Region reserves the right to pursue any other remediation under the Municipal Government Act or common law to ensure compliance with this Agreement.

16. **THAT** the entering into of this Agreement was approved by the Council of the Region of Queens Municipality at a duly held meeting of Council convened on the ____ day of _____, 2026.

- (a) This Agreement shall not be entered into, or signed by the parties, until the time for Appeal under Section 228 of the Municipal Government Act of Nova Scotia has elapsed, any appeals which have

been lodged have been disposed of and the required resolution of Council has been affirmed by the Nova Scotia Utility and Review Board;

- (b) This Agreement does not come into effect until it is filed, by the Region of Queens Municipality, in the Registry of Deeds as set out in Section 228 of the Municipal Government Act of Nova Scotia.

IN WITNESS WHEREOF the parties have hereto set their hands and affixed their Corporate seals the day and year first above written.

SIGNED, SEALED AND DELIVERED
in the presence of

_____)	Per: _____
Witness)	Hans-Martin Klein
)	
)	REGION OF QUEENS MUNICIPALITY
)	
)	Per: _____
)	Mayor
)	
_____)	Per: _____
Witness)	Municipal Clerk

**PROVINCE OF NOVA SCOTIA
COUNTY OF QUEENS**

ON this ____ day of _____, 2026, before me, the subscriber personally came and appeared _____ a subscribing witness to the foregoing Indenture, who having been by me duly sworn, made oath and said that Hans-Martin Klein signed, sealed and delivered the same in his/her presence.

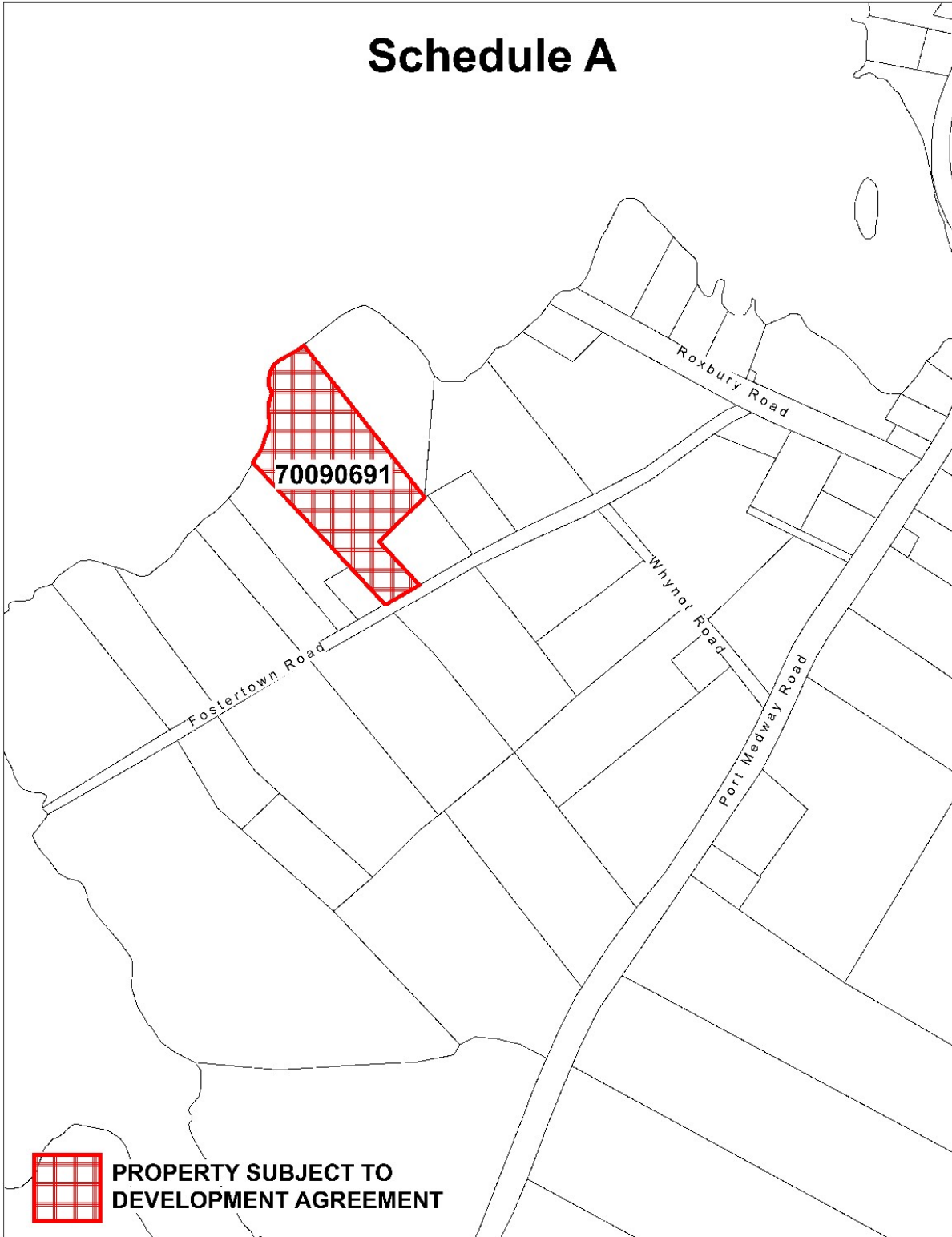
A Commissioner of the Supreme Court of Nova Scotia

**PROVINCE OF NOVA SCOTIA
COUNTY OF QUEENS**

ON this ____ day of _____, 2026, before me, the subscriber personally came and appeared _____ a subscribing witness to the foregoing Indenture, who having been by me duly sworn, made oath and said that the Region of Queens Municipality, per its authorized officers, Scott Christian and Angela Green, signed, sealed and delivered the same in his/her presence.

A Commissioner of the Supreme Court of Nova Scotia

Schedule A





Region of Queens Municipality Staff Report For the Regular Meeting of January 27, 2026

Date: January 13, 2026
File No: 10350-50-2601-23
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Funding Request - Queens Neighborhood Co-operative Housing Ltd.

Prepared by: <i>J. Veinotte</i> J. Veinotte Director of Finance	CAO Concurrence: <i>W. Thorpe</i> W. Thorpe CAO
--	--

RECOMMENDATION[S]

That Council of the Region of Queens approve the funding request from Queens Neighborhood Co-operative Housing Ltd (QNCH) for \$750,000.

PURPOSE

Provide Council with a description of the housing initiative being undertaken by QNCH and a funding request that QNCH has submitted.

BACKGROUND

Queens Neighbourhood Co-operative Housing Co-operative (QNCH) grew out of the work of a group of dedicated volunteer members of Queens Care Society.

Queens Care Society (QCS), a registered non-profit organization in Queens County, was established in 2015.

The proposed Lawrence St. Affordable Housing Project-Net Zero Build is the first development in QNCH's unified neighbourhood co-operative housing model. The vision is to scale to multiple neighbourhoods - 100 units over the next five years. QNCH's primary focus is on seniors while providing the opportunity to develop intergenerational communities.

The current project on Lawrence Street is a 30-unit development. In September 2023 QNCH completed the purchase of sale with RQM on the Lawrence Street site and was successful in rezoning process for this site for multi-unit residential zoning.

Council of Region of Queens provided funding to the organization in the amount of \$203,000 in the 23/24 fiscal year.

ALTERNATIVES/OPTIONS

Option 1 – Approve the funding request of \$750,000.

Option 2 – Decline the funding request.

Option 3 – Approve funding for another amount.

ANALYSIS

Donations received this fiscal year could fund this donation request. Region of Queens was in receipt of a significant donation (\$750,000) from the J&M Murphy Foundation in January 2026. In a letter accompanying this donation, the foundation expressed interest in supporting housing initiatives in the community and also acknowledged that all funds are disbursed at Council discretion.

IMPLICATIONS

Financial: Donation revenue can fund this request so there would be no financial implications to operating for fiscal 2025/2026. The funds will be charged against the Grants to Organizations budget line, with the donation revenue in Sundry Revenue offsetting it.

Social: Supporting housing initiatives, particularly for seniors, is an initiative Council has historically supported. Region of Queens does not have enough low-income housing to meet current demand. The evidence that this type of housing project will help to meet that need is provided in the attached report from the organization.

Legislative: The *Municipal Government Act* gives Council the ability to provide funding as grants to organizations and contains a provision for reporting such grants.

Section 65C Grant Disclosure Policies states

- (1) The council shall adopt a policy that requires the municipality to disclose to the public a list of recipients of grants made by the municipality and the amounts of those grants.
- (2) A policy adopted under subsection (1) must include the
 - (a) frequency and timing of disclosure;
 - (b) content to be included in a disclosure; and
 - (c) form in which the disclosure must be made.

COMMUNICATIONS

Funding will be disclosed as part of annual grant disclosure.

Staff will communicate any funding approved by Council to QNCH.

BYLAWS/PLANS/POLICIES

[Operations Policy No 89 Grants Disclosure](#)

SUMMARY

A request for funding has been received from Queens Co-operative Housing Ltd in the amount of \$750,000. This report contains information on the current housing project underway and funding source for the request.

ATTACHMENTS/REFERENCE MATERIALS

QNCH Funding Request - Letter to Mayor

QNCH Funding Sources

QNCH Trestle Way Project (Lawrence Street)

[November 22, 2022 Council Minutes](#)



January 13, 2026

Dear Mayor Christian,

We are writing to you and the Region of Queens Municipality Council regarding Queens Neighbourhood Co-operative Housing Ltd (QNCH). Attached is comprehensive overview of our project for the members of Council who are not familiar with our mandate and present build (yellow highlight is where the Region of Queens Municipality has contributed). A separate attachment shows the funding sources and costs for the build.

We have appreciated the continued support and interest by the Region of Queens Municipality (RQM) and wanted to provide you with an update on our affordable housing project. We are excited to share that equipment is on site at Lawrence Street and work has begun. Trestle Way, the 30-unit housing community in Liverpool, is becoming a reality!

Although the funding we have received from all levels of government has been considerable, and much appreciated, we do have significant funding pressures. As with most not-for-profit builds, we have a gap between what has been approved and the estimated cost to build. As a result, we are seeing indicators of a cash flow issue.

QNCH is also committed to keeping the rents affordable on a long-term basis. Ensuring this project stays on track, without delays, is continually a challenge, as many of the Region's staff can attest. Any increase in the mortgage we hold can have an impact on the affordability of the units.

As such, QNCH is asking for a donation of \$750,000 from the RQM to help us meet these challenges. A portion of the request would be assigned to the shortfall of the build and provide us with contingency for further setbacks. Figures cannot be exact as we are only in the groundworks stage, and we are unaware of how many change orders may occur. The rising price of goods and services are becoming obvious as well. Any sum remaining would assist in ensuring our members on fixed incomes would be in units where their rent would not surpass 30% of their income.

At your discretion, we are asking for Council's support to provide much needed funds. We thank you for every consideration in helping to achieve quality, safe, affordable housing in Queens County.

On behalf of the Board of QNCH – Patti Pike, President



**Queens Neighbourhood
Co-operative Housing Ltd.**
BETTER COMMUNITIES BETTER LIVING

Financial Overview QNCH Trestle Way Affordable Housing Project

Queens Neighbourhood Co-operative Housing Ltd. is in the home stretch and very close to beginning construction on the Trestle Way-Lawrence Street Housing Project. Trestle Way when completed will provide 30 units, highly energy efficient passive build housing, focused on seniors and families in our community.

1. Funding

Queens Neighbourhood Co-operative Housing Board and our Housing consultants have left no stone unturned in securing support and funding for this project. Funding for project soft costs and construction costs have been secured from 7 different fundings sources totally \$13,199,494.00

These funders include:

- Community Housing Transformation Centre- Nova Scoti Community Housing Growth Fund
- Region Of Queens Municipality
- Federation of Canadian Municipalities-Green Fund Sustainable Affordable Housing
- Nova Scotia Federation of Municipalities Sustainable Communities Challenge Fund
- Nova Scotia Department of Growth and Development Affordable Housing Development Program
- CMHC Cooperative Housing Development Program
- Efficiency Nova Scotia Affordable Housing Construction Pilot Program

1. Funding cont'd

2. Sources of Funding (Non-CHDP)	Total Funding Sources		Comments	
Other Debt Financing	\$	-		
Other Grants/ Contributions	\$ 175,000	\$ 5,833		FCM SAH Study Grant Towards Pre-Development Costs Contract Uploaded CMHC Portal
Land contribution (cannot exceed land cost)	\$ 1	\$ 0		Land purchased Region of Queens \$1.00
Owner cash equity	\$ 278,300	\$ 9,277		75 K NS Community Housing Growth Fund + \$208,200 Region of Queens Municipality -Contributions Pre-Development Costs-letters and Funding Agreements Uploaded CMHC Portal
NS DMAH Contribution per unit	\$ 4,950,000	\$ 165,000		Letter of Support and Contribution received uploaded CMHC Portal
NS FM Sustainable Communities Challenge Fund	\$ 343,000	\$ 11,433		Funding SCCF contract uploaded CMHC portal
Efficiency Nova Scotia	\$ 480,000	\$ 16,000		\$16,000 per unit X 30 units to be confirmed Efficiency Nova Scotia-verbal agreement to state in proposal-new program will launch in September 2024
Other (describe)	\$	\$		
Development charge waiver	\$	\$		
CMHC Seed (Contribution ONLY)	\$	\$		
Total Other Sources (D)	\$ 6,226,301	\$ 207,543	\$ 6,226,301	\$ -
Forgivable Loan Requested May be Acceptable	Forgivable Loan Requested by Proponent (E):	\$ 4,300,000	\$ 143,333	\$ 4,300,000
Repayable Loan required (C - D - E)	\$ 2,673,193	\$ 89,106	\$ 2,673,193	\$ -

2. Project Costs

In June 2025, QNCH received our approvals and funding agreements from our core capital funders, CMHC Co-operative Housing Development Program and Nova Scotia Department of Growth and Development, allowing us to get out to for a fixed price tender for construction. Due to current market conditions our fixed price tender came in above Class B costing construction costs which were originally at \$9,173,270.00 with a 10% contingency, and after post-tender negotiations construction costs were \$10,470,493.00 with a 9% construction contingency. Total project costs with partial carry of HST and contingency at \$13,199,494. CMHC has worked with QNCH to increase both the forgivable and repayable loan amounts above original conditional approvals to cover gaps.

CMHC does allow for partial HST amounts to be covered and carried out with funding. QNCH will need to carry cashflow during construction on unfunded HST which is approximately \$750,000.00.

1. Project budget	Total Project Costs	Per unit	Pro-Rata Project Costs	
Land cost (must be supported)	\$ 1	\$ 0	\$ 1	\$ -
Hard costs (must be supported by Class B budget)	\$ 10,470,493	\$ 349,016	\$ 10,470,493	\$ -
Soft costs	\$ 720,000	\$ 24,000	\$ 720,000	\$ -
Financing costs	\$ 60,000	\$ 2,000	\$ 60,000	\$ -
GST/HST (Net of rebate, if any)	\$ 1,000,000	\$ 33,333	\$ 1,000,000	\$ -
Contingency	\$ 946,000	\$ 31,533	\$ 946,000	\$ -
Taxes During Construction	\$ 3,000	\$ 100	\$ 3,000	\$ -
Other (describe)	\$	\$	\$	\$
Other (describe)	\$	\$	\$	\$
Other (describe)	\$	\$	\$	\$
Total Budget (Uses) (C)	\$ 13,199,494	\$ 439,983	\$ 13,199,494	\$ -

3. Rents

QNCH has worked incredibly hard securing multiple sources of funding which will allow us to provide a range of affordable rents across all 30 units housing, which are so direly needed in the Region of Queens Municipality. Any additional funding QNCH can secure support not only our ability to deliver the sustainable affordable rents proposed in our proforma but will increase our potential to provide more units with deeper affordability to those most at need in our community.

Current Market Rental Rates for New Construction Rental Units RQM/South Shore:

Unit Size	Rental Range
1 bedroom	\$1,000 to \$1,400
2 bedroom	\$1,700 to \$2,100
3 bedroom	\$1,800 to \$2,500

Rents QNCH's Trestle Way:

Unit Size	Rental Range
1 bedroom	\$590 to \$790
2 bedroom	\$800 to \$1040
3 bedroom	\$1105

For every \$100,000 of additional capital we receive towards the project it creates a \$3,000.00 per year operational surplus which can be utilized to provide deeper affordability to those most in need.





Queens Neighbourhood Co-operative Housing Ltd.
BETTER COMMUNITIES BETTER LIVING

**Affordable, Energy Efficient, Accessible Housing
Trestle Way (Lawrence Street Project), Liverpool Nova
Scotia**

30-unit net zero build.



Contents

- 1. QNCH History and Background**
- 2. Key Milestones**
- 3. QNCH Mission, Vision, and Values**
- 4. Evidence of Community Need**
- 5. QNCH Lawrence Street Project Description**
- 6. Project Readiness**
- 7. Funding From Other Sources**
- 8. Development Experience**

1) QNCH History and Background

Queens Neighbourhood Co-operative Housing Co-operative (QNCH) grew out of the work of a group of dedicated volunteer members of Queens Care Society.

Queens Care Society (QCS), a registered non-profit organization in Queens County, has been established since 2015. QCS mandate is to improve the lives of the elder population living in our diverse communities. As a group of volunteers, QCS assesses the priority needs of older adults, identifies solutions and advocates for those who are marginalized. The priority of QCS's action plan in 2021-2022, was to seek sustainable opportunities for affordable, safe, accessible, and energy efficient housing for seniors in our communities.

Although the focus is on the elderly population, QCS has proven that success with the senior population translates into success for the entire community. For example, QCS's ability to create a transportation service (Queens County Transit) for seniors, also serves persons with accessibility challenges, providing those without the economic means to travel to appointments or complete necessary errands in the community. This is a great benefit to the entire community.

With the support of a community housing consultant, QCS's housing committee has evolved into a not-for-profit organization, Queens Neighbourhood Co-operative Housing Ltd. to define the appropriate governance, operating structure, and partnerships for success. QNCH has incorporated into a separate non-profit co-operative housing model that will provide for a mixed income, mixed tenure approach. It is the intention to work with all levels of government (municipal, provincial, and federal) to leverage any programs and in-kind services that may be available.

QNCH Board and Committee Members hard at work.



2) Key Milestones

- 2021 The Queens Care Society-Housing Committee was formed and began recruiting community members to begin its' work. The initial committee was a core group of 4 members with rich diverse experience in government, healthcare, public administration, and community services.
- Feb 2022 QCS Housing Committee was approved for initial Capacity Building Funding, through the NS Community Housing Growth Fund, and a community housing consultant (Inclusive Homes Consulting) was engaged by the committee to lead and guide the committee work. Work began on developing the mission and vision for the development of affordable housing for seniors in the Region of Queens.
- May 2022 QCS Housing Committee guided by housing consultant meet with RQM Council, local MLA, and provincial and federal funders to gain support on housing model and vision.
- Connections made with the Co-operative Housing Federation of Canada. QCS Housing Committee makes decision to pursue neighbourhood co-op model.
- Oct 2022 Housing committee members and housing consultant complete extensive search for land (private, municipal, and provincial) as potential for the first phase of affordable housing development.
- RQM Council approved in principle QNCH acquisition of 4 parcels of land and set date in November 2022 for Public Hearings.
- Nov 2022 RQM public hearings and Council approval QNCH acquisition of 2.6 acres of land containing 4 adjoining parcels of land in Town of Liverpool.
- Feb 2023 Queens Neighbourhood Co-operative Housing Ltd becomes incorporated.
- April 2023 QNCH successful in securing NS Community Growth Housing Funding through the Community Housing Transformation Centre for both Planning and Pre-Development and Capacity Building.
- RQM Council approves \$203,000 funding fiscal 2023/24 to support planning and pre-development activities for the Lawrence Street site.

- Sep 2023 QNCH completed the purchase of sale with RQM on the Lawrence Street site and was successful in rezoning process for this site for multi-unit residential zoning.
- Nov 2023 Initial site clearing complete at Lawrence Street and Geotech and civil begin their work. Passive Design Solutions begins their work with the QNCH building committee on the projects schematic design.
- Dec 2023 QNCH is approved by FCM SAH Study Grant in the amount of \$175,000.00.
- Jan 2024 QNCH building committee has been meeting weekly with Passive Design Solutions and Able Engineering on developing base civil plan and full schematic design. Energy modelling and energy sensitivity analysis for achieving net zero is completed.
- Mar 2024 QNCH building committee continues to meet weekly with the design team. Design development phase begins, with MCW Maricor Electrical Engineering, Andrea Doncaster Structural Engineering and Gordon Ratcliffe Landscaping joining the design process.
- April 2024 QNCH nears completion on the design phase with contract documents being produced and prepares for submissions for capital funding and permit submissions. Class B Costing completed.
- June 2024 Full project design complete completed on 26 units, submissions to Region of Queens Municipality for development permit and building permit. QNCH begins submissions NS Department Municipal Affairs and CMHC Affordable Housing Program (HRP).
- July 2024 Upon announcement of the new CMHC Co-operative Housing Development Program, QNCH learns through discussions with CMHC and Co-operative Housing Federation of Canada that the Lawrence Street Project design at 26 units, would not meet the small to medium centre CHDP eligibility of a minimum of 30 units
- QNCH with full project design team quickly pivots to design and add an additional fourplex, all one-bedroom units, to the existing site.
- By mid July 2024 new permit set drawings and development application re-submitted to the Region of Queens Municipality.

- August 2024 QNCH receives development/site plan approvals and building permit approvals. Revised costing is completed by Foresight Atlantic.
- Sept 2024 Capital funding applications submitted to the Federal Cooperative Housing Development Program and NS Department of Municipal Affairs and Housing.
- Sept 2024 QNCH Board in consultation with design team makes decision to utilize design allowance to upgrade HRV with summer bypass to fully ducted high efficiency heat pumps. Updated architectural, mechanical, and electrical drawings will be available October 15th with full construction set.

3) QNCH Mission, Vision and Values

Mission

- We believe that every resident of Queens County has the right to good quality, safe, and affordable housing – a place to call home.
- We are working to bring mixed-income, affordable, accessible housing to Queens County with a spotlight on seniors.
- We will strive to transform communities and improve the lives of residents, providing homes where they can live as independently as possible.

Vision

- QNCH envisions a unified multi-neighbourhood co-operative housing model approach, which would see the development of multiple housing developments through different neighbourhoods in Queens County.
- The vision is to scale to 100 + units over a three-to-five-year time-frame.
- The governance model for the unified housing co-operative is a hybrid model of 4 members from the community targeting needed governance expertise, and 3 members of the tenant/co-operative community.
- The multi-neighbourhood phased approach to building new affordable co-operative housing units will be grounded in the QNHC's vision of mixed incomes, diversity, inclusion, as well as intergenerational neighbourhoods/communities that are sustainable, and supportive.

Values:

Quality Neighbourhoods – we will commit to recruiting members who value diversity and inclusion and will go the extra mile for their neighbours. The residents will value differences

that are brought by each individual and ensure the co-operative is a safe, sustainable environment for everyone – members, visitors, service providers and animals.

Member Satisfaction – we are committed to ensuring the safety, security, and well-being of our members by providing residents with accessible, quality, and affordable accommodations.

Strong Partnerships – we will build and maintain strong transparent relationships. Members will be supported to age in place and participate in activities.

Sustainability - we will ensure that all co-operative housing developments are financially and environmentally sustainable through critical financial and asset management oversight.

4) Evidence Of Community Need

The proposed Lawrence St. Affordable Housing Project-Net Zero Build is the first development, in QNCH's unified neighbourhood co-operative housing model. The vision is to scale to multiple neighbourhoods - 100 units over the next five years. Our primary focus is on seniors while providing the opportunity to develop intergenerational communities.

QNCH anticipates that in the first phase 80% of residents will be seniors. The project is 100% universal design where all stairwells and stairways to second floor units will be adaptable for the installation of future chairlifts for aging in place.

The need for affordable housing here in RQM and across the province is significant and well documented. Recent years have seen the price of housing and rents soar with wages and incomes not keeping pace. Currently, in RQM there are close to 120 + individuals and families on the waitlist for affordable housing with well over half of those being seniors. The current waitlist numbers may not represent the actual need as many individuals do not apply for social housing due to lack of options thus long wait times, perception of the quality of social housing available. Often stigma may play a factor in accessing housing and other services.

Based upon 2021 Census Data, there are currently 4335 individuals living in the RQM who 60 years of age or older, representing close to 40% of the population. Census housing data indicates that 11% of all households find their housing cost to be unaffordable and that 34% of renters pay more than 30% of their income on rent. The data also indicates that 24% of seniors in the Queens County live at or below the low-income threshold.

Also identified, there is currently 300+ households in core housing need where either affordability, suitability, or adequacy of their housing is a challenge. When you look at CMHC affordable housing data for Queens County, most affordable housing in Queens

was built prior to the 1990's, and there have been no purpose-built affordable housing projects in over two decades.

The Lawrence Street affordable co-operative housing development will be the first purpose-built housing development in close to three decades, will begin to address waitlist issues, provide safe affordable accessible housing, energy efficient housing to seniors most in need in the Region of Queens Municipality.

5. QNCH Lawrence Street Project Description



Queens Neighbourhood Co-operative Housing Ltd (QNCH) recognizes the increasing need for affordable rental housing options with a focus on seniors in the community.

QNCH's proposed two-story development (3 buildings) consists of 30 new rental units—20 one-bedroom, 8 two-bedroom, and 2 three-bedroom.

The site of QNCH's first development is in the Town of Liverpool, on 2.6 acres of land bounded by Lawrence Street, the Trestle Trail, Queen Street Extension and Amherst Street.

QNCH chose this in town location as their first development for many reasons. The property is bordered by a popular recreation trail and it is close to all amenities and

services. With QNCH’s primary focus on seniors’ access, it was important to be close to the main business district and shopping which is under a kilometre away, the Queens General Hospital is within 2 km. The library, churches, post office, groceries, community and recreational facilities are all within 1 to 2.5 kilometres.

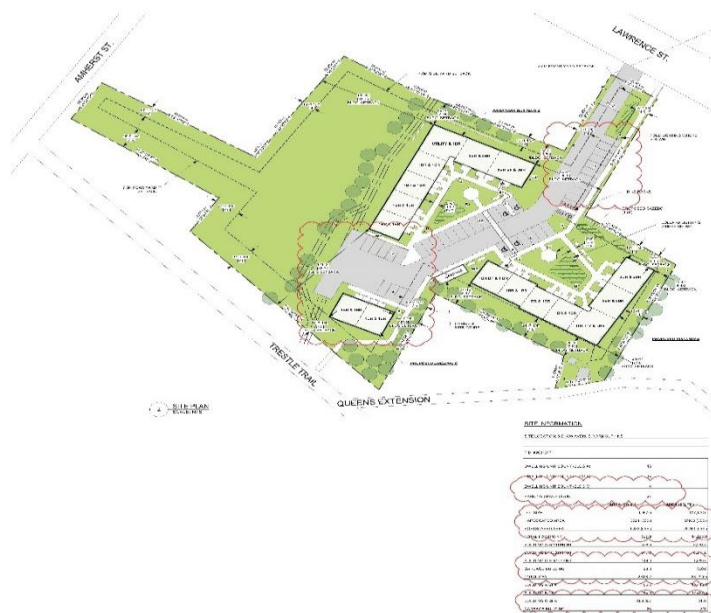
The units are designed to be stacked with dedicated interior stairs leading to each upper unit. These units are planned to be organized into two separate L-shaped buildings and separate fourplex that face into two interior forecourts with accessible walkways, green space, and outdoor seating/amenity space.

Each building will contain its own centrally located utility space for mechanical and electrical equipment, individual storage lockers in the two L shaped buildings, and storage for outdoor maintenance equipment.

Per RM zoning requirements, the proposed development will include 1.25 parking spaces per unit, for a total of 37 spaces, four of which will be dedicated as barrier-free.

QNCH had originally completed full project design with 26 units in May 2024 with submissions for site plan approval and building permit. QNCH, with its’s design team, quickly added an additional 4 plex on the site to meet the CHDP eligibility for small to medium centres of unit scale of 30-34 units.

Revised Site Plan Showing additional 4 plex and added parking



Passive Design Solutions

Professional Design Services
 1. The design team has prepared this preliminary site plan for the purpose of providing a visual representation of the proposed development. It is not intended to be used for construction purposes. The design team is not responsible for any errors or omissions in this preliminary site plan. The design team is not responsible for any costs incurred by the client in connection with this preliminary site plan.

QNCH
 Queens Neighbourhood Co-op
 Lawrence Street Housing

PRELIMINARY CONSTRUCTION DOCUMENTS
 (SHEET FOR PPSV)

June 26, 2024

Site Plan Simplified

A114

All units are designed to exceed both Environmental Efficiency and Accessibility minimum requirements outlined by the CMHC. Also, all units are designed to meet residential

Universal Design standards, and two ground-floor units will be fully barrier-free per Nova Scotia Building Code Regulations. This includes designing all stairwells and stairways to second floor units to be adaptable for the installation of future chairlifts for aging in place. The project will have at least a 100% reduction in energy consumption and at least a 100% reduction in greenhouse gas emissions relative to Tier 1 of the 2020 National Building Code.

The entire project (all common areas, and dwelling units) has full universal design and are fully adaptable, and 2 units are built fully accessible.

The Lawrence Street Project is designed using Passive House principles and will be energy modeled to optimize annual site energy use with the goal of Net-Zero site energy via the addition of rooftop solar arrays.

The proposed energy improvement upgrades in this project: additional insulation energy sealing building foundation and envelop, highly efficient windows and doors, and high-performance mechanical systems will reduce net energy usage by 60%. These improvements are essential, for the proposed solar PV system, with current roof sizing, to reduce the annual site energy to zero. The estimated reduced site energy use from current code built 314,000 kWh/year to 115,000 kWh/year achieving net zero through the addition of solar PV system. The project will reduce annual site CO2 emissions from 177 tonnes per year to zero emissions per year.

Civil and landscape design addresses the need for onsite stormwater management by minimizing paved surfaces and maximizing permeable groundcover and vegetation. The design team has incorporated the use of engineered bioswales located at lower grades, which will collect runoff from rooftops via downspouts and subgrade drainage as indicated on the proposed site plan. The site grades are designed to direct any additional surface runoff from paved surfaces to the proposed bioswales.

The design team has optimized the orientation of the buildings on the site for solar power and worked with our local contractors to minimize site clearing to maintain as much of the natural forest on the site to optimize shading for late day cooling and assist ongoing water mitigation and site storm resilience.

Site work underway November 2023



6. Project Readiness

QNCH has secured the land on Lawrence Street through a purchase of sale with the Regional Municipality of Queens for one dollar. Completion of the purchase of sale and transfer of the deed occurred in September 2023

QNCH completed the needed survey for amalgamation of four lots, civil topo and civil plan Phase 1 EA, Land Appraisal, and Geotechnical Engineering.

QNCH worked with The Region of Queens Municipality, neighbours and surrounding community and was approved on the rezoning process from lower density residential to Multiple Unit (RM) Residential, in August and September 2023.

QNCH with its design team led by Passive Design Solutions, MCW Maricor, Able Engineering, Andrea Doncaster Structural Engineering, and Gordon Ratcliffe Landscaping have completed the full project design: preliminary design, schematic design, energy modelling and energy sensitivity analysis, design development, contract phase/permit drawings.

The RQM received the revised full permit set of drawings for review early July 2024, and an application for site plan approval and development permit. QNCH received site plan approvals July 22, 2024, and building permit approvals on August 18, 2024.

Additionally, QNCH has completed Nova Scotia Power site planning review for three phase power required, and the easement needed to bring power to the site have been secured.

QNCH engaged Foresight Atlantic to conduct Class B cost estimating on the Lawrence Street Project, and they are engaged as well to do quality surveyor reports and loan monitoring reporting moving forward.

QNCH has taken proactive steps to engage experienced and qualified General Contractors for the Lawrence Street Project.

In December 2023, QNCH developed and sent out a Request for Information to general contractors (GCs) to determine interest, experience, and ability to meet CMHC Contract, Insurance and Bonding requirements, as well as availability for proposed construction timelines. QNCH is working with our project design lead Passive Design Solutions on finalizing the full tender package to go out in early Fall 2024.

QNCH anticipates going to full tender late 2024, based on receiving conditional approval/letter of intent CMHC/CHDP. Timelines indicated by CMHC/CHDP for final loan approval are for January/February 2025. Both GC's who responded to RFI December 2023 indicated availability to begin construction in the Fall of 2024, and subsequent follow-up communications both have indicated availability to begin construction in the Spring of 2025. With the addition of the third building (4 plex) the estimated time of construction is 15 to 18 months. Substantial completion and occupancy are likely to be staged on the three buildings.

7. Funding from other sources

The total projected project cost with contingencies is estimated to be \$11,607,725. QNCH has been extremely successful in securing all the funding needed to complete pre-development and pre-construction activities. Additionally, QNCH has submitted funding proposals to CMHC-Co-operative Housing Development Program and to the NS Department of Municipal Affairs and Housing for capital funding through both repayable and forgivable loan programs.

While the current funding programs and proposed funding will provide a range of affordable rents throughout the project. QNCH is also hoping to work with community foundations to leverage additional financial resources which will support deeper long-term affordable rents and organizational sustainability.

QNCH was successful in securing a gift in the amount of \$300,000 from the Queens General Hospital Foundation which will go towards supporting both the Lawrence Street Project and organizational sustainability.

\$25,000 Capacity Building- NS Community Housing Growth Fund CHTC- Confirmed

\$50,000	Planning and Pre-Development- NS Community Housing Growth-Confirmed Fund CHTC
\$203,200	Regional Municipality of Queens NS -Confirmed
\$175,000	FCM SAH Feasibility Study Grant -Confirmed
\$343,034	NS Sustainable Communities Challenge Fund-Confirmed
\$4,950,000	NS Department of Municipal Affairs and Housing (DMAH)-Internal Review Committee Approved, awaiting Ministerial Approval.
\$2,200,000	CMHC-CHDP Forgivable Loan -Submitted to be confirmed
\$3,181,424	CMHC -CHPD Repayable Loan -Submitted to be confirmed.

QNCH Board and Committee Members receiving \$203,200 Contribution from Mayor Darlene Norman Region of Queens Municipality



QNCH applied to the Nova Scotia Sustainable Communities Challenge Fund in the fall of 2023, for capital contributions towards energy improvement upgrades. This included additional insulation energy sealing building foundation and envelop, highly efficient windows and doors, and high-performance mechanical systems that will reduce net energy usage by 60%. In July 2024, QNCH received confirmation of funding in the amount of \$343,000.00.

QNCH has met regularly with NS Department of Municipal Affairs and Housing (NS DMAH) and is working with them on the coordination of capital funding submissions with CMHC. Additionally, QNCH has had regular discussions with Efficiency Nova Scotia on a potential new funding stream for new affordable housing construction which will support per unit grants for energy improvement upgrades.

8. Development Experience

QNCH’s Board and Committee members bring a wealth of diverse experience and skills and are highly committed. With backgrounds in healthcare, non-profit sector, provincial

and municipal government, and the private sector, all have held senior leadership roles in their careers or businesses.

QNCH has engaged Passive Design Solutions (PDS) as their architects and design team lead. PDS has ten+ years experience in the sector and is a leader in Nova Scotia in the delivery of passive design approach, from highly energy efficient net zero single family residences to multi-unit affordable housing projects.

Natalie Leonard P. Eng (Founder PDS) and Molly Merriman NSAA, OAA, MRAIC have led the design process of the Lawrence Street Project and will provide ongoing construction support.

Additionally, QNCH's housing consultants Earl Mielke and Michael Blair, of Inclusive Homes Consulting, bring close to 50+ years combined experience in non-profit housing management, development, operations, strategic planning and governance, program development, project management, and funding development.

Michael Blair will continue to be involved on the ground locally during construction providing oversight/liaison for QNCH with the project team.

Property Management Experience

QNCH's Board of Directors will transition to a governance and development board upon the completion of construction of the Lawrence Street Project and intends to engage the Community Housing Management Network. The Community Housing Management Network (The Network) was founded by the Co-operative Housing Federation of Canada in May of 2009. The Network was established to help co-ops in difficulty and to fill gaps in local management services. They now provide day-to-day management services to over 40 co-operatives and non-profit housing providers in Ontario and Nova Scotia.

The Network has a team of housing administrators which will manage financial management, tenant occupancy, rental collection and arrears from their HRM offices. QNCH will contract/engage the Network for finance and tenancy management.

Additionally, the Network provides Property Management coordination and has staff based regionally throughout the province. QNCH is assessing the cost benefit of Network property management coordination and the availability/costs of local resources/staffing to coordinate property management.

Inclusive Homes Consulting will work with QNCH and the Community Housing Management Network in the development of an operational plan for start up, the development of all operational policies and procedures, and sourcing local service and property management trades.



Region of Queens Municipality Staff Report For the Regular Meeting of January 27, 2026

Date: January 6, 2026
File No: 10350-50-2601-24
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: First Reading – Bylaw No. 14 – Tax Exemptions

Prepared by: <i>J. Veinotte</i> J. Veinotte Director of Finance	CAO Concurrence: <i>W. Thorpe</i> W. Thorpe CAO
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RECOMMENDATION[S]

That Council of Region of Queens Municipality give first reading to Bylaw No 14 respecting Tax Exemptions as presented.

PURPOSE

To provide Council with the current listing of properties that have historically been included in the Tax Exemption Bylaw and to provide details on properties that have made requests to be added or updated.

BACKGROUND

Each year, Council reviews properties listed in Bylaw No.14 – Tax Exemptions for possible additions and removal of properties to be exempt from taxation. Attached is the proposed bylaw for 2026 - 2027, with a list of the associated exempted properties.

ALTERNATIVES/OPTIONS

Option 1 – Approve first reading of the Bylaw as presented.

Option 2 – Direct staff to amend the Bylaw and associated property listing.

ANALYSIS

Staff have included information on each property for Council review. Registration status with the Joint Stocks Registry for the province has been included for Council information. NO indicates not registered and EX indicates expired registration.

There are three properties added to this year's proposed listing from last years listing, indicated by (N).

Milton Community Association is owner of the Milton Centennial Pool property and was granted exemption by Council at the November 12, 2025 Regular meeting.

Property Services Valuation Corporation has changed the classification of Region of Queens Municipality Water Treatment Plant from exemption on the assessment roll to commercial. It has been added to the list to continue its exemption from property taxes.

The Ledvina Building owned by the Queens Hospital Foundation was previously listed as 50% exempt as there was an external tenant occupying space in the building. The tenant has moved out as the lease has expired, and the entire building will now be dedicated as a collaborative practice and learning space that supports education of medical students/residents doing rotations in our community. Token rental may be charged by the Foundation, but it will not be at market rate to further encourage and support medical professional recruitment and retention in our area.

Because of this change the Foundation has requested a 100% tax exemption for this property. Staff have included that request on this list.

IMPLICATIONS

Financial: Tax revenue given up for the Ledvina building based on 25/26 tax rates would be \$4400. There will be no change in revenue for the addition of the Water Treatment Plant and the Milton Community Association ownership of the Milton Centennial Pool property.

Total exemption value for the 26/27 year with the proposed properties would be approximately \$363,000. The forgone tax revenue for 25/26 was approximately \$321,000. The difference is the change in classification of the Water Treatment Plant (no revenue change) and the Ledvina building (\$4400), Milton pool property and increases in assessed values for the listed properties.

Legislative: Section 71(1) of the *Municipal Government Act* (MGA) states

- (1) The council may, by policy, exempt from taxation to the extent and under the conditions set out in the policy
 - (a) property
 - (i) of a named registered Canadian charitable organization, and
 - (ii) that is used directly and solely for charitable purpose;
 - (b) property of a nonprofit community, charitable, fraternal, educational recreational, religious, cultural or sporting organization if, in the opinion of the council, the organization provides a service that might otherwise be a responsibility of the council;
 - (e) the buildings, pump stations, deep well pumps, main transmission lines, distribution lines, meters and associated plant and equipment of a municipal water utility.

COMMUNICATIONS

Staff will follow the Bylaw communication process.

BYLAWS/PLANS/POLICIES

[Bylaw No. 14](#)

SUMMARY

Bylaw No. 14 is reviewed annually by Council and exempts certain properties from property tax. Properties can be exempted based on criteria listed in the *Municipal Government Act*. This report contains an explanation of any changes to the list based on requests received by staff, for Council review.

ATTACHMENTS/REFERENCE MATERIALS

[March 25, 2025 Council minutes](#)

[November 12, 2025 Council minutes](#)

[Municipal Government Act](#)



BYLAW NO. 14

A BYLAW RESPECTING TAX EXEMPTIONS

BE IT ENACTED by the Council of Region of Queens Municipality, under the authority of the *Municipal Government Act*, S.N.S. 1998, Chapter 18, as follows:

1. This Bylaw shall be known as Bylaw Number 14 and may be cited as “The Tax Exemption Bylaw”.
2. The property of the organizations, or institutions named in Schedule “A” that would otherwise be classified as commercial, residential or resource property shall be totally exempt from taxation, including area rates, in the Region of Queens Municipality and the property of the organizations, or institutions named in Schedule “B” that would otherwise be classified as commercial property shall be partially exempt from taxation, including area rates, and will be required to pay the residential rate of taxes in the Region of Queens Municipality.
3. Where a property or part thereof, listed in Schedule “A” or “B”, ceases to be occupied by the association or for the purposes set out in the Schedule, partial or total exemption from taxation shall cease and the owner of the property shall immediately be liable for the real property tax on such property or part thereof for the portion of the year then unexpired.

4. This bylaw shall be reviewed on an annual basis, to examine the tax-exempt status of the properties exempted by this bylaw.
5. This bylaw shall have effect in the municipal taxation year commencing on April 1, 2026.

REPEAL

6. The Tax Exemption Bylaw adopted by the Council of the Region of Queens Municipality on 23rd day of April 2025, is hereby repealed.

OFFICIAL CERTIFICATION

THIS IS TO CERTIFY THAT this bylaw was passed by the Council of Region of Queens Municipality at a duly constituted meeting of said Council held on the XX day of XXXX, 202X.

SIGNED by the Mayor and Municipal Clerk this XX day of XXXX, 202X.

Mayor

Municipal Clerk

READINGS:	First Reading:	January 27, 2026
	Notice of Intent:	
	Second Reading:	
	Publication:	
	Effective Date:	
	Filed/Approved:	

SCHEDULE "A"
Non-Profit Organizations

Assessment District

Assessment Account Number

1	Hunts Point Community Hall	02116774
	Anglican Church (NO)	00756776
	Mersey Point Community Association	03217167
	District No. 3 Athletic Association (NO)	06018025
	Hollow Log Rifle & Pistol Association	02060078
	White Point Community Association (NO)	04905504
	Harbour Authority Moose Harbour (NO)	03389111
	Queens Archers Association	01641832
	Queens Archers Association	01641859
	Queens Archers Association	00197254
	Queens Archers Association	06466613
	Queens Day Care Association	03377768
	YMCA	04918665
2	Port L'Hebert Community Hall	00889555
	Port Joli Community Association	03788946
	Spectacle Light Society	01763709
	Little Red Southwest School House Society	04499182
	West Queens Recreation Association	04918053
	West Queens Recreation Association	04318137
	West Queens Coastal Community Devel Assoc	03400611
3	Milton Community Association	03257665
	Milton Community Association	10740215
	Milton Community Association	10740223
	The Milton Canoe and Camera Club	04924037
	Queens Association for Supported Living	03012212
	Region of Queens Water Treatment Plant (N)	08360332
	Region of Queens Water Treatment Plant (N)	08375305
4	Queens Association for Supported Living	00583405
	Milton Community Association(N)	03257509

5	Brooklyn Recreation Committee Society	04764269
6	Brooklyn Recreation Committee Society	00484806
	Brooklyn Recreation Committee Society	04764323
	Brooklyn Recreation Committee Society	10495318
	Queens Recreational Boating Assoc	08373183
	Queens Recreational Boating Assoc	00424897
	Queens Recreational Boating Assoc	00424501
7	Seaside Recreation & Community Centre Assoc	03401324
	Medway Head Lighthouse Society	10573548
	Medway Head Lighthouse Society	01763776
	Anglican Parish of South Queens (NO)	01230557
	Medway Area Heritage	00888125
	Medway Area Heritage	03220184
	Medway Area Heritage	11002323
8	Mill Village Community Hall (NO)	00889563
	Danesville Community Hall (NO)	01080687
9	Twinfields Community Association (NO)	08360510
	Greenfield First Settlers Place (NO)	01502379
	Greater Molega Lake Lot Owners Association	01796356
10	Westfield Community Club	04877047
	Trustees Community Club Pleasant River (NO)	00888877
11	North Queens Historic Society	03539091
	North Queens Medical Centre Association	03562956
	Roman Catholic Episcopal Corporation (NO)	00759538
	Margaret Stanhope (Hunt Park) (NO)	02110393
	North Queens Board of Trade (EX)	03539059
	North Queens Board of Trade (EX)	00650587
	North Queens Board of Trade (EX)	01543814
12	Kempt Community Hall (NO)	02331578
	New Grafton Community Assoc	03491048
	Mersey Tobeatic Research Institute	06470548
13	Hank Snow Museum	08400113
	Astor Theatre	04645693
	Parking Lot/Veteran's Park	04645995
	Friends of Hank Snow Society	02578204

Queens Association for Supported Living	02950529
Queens Association for Supported Living	04026489
Queens Association for Supported Living	08375305
Liverpool Baseball Club (1982) (EX)	05172322
Liverpool Baseball Club (1982) (EX)	08390274
Liverpool Baseball Club (1982) (EX)	01317288
Liverpool Curling Club	02571358
Region of Queens Water Utility	04645774
Native Council of Nova Scotia	03934934
Queens General Hospital Foundation	08401640

SCHEDULE "B"

Non-Profit Organizations

<u>Assessment District</u>	<u>Assessment Account Number</u>
9 Trustees of the Greenfield United Baptist Church (50% value)	00760064
13 Vishwa Nirmala Dharma Educational Society (50% value)	01885987
13 Queens General Hospital Foundation	02912058



Region of Queens Municipality Staff Report For the Regular Meeting of January 27, 2026

Date: January 9, 2026
File No: 10350-50-2601-25
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Amendment - Administrative Policy No. 9 – Tax Exemptions

Prepared by: <i>Joanne Veinotte</i> J. Veinotte Director of Finance	CAO Concurrence: <i>W. Thorpe</i> W. Thorpe CAO
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RECOMMENDATION[S]

That Council of Region of Queens adopt changes as presented to Administrative Policy No. 9 – Tax Exemptions.

PURPOSE

To update Administrative Policy No. 9 for the 2026-2027 fiscal year.

BACKGROUND

Administrative Policy No. 9 dictates low-income rebate amounts and thresholds that residents can apply to property tax bills annually. At the May 6, 2025 Regular meeting, Council increased the rebates by 25% and held the thresholds at the same level. The increase in budget for the 25/26 fiscal year was \$28,000. The 25/26 budget also included a Utility Rebate allocation of \$15,000 which was

adopted at the October 28, 2025 Council meeting. Both of these policies support residents with financial challenges in our communities.

ALTERNATIVES/OPTIONS

- Option 1** – Council accepts the policy update as presented.
- Option 2** – Council direct staff to make changes to update presented and return for Council consideration.
- Option 3** – Council direct staff to retain the current policy as written.
- Option 4** – Council repeals the policy.

ANALYSIS

Budgeted allocation for 25/26 has been 91% utilized, budget \$163,000 and year to date at time of this report was \$148,000.

2025-2026 Policy

T1 Income \$25,000 or less: \$500 rebate

T2 Income \$25,001 to \$30,000: \$440 rebate

T3 Income \$30,001 to \$35,000: \$375 rebate

Rebate number 24/25 – 354 applicants, 190 received the full \$400 rebate

Rebates number 25/26 – 334 received to date

T1 167 received in total, 131 received \$500 full rebate

T2 113 received in total, 106 received \$440 full rebate

T3 54 received in total, 52 received \$375 full rebate

The remaining 45 didn't require the full rebate allocated to their income threshold due to taxes owing being less than the rebate for their income threshold.

Analysis shows that an increase in each of the thresholds by \$2500 would increase the number of residents in the lowest threshold (T1), those with the greatest need by 69 or 41%, threshold two (T2) increase of 41. Unsure of how

many additional residents would qualify with income between \$35,000 and \$37,500 per year.

The estimated cost of this change would be \$4100 T1, \$2700 T2, T3 unknown.

If rebate amount only, is increased 10% estimated cost would be T1 \$8350, T2 \$5000 T3 \$2000.

Analysis of each change by threshold estimated based on current data:

T1 change: additional qualified residents 69, additional rebate for these residents \$60 (\$500-440).

Rebate change: qualified residents 131 at \$50 each.

T2 change: additional qualified residents 41, additional rebate for these residents \$65 (\$440-375)

Rebate change: qualified residents 106 at \$44 each.

T3 change: additional qualified residents unknown

Rebate change: qualified residents 52 at \$38.

Using this analysis staff recommend increasing the rebate amount 10% and leaving the thresholds unchanged. This maximizes assistance for the lowest threshold and will mean more of these residents have their entire tax bill covered by the rebate. The cost of this increase is estimated to be \$15,000.

The attached policy has been amended to reflect this recommendation, and the increase will be included in the 26/27 operating budget.

Recommendation:

Income under \$25,000 up to \$550
\$25,001-\$30,000 up to \$485
\$30,001-\$35,000 up to \$415

Other units:

Municipality of Lunenburg

Income under \$30,750 up to \$680
\$30,751-\$45,000 up to \$475
\$45,001 - \$60,000 up to \$270

Town of Bridgewater

Income under \$20,000 up to \$800
\$20,001-\$25,000 up to \$500
\$25,001-\$30,000 up to \$300
\$30,001-\$35,000 up to \$100

Municipality of Shelburne

Income under \$23,000 up to \$600
\$20,001-\$25,000 up to \$500
\$25,001-\$30,000 up to \$300
\$30,001-\$35,000 up to \$100

Town of Shelburne

Income under \$35,000 up to \$400
\$35,001-\$42,000 up to \$200

IMPLICATIONS

Financial:

Additional operational costs will be incurred if the policy is changed. If the current policy is repealed, operational costs will decrease.

Social:

Council has identified that support for the financially vulnerable in our community is a priority. The recommendation by staff is expected to result in the greatest impact on the lowest income threshold.

Legislative:

Per the *Municipal Government Act* Section 69:

Low-income Tax Exemption Policy 69

- 1) In this Section and Section 70, “income” means a person's total income from all sources for the calendar year preceding the fiscal year of the municipality and, if so determined by the council, includes the income of all other members of the same family residing in the same household, but does not include an allowance paid pursuant to the *War Veterans*

Allowance Act (Canada) or pension paid pursuant to the Pension Act (Canada).

- 2) The council may, by policy,
 - a) grant an exemption from taxation, in the amount or to the extent set out in the policy, for a person whose income is below the amount set out in the policy; and
 - b) prescribe a scale of exemptions related to income.
- 3) The council may provide that a person applying for an exemption pursuant to this Section shall make an affidavit or provide other proof confirming the person's income.
- 4) The policy to grant an exemption from taxation may
 - a) specify that the exemption only extends to persons who are residents of the municipality or property of a ratepayer occupied as the ratepayer's principal residence;
 - b) provide that where a property is assessed to more than one person, any of them who is entitled to an exemption may receive only the portion of the exemption equal to that person's share of the total assessment for the property, but where the different interests are not separate, then to that portion determined by the treasurer, whose determination is final;
 - c) specify a date, not less than thirty days after the filing of the assessment roll, after which no application for an exemption will be received. 1998, c. 18, s. 69; 2004, c. 7, s. 6

COMMUNICATIONS

Policy updates will be promoted through social media and website.

BYLAWS/PLANS/POLICIES

[Administrative Policy 57 Utility Assistance Rebate](#)

[Administrative Policy 9 Tax Exemptions](#)

SUMMARY

The *Municipal Government Act* provides a mechanism for Council to adopt policy that provides tax exemptions for low-income residents. Staff have included a recommendation that the respective policy be updated for the 2026-2027 fiscal year. The recommended change would impact the greatest number of low-income residents and is estimated to cost an additional \$15,000 per fiscal year.

ATTACHMENTS/REFERENCE MATERIALS

Draft Administrative Policy No. 9 – Tax Exemptions

Bylaw No. 14 – A Bylaw Respecting Tax Exemptions

[October 28, 2025 Council Minutes](#)

[Municipal Government Act](#)



Region of Queens Municipality Administrative Policy No. 9 – Tax Exemptions

WHEREAS the Municipal Government Act states that a municipality may grant an exemption from taxation, in the amount set out in the policy, for a person whose income is below the amount set out in the policy;

AND WHEREAS Region of Queens Municipality is desirous of establishing a system of tax exemption for low-income residents throughout Queens County;

THEREFORE BE IT RESOLVED that Region of Queens Municipality grant an exemption of \$550 for all assessment districts upon the property owned by a person whose total income from all sources, which income includes income from all other members of the same family residing in the same household, for the calendar year preceding the fiscal year for which the exemption is sought, is \$25,000 or less, \$485 for all assessment districts upon the property owned by a person whose total income from all sources, which income includes income from all other members of the same family residing in the same household, for the calendar year preceding the fiscal year for which the exemption is sought, is between \$25,001 and \$30,000 and \$415 for all assessment districts upon the property owned by a person whose total income from all sources, which income includes income

from all other members of the same family residing in the same household, for the calendar year preceding the fiscal year for which the exemption is sought, is between \$30,001 and \$35,000.

Total Income is defined by Canada Revenue Agency and included on Notice of Assessments issued when income taxes are filed.

AND FURTHER BE IT RESOLVED that this exemption only extend to persons who are residents of Region of Queens Municipality and apply to property of a ratepayer occupied by them as their home;

AND FURTHER BE IT RESOLVED that where two or more persons, one or more of whom are entitled to an exemption, are by interest the owners of taxable property together, the person so entitled to that portion of the amount of exemption by their assessment with respect to the property bears to the total assessment for the whole property, and where the owners are not separately assessed for their interest in the property then to the portion determined shall be final;

AND FURTHER BE IT RESOLVED that the deadline for the submission of exemptions is the end of February, and if the end of February is a Saturday, Sunday, or a Holiday, that application may be made of the business day directly following the Saturday, Sunday, or Holiday.

AND FURTHER BE IT RESOLVED that the exemption is only available to those supplying the Treasurer with a copy of their previous year's **Notice of Assessment** or other proof of income satisfactory to the Treasurer.

REPEAL

11.24 This Policy repeals and replaces *Administrative Policy No. 9 – Tax Exemptions* as previously adopted by Council on May 14, 2024.

VERSION LOG

Version Number	Amendment Description	Amendment/Policy Owner	Approved By	Approval Date
1.0	Creation of Policy	Director of Finance	Council	2024-05-14
2.0	Housekeeping edits and formatting	Municipal Clerk	N/A	N/A
3.0	Amendments to Policy	Director of Finance		

OFFICIAL CERTIFICATION

THIS IS TO CERTIFY THAT this policy was passed by the Council of Region of Queens Municipality at a duly constituted meeting of said Council held on the XX day of XXXXXXX, 202X. SIGNED by the Mayor and Municipal Clerk this XX day of XXXXXXX, 202X.

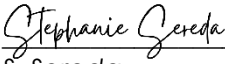
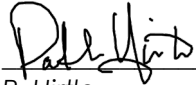

Scott Christian
Mayor

Angela Green
Municipal Clerk



**Region of Queens Municipality
Staff Report
For the Regular Meeting of
January 27, 2026**

Date: January 16, 2026
File No: 10350-50-2601-26
To: Mayor and Council
From: Willa Thorpe, CAO
Subject: Amendment – Operational Policy 11 – Community Investment Fund

Prepared by:  S. Sereda, Community Economic Development Officer	Supervisor:  P. Hirtle Deputy CAO	CAO Concurrence:  W. Thorpe CAO
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RECOMMENDATION

That Council of the Region of Queens Municipality approve the proposed amendments to Operational Policy 11 – Community Investment Fund as presented.

PURPOSE

Proposed amendments to the Community Investment Fund Policy are designed to enhance the program’s responsiveness and usability while continuing to support accessibility, community impact, and alignment with the evolving needs of local community organizations. These changes are intended to strengthen the Municipality’s ability to deliver meaningful, measurable community benefit through its investments.

BACKGROUND

The Community Investment Fund (CIF) was established in 2018 to support registered non-profit organizations and societies in advancing their missions through funding initiatives such as infrastructure, programs, and organizational capacity. Operational Policy 11 was implemented to guide the administration of Municipal funding through the CIF.

Through ongoing program administration and engagement with community groups, provincial, and community funding partners, and in consultation with past Fund administrators, staff have identified several policy and administrative requirements that have limited accessibility and participation for some organizations, reduced funding potential for others, and in some cases deterred applications altogether.

Following a comprehensive review of the current policy, this report proposes a series of amendments intended to reduce identified barriers, improve program clarity and administration, and ensure the CIF continues to support meaningful community outcomes.

ALTERNATIVES/OPTIONS

- 1) That Council of the Region of Queens Municipality approve the recommended changes to the Community Investment Fund - Operational Policy 11.
- 2) That Council provide direction to adopt some of the proposed changes.
- 3) That Council provide other direction to staff.

ANALYSIS

As part of the review of the CIF policy, staff refreshed select policy language to improve clarity and usability for applicants and administrators.

Feedback received through program administration and applicant inquiries indicated that certain sections of the policy were unclear or confusing, contributing to challenges during application processes, review, approval, and reporting. The updated language is intended to reinforce eligibility requirements and support a more seamless and consistent process for all parties.

Beyond minor language revisions, staff are recommending the following substantive policy amendments:

Submitting an application

The current policy requires applications to be submitted by mail. Adding a written provision that allows for electronic submission of applications will improve accessibility for applicants and administrative efficiency.

Final Report deadline

Changing the Final Report submission deadline from the current January 15 date to January 31 annually allows community organizations to close off their calendar year in December and assemble the required receipts and documentation to successfully complete their contractual obligations for funding.

Intake application deadline

Changing the Operating Investment Fund application deadline from the current January 31 date to February 28 annually better aligns with the fiscal year-end timelines of many community organizations and provides applicants additional time to engage their Boards in annual planning. From an administrative perspective, this change also alleviates peak workload pressures, as most final reports are submitted in January. As approvals are not issued until the Municipal budget is approved in the spring, the revised deadline continues to allow sufficient time for review.

Eligibility

Removal of Section 11.11 of the existing policy, which requires organizations to demonstrate financial need by showing limited surplus, will remove one of the most significant barriers identified during application review.

A surplus in the prior year does not accurately reflect an organization's need or capacity to deliver community benefit and surpluses may exist due to designated reserves for facility improvements, future programming, or leveraging other funding opportunities.

Removing this requirement supports organizational sustainability and encourages community groups to bring forward projects with meaningful local impact.

For requests under the Operating Investment Fund, reducing the long-term lease requirement from ten years to five years reflects current leasing realities for

community organizations and improves fund accessibility without compromising program integrity.

Approval authority and governance

Creating tiered approval authority based on funding amounts, similar to the Municipality's Business Façade Program, is recommended by staff to expedite approvals for small applications.

Provided all eligibility requirements are met, the proposed new approval structure would allow:

- approval by the Community Economic Development Officer (CEDO) for requests up to \$5,000
- approval by the Chief Administrative Officer (CAO) for requests between \$5,001 and \$10,000; and
- approval will be required by Council for requests over \$10,000

To maintain transparency and oversight, a monthly report of all approved applications will be provided to Council.

This model improves administrative efficiency while preserving appropriate governance controls.

EVENT INVESTMENTS

Staff are also recommending policy change that will streamline Event Fund investments to align with the funding provisions of the other categories of the Fund.

The current requirement indicates the percentage of investment advanced is provided upon approval and subject to a schedule of payments, with up to a 15% holdback.

To avoid cash-flow challenges for community groups that often incur significant front-end expenses, aligning advancement rules across all CIF funding categories will improve consistency and reduce financial strain on applicants while maintaining appropriate reporting requirements.

Capital Investments

For requests under the Capital Investment Fund, staff recommend reducing the maximum funding amount for new capital community infrastructure projects from \$250,000 to \$100,000.

The current maximum exceeds both the annual funding available through the CIF and the capacity of the CIF reserve.

Any requests exceeding \$100,000 would still be brought forward to Council for consideration and would take place outside of the standard application process.

Training Investments

Staff are recommending adding language that Training Investments are contingent upon the successful completion of an approved training program.

It is also recommended to redefine training eligibility by removing language that limits funding to training anticipated to be absent or lacking over the next three years.

Given the evolving economic climate, supporting training that provides skills currently unavailable in Queens County at the time of application will strengthen workforce development and build local capacity.

Travel Investments

Staff are recommending clarification regarding eligibility for Travel Assistance Funding.

The current language restricts applicants to the sanctioned governing body only, which has not reflected actual program use.

The revised language would allow either the governing body or an individual applicant, who provides confirmation of an earned invitation from the sanctioning body, to apply to this stream of funding.

Without this clarification, uptake of this funding category may remain limited for potential applicants.

Finally, in recognition of rising travel costs, staff are recommending increasing each travel assistance rate by \$50, with the exception of international travel.

IMPLICATIONS

Financial

The proposed amendments do not increase the overall CIF budget. Instead, they should increase Fund subscription by making the CIF more accessible for community groups in Queens to take advantage of. Adjustments to funding thresholds, processes, approval authority, and maximum capital investment

amounts are intended to better align funding allocations with the annually approved CIF budget and reserve capacity. The proposed increase to travel assistance rates reflects rising costs and will be managed within existing program allocations.

Administrative and Operational

The recommended changes are expected to enhance administrative efficiency through improved processes, adjusting application and reporting deadlines, and delegating approval authority for lower-value requests.

These changes will reduce processing time, improve workload distribution, and allow staff to focus on funding program delivery and the provision of mentorship and support for community groups.

Governance and Risk Implications

Tiered approval authority aligns with existing Municipal programs and preserves appropriate oversight while reducing the volume of routine funding decisions that already meet eligibility guidelines being brought forward to Council for approval.

Clarified funding requirements, streamlined reporting, and consistent advancement rules across all funding categories strengthen accountability and reduce administrative risk for both applicants and the Municipality.

Community Implications

The proposed policy amendments improve accessibility for applicants, reduce barriers to participation, and better reflect the operational realities of community organizations.

By supporting organizational sustainability, workforce development, and equitable access to funding, the revised policy strengthens the CIF's ability to deliver meaningful, measurable benefits to residents and community groups across Queens County.

The Municipality is currently accepting applications for the 2026–27 CIF: Operating Fund. Approval of the proposed amendments in advance of the application review process may result in some applicants becoming eligible for funding who may not have met the previous policy requirements.

Bringing these changes forward ahead of the new fiscal year provides an opportunity for a broader range of community organizations to benefit from the improved policy framework.

COMMUNICATIONS

The CIF application package and associated processes will be updated to reflect any approved policy revisions.

Updated information will replace existing content on the municipal website. There will also be a communications campaign through municipal social media platforms and print materials to highlight the policy changes and the revised application deadline.

BYLAWS/PLANS/POLICIES

This report proposes amendments to Operational Policy 11 – Community Investment Fund. Approval of the recommendations will update the existing policy to reflect revised eligibility criteria, administrative processes, and approval authority provisions.

SUMMARY

This report presents proposed amendments to Operational Policy 11 – Community Investment Fund.

Informed by staff's experience administering the program, engagement with community organizations, and consultation with funding partners and past Fund administrators, the recommended changes are intended to improve clarity, accessibility, and administrative efficiency while maintaining appropriate governance and accountability.

Council is asked to consider and approve the proposed policy amendments to ensure the CIF continues to effectively support community organizations and deliver meaningful community benefit.

ATTACHMENTS/REFERENCE MATERIALS

[Operational Policy 11 – Community Investment Fund](#)

Operational Policy 11 - DRAFT



Region of Queens Municipality

Operational Policy No. 11 – Community Investment Fund

BE IT ENACTED by the Council of Region of Queens Municipality, under the authority of the Municipal Government Act, S.N.S. 1998, Chapter 18, as follows:

This policy shall be known as Operational Policy No. 11 and may be cited as the "Community Investment Fund Policy".

POLICY PURPOSE

11.1 It shall be the policy of Region of Queens Municipality to have a standard process for investing in community endeavours including infrastructure, programs and people. This policy enables Region of Queens Municipality to effectively address funding requests from registered Community organization in Region of Queens Municipality seeking assistance for new or improvements to existing infrastructure, new program and service delivery or enhancements to current offerings, travel for individuals and teams positioned to represent Region of Queens Municipality, and investment in leadership training opportunities for new or existing community leaders. Built on the belief that impactful ideas often start at the grassroots level, Region of Queens Municipality's goal is to provide a strategic and meaningful investment in projects that are inclusive of all people, improve shared spaces, and foster long-term community resilience, and build capacity – in accordance with established policies and procedures.

AUTHORITY

11.2 Section 47 of the *Municipal Government Act* provides that:

- (1) Council shall make decisions in the exercise of its powers and duties by resolution, by policy or by by-law.
- (3) In addition to matters specified in this Act or another Act of the Legislature, the council may adopt policies on any matter that the council considers conducive to the effective management of the municipality.

POLICY APPLICATION

11.3 This policy applies to individuals residing in Region of Queens Municipality, and community organizations and societies currently registered with the Nova Scotia Registry of Joint Stock Companies or incorporated under an Act of the Nova Scotia Legislative Assembly, whose purposes relate to one or more of the following areas: athletics, education, environment, culture, community development, recreation, sport, heritage, or social activities within.

INTERPRETATION

11.4 In this policy:

“Applicant” means the person or organization submitting the application for funding; including an authorized agent for an organization or parent / guardian of a minor;

“CAO” means Chief Administrative Officer of Region of Queens Municipality;

“Council” means Council of Region of Queens Municipality;

“Officer” means Community Economic Development Officer;

“Fund” means Community Investment Fund; and

“Investment” means a financial contribution approved under this policy used for the sole purpose of community benefit or leadership training, where no part of the investment is for salary or wages.

ELIGIBILITY CRITERIA

- 11.5** Organizations and individuals that wish to access funding from the Fund shall be required to submit a hard or electronic copy of the completed application in the prescribed application form, including the required documentation, as noted on the application form.
- 11.6** Applicants who fail to submit all required documentation will experience delays in application processing and may be deemed ineligible for funding under this policy.
- 11.7** Applications for Operating Investment Funds are required to be submitted by February 28 annually, after which, applications are open for Capital, Event, Tournament, Training, and Travel Assistance Investment and will be accepted throughout the year, until available Funds are exhausted. No funding decisions are made until Council has completed fiscal budget approval for that year.
- 11.8** Registered application organizations must be based within Region of Queens Municipality or conduct significant activities to benefit residents of Region of Queens Municipality to be eligible for funding under this Fund, provided all other terms and conditions of this policy are met. Individual Applicants must currently be permanent residents of Region of Queens Municipality or be away at school with a plan to return to Region of Queens Municipality at the end of the current school year.
- 11.9** Provincial and Federal government departments and agencies, political groups, and organizations who receive more than 90% of their funding annually from these agencies are not eligible for funding under this Fund.
- 11.10** Organizations or individuals are welcome to reapply to the Fund within the same fiscal year, provided the prior application file is closed, with eligibility to receive up to a maximum of \$1,000 within that same fiscal year.
- 11.11** Organizations are ineligible for funding if they have made financial contributions to other groups or individuals in the past two fiscal years, apart from small donations or payments for services received. This includes scholarships, bursaries, donations, or any form of third-party financial support.
- 11.12** Expenses that are ineligible for funding include salaries, wages, mandatory employment-related costs, honorariums, and in-kind

contributions (with the exception of capital investments outlined in section 11.19 of this policy), legal fees, surveying, land purchase, design fees, landscaping, prizes/giveaways, food and beverages, and Harmonized Sale Tax (HST).

- 11.13** Any projects, events, training or travel that were started or completed before receiving approval from this Fund are ineligible for funding, with the exception of the Training Investment Fund, at the discretion of the Officer. Training investments are made upon successful completion of the training program.
- 11.14** Applications will be accepted on an on-going basis until all funding available has been committed, excluding Operating Investments which have an established deadline. All approved applications must complete their infrastructure work, events/tournament, training, or travel and submit their final report and claim for payment prior to March 31st of the approved fiscal year. Claims submitted after this time frame will not be accepted nor will they be eligible for funding. Approved Operating Investments must submit their Final Report on the prescribed form, along with receipts for all approved eligible expenses (net of HST) prior to January 31st of the approved fiscal year.

DECISIONS

- 11.15** Eligible funding requests of \$5,000 or less are subject to approval by the Officer overseeing the Fund. All funding approvals made within this threshold will be reported to Council every month by the Officer.
- 11.16** Eligible funding requests over \$5,000 up to \$10,000 are subject to approval by the CAO, based upon a Staff Report with a recommendation from the Officer. All funding approvals made within this threshold will be reported to Council every month by the Officer.
- 11.17** Eligible funding requests over \$10,000 are subject to approval of the Council, based upon a Staff Report with a recommendation from the Officer.

FUNDING DISPOSITION

11.18 Funding for all approvals shall be dispensed according to the following criterion:

- a) Applicants must demonstrate proof that their required portion of funds are secured for the completion of their project within the current fiscal year before Community Investment Funds will be released.
- b) A Final Report shall be provided to the Municipality no later than March 31 outlining how the funds were used and sharing the community impact made, to be eligible future funding. Any funds not used according to how the application was submitted and approved, and how the percentage allocation was determined, must be reimbursed to the Municipality by March 31 of the current fiscal year. No Final Report is required for investments of \$500 or less.
- c) For funding approvals of \$500 or less, one hundred percent (100%) of the funded amount will be issued to the Applicant upon approval. For investments over \$500, eighty percent (80%) of the funding will be provided upon approval. Upon receipt of the Final Report, the remaining twenty percent (20%) will be disbursed. Applicants that do not provide this report will not receive the final twenty percent (20%) of funding and will not be eligible for future funding.
- d) Where an investment has been made and the final reporting documentation show eligible expenses are less than what was supplied in the proposed budget of the application, the final twenty percent (20%) of funding will be recalculated and reduced or not released based on the actual eligible expenses. Funding is not revised with over expenditures.
- e) If an Applicant changes the scope of operations during the funding fiscal year or chooses not to complete the items included in their original approved request, the Municipality must be made aware of those changes immediately, and in advance of the Final Report deadline to avoid potential repayment of any portion of advanced funds.

COMMUNITY INVESTMENT FUND PILLARS

11.19 Capital Investment Funds

Organizations are eligible for Capital Investment Funds under three categories:

- a) Up to twenty-five percent (25%) funding of eligible expenses for new capital community infrastructure, to a maximum of \$100,000;
- b) Up to fifty percent (50%) funding of eligible expenses for alterations or improvements to existing community infrastructure that will prolong the life of the facility at least 10 years or significantly increase usage, to a maximum of \$50,000; or
- c) Up to twenty-five percent (25%) funding of eligible expenses for new capital community infrastructure planning or feasibility studies, to a maximum of \$10,000.

The Capital Investment Fund is the only pillar of the Fund where in-kind contributions are eligible for consideration. In-kind contributions related to these projects are eligible up to a maximum funding of \$1,000, using the funding percentages as set out in the categories above. In-kind contributions include the donation or discounting of goods and services, or volunteer time, specific to an expense outlined in the capital project budget. All labour rates for in-kind contributions are calculated at \$20.00 per hour. The amount of projected in-kind support must be included in the original request.

11.20 Operating Investment Funds

Organizations are eligible for Operating Investment Funds under three categories:

- a) Up to \$10,000 annually for organizations that own their own facility or have a long-term lease of five years or more, where the programs or services are well established and open to all members of the public;
- b) Up to \$5,000 annually to assist community organizations with financial support to offer year-round programs, or services to residents of Region of Queens Municipality and visitors that highlight and advance the local culture, heritage, sport,

recreation, community, or social development in a sustainable and inclusive manner; or

- c) Up to \$1,000 annually to assist community organizations with financial support to offer new or expanded programs, or services seasonally for residents of Region of Queens Municipality, or to support long-standing programs or services that have been operating for more than five years.

11.21 Event & Tournament Investment Funds

Organizations are eligible for Event Investment Funds under three categories:

- a) Up to ten percent (10%) funding of eligible expenses for events where the budget exceeds \$150,000;
- b) Up to twelve and one-half percent (12.5%) funding of eligible expenses for events where the budget is between \$20,000 and \$149,999; or
- c) Up to twenty percent (20%) funding of eligible expenses for events where the budget is up to \$19,999.

Organizations are eligible for Tournament Investment Funds under the following category:

Up to \$500 annually for teams or organizations to host tournaments, championships, or competitions, where the event is being hosted within Region of Queens Municipality and is open to the public.

11.22 Training Investment Funds

Individuals and organizations are eligible for Training Investment Funds under two categories for registration fees only.

Up to fifty percent (50%) funding for new leadership or training programs or services, to a maximum of \$1,000, where the training is deemed to be unavailable in Region of Queens Municipality at the time of the application, or the Applicant plans to service an underserved area, and the Applicant agrees to offer the training up to two times or two sessions free of charge to the Municipality at the discretion of the Officer; or

Up to twenty-five percent (25%) funding for new leadership or training programs or services, to a maximum of \$500, where the training would benefit current programs and services in Region of Queens Municipality at

the time of the application and the Applicant agrees to offer the training up to two times or two sessions free of charge to the Municipality at the discretion of the Officer.

11.23 Travel Assistance Investment Funds

Individuals and organizations are eligible for Travel Investment Funds for events that do not require a registration or entry fee. The applicant may be either the sanctioned governing body, or a team or individual who provides a letter from the sanctioning governing body confirming their earned invitation to compete at the event.

- a) Up to \$550.00 for individuals that have earned the right to represent Region of Queens Municipality, Nova Scotia, or Canada at provincial, national, or international tournaments, championships or competitions, as set out in the table below; or
- b) Up to \$1000 for teams that have earned the right to represent Region of Queens Municipality, Nova Scotia or Canada at provincial, national or international tournaments, championships or competitions, as set out in the table below; or
- c) Up to \$550.00 to a resident of Region of Queens Municipality, Nova Scotia that has earned the right with a team that is based outside of Region of Queens Municipality and where that level of competition is not available in Region of Queens Municipality, to compete at provincial, national or international tournaments, championships or competitions, as set out in the table below.

Mainland Nova Scotia (minimum 150 km round trip)	\$200.00 per individual; or \$350.00 per team
Cape Breton, Prince Edward Island, New Brunswick, Newfoundland, Quebec, or Ontario	\$300.00 per individual; or \$550.00 per team
Manitoba, Alberta, Saskatchewan, or British Columbia	\$400.00 per individual; or \$750.00 per team
Yukon, Northwest Territories, Nunavut, or International	\$550.00 per individual; or \$1000.00 per team

REPEAL

11.24 This Policy repeals and replaces *Operational Policy No. 11 – Community Investment Fund* as previously adopted by Council on January 14, 2020.

VERSION LOG

Version Number	Amendment Description	Amendment/Policy Owner	Approved By	Approval Date
1.0	Creation of Policy	N/A	Council	2020-01-14
2.0	Housekeeping edits and formatting	Municipal Clerk	N/A	N/A
3.0	Amendments to Policy	Community Economic Development Officer		

OFFICIAL CERTIFICATION

THIS IS TO CERTIFY THAT this policy was passed by the Council of Region of Queens Municipality at a duly constituted meeting of said Council held on the XX day of XXXXXXX, 202X. SIGNED by the Mayor and Municipal Clerk this XX day of XXXXXXX, 202X.

Scott Christian
Mayor

Angela Green
Municipal Clerk