
Committee of the Whole Meeting

Tuesday, April 28, 2026
Berwick Town Hall Council Chambers
6:30 pm

AGENDA

- 1. Call to Order**
- 2. Approval of the Agenda**
- 3. Approval of the Minutes**
 - a. COTW Minutes, March 24, 2026
- 4. Review of Action Items**
- 5. Councillor Announcements**
- 6. New Business**
 - a. 2026-27 Operational Work Plan
- 7. Department Reports**
 - a. Community Development
 - b. Finance
 - c. Public Works
 - d. CAO
- 8. Committee Reports**
 - a. AREA
 - b. Annapolis Valley Homelessness Committee
 - c. Annapolis Valley Regional Library Board
 - d. Community Development Committee
 - e. Diversity Kings Committee
 - f. Fire Services Sub-Committee
 - g. Kings Mutual Century Centre
 - h. Kings Point to Point
 - i. Planning Advisory Committee
 - j. Valley Regional Enterprise Network Liaison & Oversight Committee
 - k. Valley Regional Services (Tidal Transit/Valley Waste)
- 9. Correspondence**
 - a. Minister of Municipal Affairs, Bill 212, Amendments to the *Municipal Government Act* and *Halifax Regional Charter Act*, April 22, 2026
- 10. Mayor's Report**
- 11. In-Camera**
- 12. Adjournment**

Meeting Date	Action Item	Status	Comments
2026-01-13	Decorative light in front of Foodland is blinking	Completed	A part has been ordered to fix it.
2025-12-09	Update on 109 Marsters Avenue Dangerous or Unsightly Property	In-Progress	The Mayor and CAO visited the property on April 2. The property owner has until May 5 to comply. Then the Town will take action to remove any structures that are no permitted and derelict vehicles.
2024-12-10	Electricity Regulations, educational materials to provide to Council on the Council SharePoint site.	In-Progress	AREA has a developed an orientation package for Board members that will be a great resource for all council members. This will be shared on SharePoint and staff will look at BEC specific information to round out the materials.
2026-02-24	Have there been any arrests from the vandalism at Carol's Place due to video evidence.	In-Progress	Following up with RCMP on Tuesday, April 27.
2025-02-11	Review Snow Removal Policy prior to next winter plowing season with input from Accessibility and Active Transportation.	In-Progress	Accessibility Committee discussed snow removal at a meeting in early 2026. PW will be debriefing with contract or and PW staff to identify changes for 2026/27 operations.
2024-12-10	Reach out to other municipalities to understand how they are assessing the Code of Conduct criteria for establishing the sanctions.	Not Started	

INFORMATION REPORT

Town of Berwick & Berwick Electric Work Plan



To: Town Council
From: Management
Date: April 28, 2026
Subject: 2026/27 Work Plan

References/Attachments

- 2026-27 Work Plan

Legislation

N/A

Background

Council approved the Town's 2025-2029 Strategic Plan on April 14, 2026. The attached work plan is one year of the operational implementation of the strategic plan for the current fiscal year, 2026-27.

Considerations:

- The work plan does not include day-to-day or annual activities performed by staff. The work plan is above and beyond those activities and are the high-level projects and initiatives that contribute to achieving the outcomes of the approved strategic plan.
- The timeline, status and Q1 status columns are still in progress and may change before the May 12 Council meeting.
- There are a number of projects or initiatives that require further discussion/scoping and that will happen at a workshop following the swearing in of the new councillor in late June/early July.
- Not all of the outcomes from the strategic plan are included in the work plan. Those that are not included would be considered next fiscal year.
- The work plan is ambitious and may require direction from Council to defer projects or initiatives.
- The Berwick Electric Work Plan may be updated once the new Director has an opportunity to review and comment.

Staff are working on a proposed monthly/quarterly reporting recommendation that incorporates the current department reports and work plan. This will be presented on May 12 for consideration.

Financial Implications

Included in the 2026/27 operating and capital budget

INFORMATION REPORT
Town of Berwick & Berwick Electric
Work Plan



Priority Alignment

Strategic Alignment	Connection to Strategic Plan
Community Well-Being & Inclusion	The work plan is a direct connection to the strategic plan.
Infrastructure	
Environmental Sustainability	
Economic Development	
Administrative	

Community Engagement/Communication

N/A

CAO Initials: JB

2026-27 Office of the CAO Work Plan

In-Progress: the project is underway, active or unfinished at this moment.

Ongoing: the project is continuous, no formal end date, always active.

Deferred: the project will not be worked on during the current year.

Strategic Pillar	Strategic Sub-Pillar	Project Title	Description	Timeline	Status	Q1 Status
Community Well-Being & Inclusion	Safe & Inclusive Community	Provincial Fire Services Review	Stay up to date and ready to engage when asked by the Province. Consider when it is appropriate to implement an Emergency Service Provider Policy.	Ongoing	Ongoing	
Community Well-Being & Inclusion	Safe & Inclusive Community	Support for Fire Protection Services Act Implementation	Work with fire department and commission to identify and communicate concerns regarding the new legislation and discuss implement requirements long-term.	Ongoing	In-Progress	
Community Well-Being & Inclusion	Safe & Inclusive Community	Provincial Policing Services Review	Staff will stay up-to-date and ready to engage when asked by the Province.	Ongoing	Ongoing	There is a formula discussion on May 20 for CAO's/designates.
Community Well-Being & Inclusion	Safe & Inclusive Community	Public Safety Sub-Committee	Support senior safety meetings, business surveys, orientation package.	Ongoing	In-Progress	
Community Well-Being & Inclusion	Safe & Inclusive Community	PAB Bylaw Review Sub-Committee	Review the following Bylaws: - Police Advisory Board - Dog Bylaw - Peaceful and Orderly Bylaw - Animal Bylaw	Q1-Q4	In-Progress	Try to review one per quarter.
Administrative	Efficient and Responsive Service Delivery	Freedom of Information & Protection of Privacy	Changes to FOIPOP legislation will come into effect in April 2027. Staff training will be required to ensure compliance with updated legislation.	Ongoing	Ongoing	
Administrative	Efficient and Responsive Service Delivery	Council Coffee Chats	Schedule 3-4 Coffee Chats per year	Ongoing	Ongoing	
Economic Development	Investment Ready & Resource Development	Valley REN Transition Plan	Participate in Vally REN restructuring review and evaluate the Town's resource requirements based on outcome of restructuring review.	Q1-Q4	In-Progress	
Administrative	Engaged & Supported Workforce	HR Policy Review	Review, amend, establish or combine: -Holiday Policy -Vacation Policy -Time in Lieu Policy -Flexible Work Arrangements -Storm Day Policy	Q2-Q3	Not-Started	
Administrative	Efficient and Responsive Service Delivery	Communication Plan Updates	Review plan and update where appropriate. Identify pictures and graphic design options/resouces for reports, templates and social media posts. Update brand options/template.	Q1	Not-Started	
Community Well-Being & Inclusion	Safe & Inclusive Community	Fire Services Sub-Committee	Governance review of agreements and confirm truck replacement.	Q1-Q2	In-Progress	

Administrative	Efficient and Responsive Service Delivery	Planning Services	Planning Services Review- - track activity to determine needs since new MPS/LUB - review fees	Q1-Q2	Not-Started	
Administrative	Efficient and Responsive Service Delivery	Policy Review	Draft and Implement an Employee Conduct Policy, include the Respectful Workplace Policy	Q2	Not-Started	
Administrative	Financial Sustainability & Accountability	IMSAs Review	Identify IMSA's and their services that council would like to consider cost/value analysis and scope the review.	Q2	Not-Started	
Administrative	Efficient and Responsive Service Delivery	Bylaw Review	Identify bylaws that are no longer relevant and repeal them.	Q2-Q3	Not-Started	
Community Well-Being & Inclusion	Safe & Inclusive Community	Policing Services Review	Review and identify alternative service delivery options.	Q3	Not-Started	
Administrative	Efficient and Responsive Service Delivery	HR Policy Review	Comprehensive review and development of a Performance Management Program and implementation.	Q3	Not-Started	
Administrative	Efficient and Responsive Service Delivery	Policy Review	Privacy Impact Policy will be required under the new FOIPOP legislation.	Q3	Not-Started	
Community Well-Being & Inclusion	Safe & Inclusive Community	Regional Emergency Management Standards	The Province's new REMO Standards came into effect on February 2, 2026. Work with Kings REMO to ensure the minimum standards are met.	Ongoing	Ongoing	
Community Well-Being & Inclusion	Supportive Community	Support for Housing	Develop relationships with developers and connect with funding opportunities to support more development.		Not-Started	
Administrative	Efficient and Responsive Service Delivery	GIS Requirements	Identify long term GIS needs of the Town and BEC and identify service delivery options for implementation.		Not-Started	

2026-27 Berwick Electric Work Plan

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Strategic Pillar	Strategic Sub-Pillar	Project Title	Description/Outcome(s)	Timeline	Status	Q1 Status
Infrastructure	Resilient Infrastructure	Factorydale Rehabilitation	Complete Factorydale Rehabilitation including capital application, funding applications, etc.	Q1-Q4	In-Progress	
Environmental Sustainability	Climate Resilience and Environmental Protection	Electrification Business Plan	This business plan presents a strategic pathway to leverage electrification as a catalyst for sustainable growth, competitive advantage, and revenue diversification. Anchored by a comprehensive Electrification Roadmap, it evaluates market viability by analyzing industry trends, regulatory drivers, technological advancements, and shifting customer expectations.	Q1-Q3	In-Progress	
Infrastructure	Resilient Infrastructure	AMI Smartmeters	Work with our partner Saint John Energy to rollout the installation of AMI meters for all BEC customers.	2026/27 - 2027/28	In-Progress	
Administrative	Efficient and Responsive Service Delivery	Regular Review	In conjunction with the General Rate Application, review and update regulations, including: - equalized billing - net metering	Q2-Q3	Not Started	
Infrastructure	Future Ready Infrastructure	Strategic Roadmap – Supporting Smarter Infrastructure Investments for MMEUA	Through the MMEUA, SJE will develop a 10 year strategic road map including: - Developing and Implementing an Asset Management Program – Establishing a framework to ensure effective tracking, maintenance, and optimization of utility assets. - Lifecycle and Grid Modernization Planning – - Outlining a decade-long strategy for infrastructure upgrades, integration of new technologies, and long-term sustainability of the grid.	Q1-Q3	Not Started	
Administrative	Efficient and Responsive Service Delivery	Utility Benchmarking	This pillar will have the Smart Grid Innovation Network (“SGIN”), assess and benchmark the operational readiness of small and rural utilities using the SGIN framework, focusing on clean energy, modern grid capabilities, and community impact. Objectives include: - Assess the operational readiness of utilities for clean energy, modernized grid, customers and society. - Participating utilities will be benchmarked and a report produced.	Q1-Q3	In-Progress	



2026-27 Finance Work Plan

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Strategic Pillar	Strategic Sub-Pillar	Project Title	Description	Timeline	Status	Q1 Status
Administrative Priorities	Financial Sustainability & Accountabiity	Scope and implement a new financial system	Scope and procure financial system; implement a financial system will require additional resourcing from finance team; will be proposing a contracted resource to support which will be included in the total project cost. With current pressures on the team, this may span two fiscals.	Q426/27-Q427	Not-Started	
Administrative Priorities	Financial Sustainability & Accountabiity	Review and update reserve policy	Review capital management policy; determine if repeal is required; reserve policy;	Q3		
Administrative Priorities	Financial Sustainability & Accountabiity	Capital out of revenue Policy	Research and recommend best practice and policy for funding capital out of general revenue	Q3		
Administrative Priorities	Financial Sustainability & Accountabiity	Current state	Identify barriers and soutions for completing a timely audit; review resourcing requirements once in current state	Q4		
Administrative Priorities	Financial Sustainability & Accountabiity	General Rate Application	Review operating and capital requirements and complete a GRA to ensure the utility is financially viable	Q3		
Administrative Priorities	Financial Sustainability & Accountabiity	Flow-through application	Flow through the increases in our energy purchase costs to our rates	Q1		
Administrative Priorities	Financial Sustainability & Accountabiity	Kraken Implementation	Implement the software to bill customers, customer portal and prepare for AMI	Ongoing	In-Progress	
Administrative Priorities	Financial Sustainability & Accountabiity	Area Fire Rate	Research and provide options for area fire rate	28-29		
Administrative Priorities	Financial Sustainability & Accountabiity	Cyber Security Penetration Test and Roadmap	SJE lead a cyber-security penetration test and develop a cyber-security roadmap. Objects include: - Execute internal and external vulnerability assessments, internal and external penetration tests, phishing campaigns (organization wide) and targeted spear phishing. - Develop a cyber-security roadmap based on outcome.	Q1-Q4		

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Strategic Pillar	Strategic Sub-Pillar	Project Title	Description	Timeline	Status	Q1 Status
Economic Development	Support Business and Jobs	Business Welcome Program Review	Review and enhance the existing business welcome program.	Q3	Not-Started	
Economic Development	Support Business and Jobs	Annual Business Community Engagement	Implement an annual business engagement program, including one in-person visit with each business and a follow-up contact to strengthen relationships and identify needs.	Q3	Not-Started	
Economic Development	Support Business and Jobs	Business Community Survey	Develop a standardized business survey to gather input on the needs, priorities, and challenges of the local business community.	Q2	Not-Started	
Economic Development	Promote and Attract Business	Developer Information Brochure Development	Create a one-page investor information sheet to promote development opportunities in Berwick.	Q1	In-Progress	
Economic Development	Promote and Attract Business	Search Engine Optimization (SEO) Study	Conduct a review of all digital platforms to improve search engine optimization (SEO) and online visibility.	Ongoing	Not-Started	
Economic Development	Promote and Attract Business	Town Website Enhancements	Enhance the Town website's Business section to include key information, resources, and links to regional supports and tools.	Ongoing	In-Progress	
Community Well-Being & Inclusion	Supportive Community	Healthy Food Environment Policy Review	Review and update the Healthy Food Environment Policy	Q2	In-Progress	
Community Well-Being & Inclusion	Accessible Community	Plain Language Policy Development	Develop a Plain Language Policy to ensure municipal communications are clear, accessible, and easy to understand.	Q3	Not-Started	
Community Well-Being & Inclusion	Safe & Inclusive Community	Review and update Flag Policy	Review and update the Flag Policy to reflect current standards and community expectations.	Q4	Not-Started	
Community Well-Being & Inclusion	Safe & Inclusive Community	Support for Local Social Services	Strengthen relationships with local social service providers to improve awareness of available supports and enable appropriate referrals for residents.	Ongoing	Ongoing	
Community Well-Being & Inclusion	Safe & Inclusive Community	Inclusive Programs & Events Development	Incorporate cultural and inclusive elements into existing programs, events, and municipal operations.	Ongoing	Ongoing	
Community Well-Being & Inclusion	Safe & Inclusive Community	Support for Local Groups & Organizations	Build relationships with agencies and not-for-profits including Kings Seniors' Safety that support residents and ensure they remain safe and secure in the community	Ongoing	Ongoing	
Community Well-Being & Inclusion	Safe & Inclusive Community	Vandalism Standard Operating Procedure (SOP) Development	Develop and implement a Vandalism Standard Operating Procedure (SOP) to guide consistent response and prevention efforts.	Q1	In-Progress	

Community Well-Being & Inclusion	Accessible Community	Heritage Station Park Improvements	Purchase the trailhead property, complete necessary repairs to doors and floors, and implement an equipment loan program.	Q2	In-Progress	
Community Well-Being & Inclusion	Accessible Community	Rainforth Park Improvements	Improve safety and accessibility in priority areas through trail development, signage, and parking enhancements.	Q3	Not-Started	
Community Well-Being & Inclusion	Accessible Community	Council Chamber Upgrades	Support the design and installation of accessibility upgrades to the Town of Berwick Council Chambers, including microphones, accessible tables and chairs, and improved gallery seating.	Q3	Not-Started	
Economic Development	Promote and Attract Business	Marketing Materials Update	Update and modernize Town marketing materials, including the Town map, brochure, and welcome package.	Q3	Not-Started	
Environmental Sustainability	Sustainable Resource Stewardship	Greenspace Database Update	Support creation, and protection of green spaces for people to connect with nature, wildlife, pollinators and naturalized properties	Ongoing	Ongoing	
Environmental Sustainability	Community Stewardship Culture and Environmental Literacy	Tree Program Development	Develop and implement a municipal Tree Replacement Program to support long-term urban forest health.	Q4	Not-Started	
Administrative	Engage and Support Workforce	Joint Occupational Health and Safety (JOHS) Review	Strengthen the effectiveness of the Joint Occupational Health and Safety (JOHS) Committee and related practices.	Q2	Not-Started	
Infrastructure	Future Ready Infrastructure	Active Transportation Plan Development	Finalize and Share Core AT Plan	Q3	Not-Started	



2026-27 Public Works Work Plan

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Strategic Pillar	Strategic Sub-Pillar	Project Title	Description	Timeline	Status	Q1 Status
Administrative	Financial Sustainability & Accountability	Winter Maintenance After-Action Review	Conduct a review of Winter Maintenance complete with Lessons Learned, highlights, lowlights, and compile in a Report.		In-Progress	
Administrative	Efficient and Responsive Service Delivery	Asset Essentials	Implement Asset Essentials within the Public Works Team for work orders and asset management.	Q1	In-Progress	Roll-out to Public Works Crew scheduled for 23 April
Administrative	Efficient and Responsive Service Delivery	Sewer Use By Law	Update to account for the connection, operation, maintenance, and replacement of sewer laterals. Include review of the sewer charges/measuments and engage stakeholders.	Q1-Q2	Not-Started	
Administrative	Efficient and Responsive Service Delivery	Custodial Services Review	Review the current level of custodial service, service delivery, and compare the cost / benefits of the current contract vs hiring a custodian.		Not-Started	
Administrative	Efficient and Responsive Service Delivery	Breaking Soils Policy	Breaking Soils / Driveway, Fee, and Process. Will need to update the Fees Policy when complete.	Q2-Q3	Not-Started	
Administrative	Efficient and Responsive Service Delivery	Stormwater Policy	Stormwater / Flood Policy / Drainage and Grading Policy. Use the Stormwater Management Plan and flood mapping to update planning policy/review for on-site stormwater management and update MPS/LUB or develop new policy/bylaw.	Q1-Q2	In-Progress	
Administrative	Regulatory Compliance	Regulatory Compliance	Work with NSECC to renew the Wastewater Permit to Operate	Q1	In-Progress	Update from NSECC on 20 April 2026 that they've updated the information for decision.
Infrastructure	Future Ready Infrastructure	Transportation Master Plan	Complete a Transportation Plan that considers, among other things, large vehicle restrictions, traffic calming, traffic lights, and one-way routing.	Q2-Q3	Not-Started	
Infrastructure	Resilient Infrastructure	Pulverize and Pave Macintosh	Full-depth reclamation renewal of street base and asphalt along the older section of MacIntosh St (e.g. from Bezanson Dr to Cortland St).		In-Progress	Scheduled to begin in May.
Infrastructure	Resilient Infrastructure	Inflatable WWC Patch on Cottage St, Brown ST	Patch a section of gravity sewer line on Cottage St to extend the useful life of the linear asset. Perform the same operation on Brown St to repair a section of pipe with tree root infiltration.	Q2	In-Progress	Quote received by GFL in April. Quote received from Eastern trenchless 24 April.
Infrastructure	Capital Improvements	Capital Improvements	Build accessible trail by the fire hall / new bridge	Q3	Not-Started	
Infrastructure	Future Ready Infrastructure	Stormwater Management Plan	An updated storm management plan is needed to inform the engineering design for infrastructure upgrades in our capital plan.		In-Progress	
Infrastructure	Future Ready Infrastructure	Water Monitoring Program	This project needs to be scoped.		Not-Started	

2026-27 Public Works Work Plan

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Deferred: the project will not be worked on during the current year.

Strategic Pillar	Strategic Sub-Pillar	Project Title	Description	Timeline	Status	Q1 Status
Administration	Efficient and Responsive Service Delivery	Municipal Specifications	Work with a consultant to update the Town's Municipal Specifications.	Q4	Not-Started	
Infrastructure	Resilient Infrastructure	WWT Blowers Upgrades	Replace old blowers with new efficient blowers.	Q1	In-Progress	Commissioning to be completed before end of May 2026.
Infrastructure	Resilient Infrastructure	WWT Tertiary Treatment Upgrades	Decommission existing equipment and replace with ActiFlo Clarifier, housed in a new building. <ul style="list-style-type: none"> - Perform Indigenous Engagment - Seek NSECC Project Approval - Seek ECCC Temporary By-Pass Approval 	On-going	In-Progress	Letter of Intent to Award sent to Mid Valley Construction Ltd on 2 April 2026. Indigenous Engagement ongoing; Review by NSECC ongoing.
Infrastructure	Resilient Infrastructure	WWT Headworks Upgrades (Design)	Complete the design for replacement headworks equipment for the WWTP.	Q4	Not-Started	
Infrastructure	Resilient Infrastructure	Paving Policy	Paving Policy and Program - asphalt and concrete.	Q2-Q3	Not-Started	

DRAFT

Committee of the Whole Monthly Report



Department: Community Development
Date: April 2026

Key highlights

- Staff were approached regarding a potential update to the Town of Berwick Healthy Food Environment Policy, which was approved in December 2015. Staff are continuing to review the policy and will bring forward a proposed update to Council later this year.
- The Town adjusted its approach this year in response to several local organizations hosting Easter events. In place of the Easter Bunny Hop, the Easter Bunny, supported by the Town and Recreation Coordinator, attended the Legion's Easter Egg Hunt and the Lions Breakfast.
- A call for Volunteer Nominations has been issued and is currently open. One nominee will be selected to represent Berwick at the Provincial Volunteer Awards, and all nominees will be recognized at the Town's annual event in September.
- The Recreation Coordinator attended the Mental Wellness Collaboration Series event in Kingston in early April.
- MPAL attended the Physical Activity Practitioners Exchange Conference in Dartmouth on April 14th. The theme of the conference was "power of community".
- MPAL is working on their yearly report for the province, as well as the Active Communities Fund grant.
- Challenger Baseball is now taking place every Thursday evening in the town hall gym beginning on the 23rd. Challenger Baseball is a program that provides an opportunity for children with cognitive or physical disabilities to enjoy the full benefits of participation in baseball at a level structured to their abilities. Baseball games are played in a fun, safe environment where no score is kept.
- Chair Yoga has begun in the multipurpose room every Friday afternoon; 12 participants joined the program.
- An Earth Day cleanup, in partnership with Berwick and District School, was held on April 21st.
- Staff met with representatives from the Legion to discuss potential expansion of the Veterans Banner project that experienced great success last year.
- Summer youth interviews have been conducted over the past three weeks. Staff carefully reviewed a strong pool of applicants and are working to secure successful candidates for the upcoming season.
- Of the seven federal grant applications submitted to support summer staffing, the Town was successful in securing four. This represents a decrease compared to previous years. Staff are currently exploring and applying for additional funding opportunities to help address the shortfall.
- Staff are working to combine the existing welcome package with a newly developed

newcomer package to create a single, streamlined document. The goal is to better support the introduction of the community and highlight local opportunities.

- Staff are working with the Valley REN to develop a one-page promotional document for prospective investors, highlighting the benefits of investing and developing within the Town of Berwick.
- Requests for ballfield rentals are already being received, and Public Works has been working with departmental staff to open the Carol’s Place washrooms for the spring season.
- We are very excited for the upcoming Community Party in the Park, taking place on May 16th from 1:00–3:00 PM in Centennial Park. Our Recreation Coordinator has secured music and food, and the event promises to be a fun afternoon for all ages!
- Staff from both the Town and the Fitness Centre attended the local Wellness Expo hosted at the Berwick Lions Hall and noted the wonderful atmosphere and success of the event.
- While awaiting the replacement basketball hoop ordered in the fall, the damaged hoop has been repaired and will serve as a temporary backup once the new unit arrives.
- Our MPAL will be hosting and working with a West Kings grade 10 student for a one-day co-op placement on May 6th.

Next Month Priorities:

- Advertising Garden Plot Rentals
- Prep for Summer Equipment Loan
- Complete Box Car Flooring and Door Repair
- Securing Summer Staff
- Summer Day Camp advertisement and registration
- Finalize Summer Concert Series Lineup

Upcoming Dates of Significance:

Date	Day/Month of Significance
All month	Asian Heritage Month
All month	Canadian Jewish Heritage Month
All month	Polish Heritage Month
May 4	Dutch Heritage Day
May 17	International Day Against Homophobia, Transphobia, and Biphobia

Department: Finance
Date: April 2026

Key Highlights

Berwick Electric Commission (BEC)

- **Factorydale Turbine Financials:** We are continuing to work with insurance regarding a potential settlement agreement. We plan to apply to NRCAN SREP for potential grant funding in support of this project at 50% funding. We also have an application in process with the Green Municipal Fund for a partial grant and low-interest loan for the balance of funding of the project that may be required. The capital application has been filed with the NSEB, and a notice of hearing has been advertised per the requirements. We expect to have the NSEB decision on this project mid-summer.
- **Solar Garden:** Staff are finalizing the reconciliation and transitioning assets to BEC and finalizing this project. HST will be finalized and filed with CRA when this reconciliation is complete.
- **Flow Through Application:** Staff continue to wait for confirmation of the FAM balance from NSP and the consultants to finalize the flow through application.
- **General Rate Application:** A general rate application will be required this fiscal. Solar garden costs must be reconciled prior to commencing the GRA. A 10-year capital plan will be developed as part of our ACOA funding recently received, which is required within our application.
- **26/27 Budget:** This process will move forward once the flow through information is complete. This will provide our power costs and revenues for budget.
- **Grid Modernization:** We have bi-weekly meetings with the project management team as we work through implementation of the utility software. A list of 500 requirements has been reviewed and confirmed by staff to inform us of our transition.
- **MMEAU:** Berwick hosted the quarterly MMEAU meetings March 15-17.

Town of Berwick

- **2024/25 Audit Preparation:** Our team continues to work through audit preparation. AREA financial statements are slated to be approved in May, which are required to consolidate within ours. The auditors are tentatively scheduled to be on site for fieldwork at the end of May.
- **Staffing Update:** Interviews for the Financial Analyst are complete and offer has been accepted. Our new team member will be joining us in May. I would like to thank our part-time consultants who have finished up with the Town for their support and efforts during our challenging time of transition. We are retaining one consultant to continue to address the backlog and support our team as our new members get

acclimated within their roles. We continue to make process, albeit slow, and appreciate the support and acknowledgement of the volume of work and efforts required that Council continues to provide.

- **Property Taxes:** Interim property tax bills have been processed. There was a glitch in the print file, resulting from an update that was processed behind the scenes from the financial software. Bills have been reprinted and communication has been posted. The amount which was processed and posted on owner's accounts was and is correct.
- **HST Offset:** The report has been prepared and filed with the province.
- **Payroll Updates:** Payroll updates for new fiscal year have been processed. This includes collective agreement and non-union updates, improvements to the onboarding process

Next Month Priorities:

- **Solar Garden transfer of asset and filing of HST**
- **2026-27 BEC Operating and Capital Budgets**
- **Flow through application**
- **Audit preparation**
- **Kraken implementation plan**

Committee of the Whole Monthly Report



Department: Public Works
Date: April 2026

Operations:

Community:

- Preparations underway for Beautification initiatives along Commercial St.

Parks / Trails:

- Garbage cleaned up along the Harvest Moon Trail in the vicinity of Commercial Street.
- Machinery is prepped and ready for the mowing season.
- Trash bins / dog bins emptied weekly.

Streets, Sidewalks:

- Trash bins emptied multiple times weekly.
- Cold patched throughout town on the days that weather permits.
- Graded Willow Ave and grubbed along the shoulders.
- Two Staff attended the Nova Scotia Asphalt User and Producers Association (NSUPA) Annual Seminar in Dartmouth on 9 April.
- Public Works Field Staff attended an asphalt recycling equipment demonstration on 14 April to see how reclaimed asphalt can be heated and reused to fill potholes. The crew was very impressed with how simple the equipment was to operate, and the quality of the hot asphalt product that was produced.
- Line paint for seasonal traffic line painting received 17 April.
- Street preparation (e.g. removal of bulk with a loader and dump body) for sweeping during the week of 20 April.
- Paving work by Howard Little Excavating Paving Division to begin the week of 27 April with the following priorities: Foster St, Commercial St, MacIntosh St. Following this work, the priorities will be patch paving along Orchard St, Front St, Main St, and elsewhere as needed, and as budget allows.
- Quote requested on 21 April for spot-milling and thin-spread patch paving along Maple Ave from South St to Cottage St.
- Quote requested on 21 April for a full depth reclamation / pulverize and pave on sections of Front Street in the vicinity of Commercial St and Frenchy's.

Stormwater:

- Installation of a new storm basin on Spartan Ave underway.

WW Treatment:

- Communications with NSECC underway for the renewal of the Permit to Operate (expires March 2026). Approval may not be within the typical 60 days per NSECC.

- The lagoons are currently undergoing the "spring turn", as evidenced by the effluent TSS, the ultra-violet transmittance, and varying indications of odour in the vicinity of Lagoon 1.

WW Collection:

- Process improvement to wastewater pre-treatment at Eden Valley still underway.

Other:

- Introduced Asset Essentials (Work Orders, Asset Management) to the Public Works Crew during the week of 20 April with two training sessions held.

Capital:

Storm Water Management

- Final Stormwater Management Report from CBCL received 3 April.
- Scheduled to present in the Annual NSFM Spring Conference (29 April – 1 May).

WWTP Upgrades – Aeration & Blowers

- New aeration equipment has been installed in Lagoon 2.
- New blower installation underway, to be completed mid-May.

WWTP Upgrades – Tertiary Filtration

- Letter of Intent to Award sent to Mid Valley Construction Ltd on 2 April.
- Indigenous Engagement underway with support from Dillon Consulting.
- NSECC approval underway, last communication 20 April.
- Letter of Award to be sent following the completion of the Indigenous Engagement and following the receipt of NSECC approval for the work.
- Application for Temporary Bypass from ECCC underway, last communication 10 April.

Transportation Plan

- Not Started.

Crosswalk Upgrade – Veterans Dr

- (Revised) quote for Rectangular Rapid Flashing Beacon (RRFB) requested 1 April; received 8 April.
- RRFB hardware and new sign posts ordered on 10 April.
- Installation to occur prior to September.

Line Painter

- (Revised) quote for a Graco 3400 LineLazer received 24 March.
- Ordered on 1 April.
- New line painter arrived to the Public Works Shop on 17 April.

Bus Shelter

- Not started.

Asphalt Renewal – MacIntosh St

- Work to begin mid-May.

Storm Basin Cover Replacement – Main / Foster

- (Revised) quote requested 1 April.
- Currently awaiting revised quote.

Potable Water Well Monitoring

- Not Started.

Inflatable Gravity Line Patch – Cottage, Brown

- (Revised) quote received from GFL on 7 April.
- Need to request a quote from Eastern Trenchless (TBD).

Next Priorities:

- Confined Space, Fall Arrest Training (renewal).
- Street Sweeping.
- Line Painting.
- Paving Operations to begin this week.
- Mowing Operations to begin early-May.
- Summer Park Staff to arrive in May.
- Rollout of Asset Essentials to the Public Works Department.
- Repair storm gravity lines in vicinity of Union and Commercial.
- Raise MH on Brown Street, south of Orchard St.
- Grubbing in Spicer Park along water course.
- Vactor, CCTV work in WWC system.
- WWTP Capital upgrades.

Committee of the Whole Monthly Report



Department: CAO and Administration
Date: April 2026

Key Highlights

Berwick Electric

- **Director of Electric Utilities:** BEC has hired Adam King as the new Director of Electric Utilities. King starts on May 4.
- **MMEAU:** Berwick hosted the Maritime Municipal Electric Utility Alliance (MMEUA) April 15-17. Discussion included:
 - round table updates on wins, challenges and opportunities,
 - ACOA project review in preparation for of the announcement on Monday, April 21,
 - update and preparation for another NRCan Utility Stream Funding intake in the Fall of 2026,
 - the use of AI in utilities,
 - update on the AMI and Kraken project,
 - supply chain and procurement opportunities among the utilities,
 - presentation from Deloitte re: Electrification Business Plan (part of ACOA Project),
 - presentation from Packetlabs re: Cyber Security (part of ACOA Project),
 - Update from SGIN on the Utility Benchmark project (part of ACOA Project).

Town

- **AREA:** attended the April Board meeting virtually on the 22nd. The CEO of AREA will be in Berwick on April 27 to do an orientation with Deputy Mayor Kwakernaak and new Director Adam King.
- **AREA CAO/CEO Check-In:** the monthly check-in was held virtually on April 2.
- **Valley Regional Enterprise Network LOC:** attended the Liaison and Oversight Committee meeting on April 9. Received an update on the budget and discussed the Board's establishment of an Emergency Funding Taskforce and engagement with the funding parties following the two years notice.
- **Fire Services Subcommittee:** met on April 23 and discussed Bill 186 – Support for Fire Protection Services Act and review/update the agreement between the Town, Fire Department and Fire Commission.

- **Stormwater Management/Planning:** preparation with planning consultant, public works and engineer for May 5th Planning Advisory Committee to discuss planning policy related to stormwater and flood plains.

Next Month Priorities:

- **AMANS Wellness:** Participating in a free four, one-hour online workshops for Mental Health in Municipal Government Leadership.
- **Director on boarding**
- **Berwick Electric Commission bi-monthly meeting, May 5.**
- **IMSA CAO's meetings:** Valley Regional Services and Valley REN.
- **AIM and Kraken:** Preparation and submission of Year 1's Report to NRCan.
- **Municipal Water Resiliency & Planning Symposium:** The School of Planning and the Centre for Water Resources Studies at Dalhousie University are co-hosting a Municipal Water Resiliency & Planning Symposium on May 12th. The symposium will discuss shared challenges of water resource management, drinking water, wastewater service and community planning.



Committee Report Template

Committee Name: AREA

Date of Meeting: Wednesday, March 25, 2026

Name: Mayor Trinacty

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Strategic Plan Update
#2	Board Follow Up
#3	YTD Financial Statements/ Budget Forecast
#4	Operations Update
#5	Financial Stability Plan
#6	Key Performance Indicators (KPIs)

Key Discussion or Decisions:

Give a brief overview of the key discussions or decisions from the meeting.

The Strat Plan update identified most year 1 items have been completed.
 Board Action items include IMSA review and Wagner land lease arrangement.
 YTD financials were presented with 2 scenarios - a revised PPA retroactive for 25/26 and one without. The one with would result in \$1m profit then one without \$200,000.
 Operations- Still in discussions with NSPI on billing arrangements, review of the incoming bill 193 Powering the Economy Act and review of the Renewable to Retail Program.
 The 26/27 budget was approved with a restructured PPA and 1% increase in the rate. Income is projected to be \$1.08m.
 Ray presented various KPIs that could be implemented and the board discussed benchmarks to compare.

Committee Report Template

Committee Name: AREA

Date of Meeting: Wednesday, April 22, 2026

Name: Mayor Trinacty

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Strategic Plan Update
#2	Board Follow up
#3	YTD Financials
#4	Operations Update
#5	Financial Stability Project
#6	

Key Discussion or Decisions:

Give a brief overview of the key discussions or decisions from the meeting.

Actions on the strat plan were reviewed with discussion on items that may be removed or delayed. Board Follow-up Action Items include IMSA Review, Wagner lease for the board manual and development of Key Performance Indicators.

YTD Financials included four scenarios - 2 with the solar farm line items for restructured PPA and prior and 2 without.

Operations Update- Movement on the NSPI revised billing with the forecasting issue being resolved. Bill 193 past, which makes the Independent Energy Operator responsible for attaining 80% renewables by 2030. Bulldog wants to renegotiate the fee structure they pay for renewable energy credits and are disputing the notice to terminate the agreement.

The Financial Stability report is on track to be delivered in May.

Committee Report

Committee Name: Diversity Kings Committee

Meeting Date: April 8, 2026

Submitted by: Deputy Mayor Johanna Kwakernaak

Key Agenda Items:

- New Business
 - Presentation by Housing Construction Council
 - Hate Crimes Presentation
 - Labour Trafficking presentation
 - Dates of Special Importance

Key Discussion or Decisions:

Jessica Ward and A Lowthers presented on the role initiatives and outcomes of the Housing Construction Council program.

- The council, a not-for-profit, industry lead organization dedicated to attracting, developing skills and supporting the people needed to meet NS housing needs.
- May be best known for the tiny homes built last year, they are currently building 3 of 6 - 2 bedroom modular homes to go to families needing homes after the West Dalhousie fires.
- Based in the valley are a province wide program, also building a 4-plex with New Dawn Enterprises in Sydney.
- Through their hands on process they are accomplishing several major goals; working within the education system training individuals to be work ready for the Construction industry and are providing one solution toward increasing availability of affordable homes.

Hate Crimes presentation on the specific definition of a Hate Crime. The charge brought against an individual in Kentville this winter is only the second time this charge has been laid in Nova Scotia.

Labour Trafficking Presentation followed up on the charges laid in the Clare Region. Explanation of the identification of labour trafficking and the various forms it can take.

Key March Days of Observation:

International Women's day

International Day of Transgender Visibility.

Committee Report

Committee Name: Fire Services Sub-Committee

Meeting Date: April 23, 2026

Submitted by: Jen Boyd, CAO

Key Agenda Items:

- Legislation for Fire Service N.S
- Review of the Fire Service Sub- Committee partners Agreement
- Current status of the Capital and Operating Budget 2026/2027

Key Discussion or Decisions:

- The group discussed Bill 186 – Support for Fire Protection Services Act. The Fire Department expressed a number of concerns surrounding the training requirements which have been documented and will be shared with our MLA.
 - The proposed training will require a significant time commitment from volunteers outside of their regular jobs.
 - Need to discuss with the County how to address increased training costs that go above the current funding agreement formula.
 - Fire department is comfortable with structure fire training; however it is not done by a certified instructor so there is no documentation
 - All fire fighters are trained to the Level 1 standard, but they are not certified - haven't written the exam.
 - The concern is that the province is requiring professional level training for volunteers, though they won't be compensated at a professional level.
 - The Act identified training for elected officials - what will that include?
 - Who is paying for the increased training requirements?
 - What do they mean by "region"?
 - What is meant by the community risk assessments, who performs them and what do they cost?
 - What standards are they aiming for? NS Fire Services Officers qualifications?
- The group reviewed the Agreement between the partners and proposed upgrades which will come back to the group to recommend back to the partners for approval.

Committee Report

Committee Name: KMCC Governance Board

Meeting Date: April 20, 2026

Submitted by: Jen Boyd, CAO

Key Agenda Items:

- Business Arising:
 - Accessibility grant
 - Condensation at Fitness Centre
 - Zamboni
 - Exterior lights
 - Washroom stall doors

Key Discussion or Decisions:

- Accessibility Grant: grant has been submitted for the back doors, though because there is still an open grant with the province for the Zamboni it may not be approved.
- Handrails have been purchased for the shorter stairs above the ice entrances, and they are not contingent on grant funding.
- Condensation at Fitness Centre: Staff will adjust temperatures in the fitness centre when the curling club ice goes in, in the fall to reduce the change of condensation.
- Zamboni: waiting for parts to arrive to complete the grant for the Zamboni. Expected in May.
- Exterior lights: the pot lights have all been replaced with LED lights and it makes a big difference.
- Washroom stall doors: the supports have been reinforced.
- Berwick & District Community Association update:
 - A new AED was installed in the common area.
 - Ice will be removed on April 26
 - Still investigating the additional electricity draw impacting the curling club/rink.
 - Looking for a replacement for Wallace
- Berwick & District Lions Club update:
 - Invoice for AED was received
 - Meeting with fire department to discuss comfort centre. Received a quote for a generator but it was significantly more than anticipated. Looking at other options.
- Town of Berwick update:
 - Budget was approved to repair two pieces of cardio equipment and replace one.

- Berwick Curling Club
 - Successful curling season with over 200 members
 - Ice was removed on April 4
 - Dealing with leaking roof, still 2 years on warranty
 - Closing and dinner auction for BCC was held April 10
 - BCC Golf Tournament will be May 25 at Berwick Heights

Committee Report Template

Committee Name: Kings Point to Point

Date of Meeting: Wednesday, April 15, 2026

Name: Councillor Goddard

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	New Board Members
#2	Exploring a second branch of business
#3	Ride-alongs
#4	Sale of Mini-bus
#5	Business Plan
#6	Upcoming AGM and election of Officers

Key Discussion or Decisions:

Give a brief overview of the key discussions or decisions from the meeting.

- 1.) Tim Harding has joined the Board as a citizen rep. Councillor Ty Walsh has joined the Board as Berwick's alternate.
- 2.) Ongoing discussions.
- 3.) Will try to schedule with local politicians for June.
- 4.) 18 passenger mini bus to go to auction.
- 5.) Business Plan timeline will be delayed due to funding uncertainties, change in scheduling program (did away with the Blaise system and went back to Excel), and Provincial Accessibility standards.
- 6.) AGM Wednesday July 15, 2026 at 6:00pm. Election of Chair, Vice-Chair, Secretary and Treasurer.

Next meeting Wednesday July 15, 2026 at 5:00pm at KPPT offices, 35 Webster St., unit 204, Kentville.

Respectfully submitted by
Councillor Goddard.

Committee Report

Committee Name: Valley Regional Enterprise Network Liaison & Oversight Committee

Meeting Date: April 13, 2026

Submitted by: Jen Boyd, CAO

Key Agenda Items:

- 2026-27 Approved Budget and Business Plan
- OPIN (Outpost for Public Sector Innovation) Summary Report from Valley Region Innovation Sprint
- Valley REN Operational Restructuring
- Regional Economic Partnership Program
- 2025-26 Annual Report (attached)
- Board Recruitment

Key Discussion or Decisions:

- 2026-27 Approved Budget and Business Plan: staff provided an update on the budget following the contribution restructuring from the province.
- OPIN (Outpost for Public Sector Innovation) Summary Report from Valley Region Innovation Sprint: The Valley Regional Enterprise Network invited a small group of key anchor employers to participate in a two-day facilitated innovation sprint. The session identified key regional strengths, including a skilled workforce, strong institutions, and a culture of innovation. Also identified were critical challenges such as infrastructure gaps, affordability pressures, workforce retention, transportation limitations, inconsistency with regulations/planning across the whole region, and the need for stronger collaboration and inclusion.
- Valley REN Operational Restructuring: the Valley REN Board has established an Emergency Taskforce to review funding structures. A survey was conducted of the funding partners to identify economic development goals, and in-person workshops with the funding partners is recommended in the next couple of months. Valley REN staff will work with the CAO's/Senior Staff Member of Glooscap on next steps for engagement.
- Regional Economic Partnership Program (REPP): staff reviewed the new provincial framework for RENs. The REPP aims to provide consistent and focused business supports. The funding will move from providing core funding to activity-based program delivery focused on three areas: Business Navigation and Pathfinding, Business Retention and Expansion, and Regional Coordinator Functions. The REN must apply annually for funding. Eligible applicants are registered not-for-profit, non-profit societies, intermunicipal organizations, municipality, or First Nation.

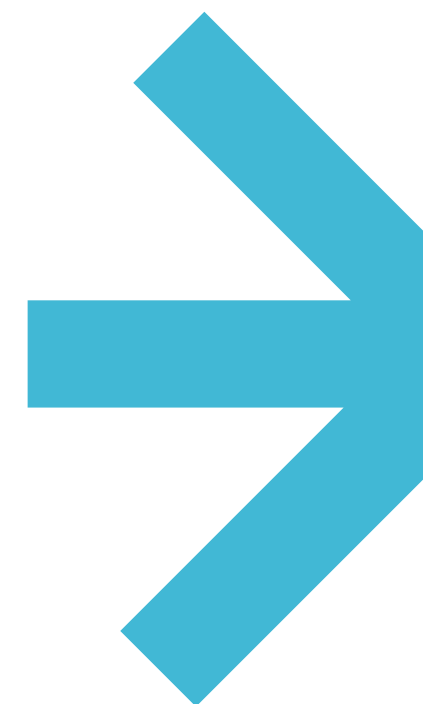
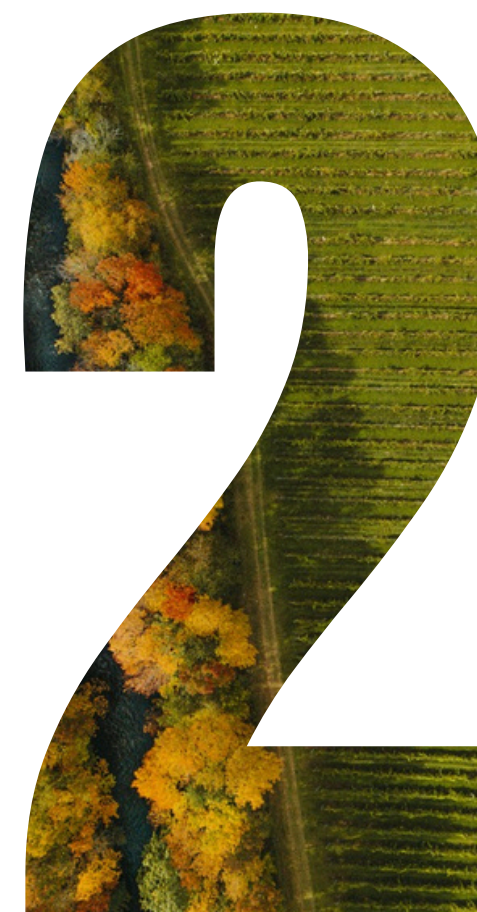
Committee Report



- 2025-26 Annual Report: the report has been attached for viewing.
- Board Recruitment: the board is actively recruiting members, specific skill set that they are looking for is a lawyer.

Year in Review

Fiscal year 2025-2026



How We Help

Business Supports

- Support businesses through customized, one-on-one **retention, expansion, and navigation** services.
- Inform/guide regional projects and programs with hyper-local data.

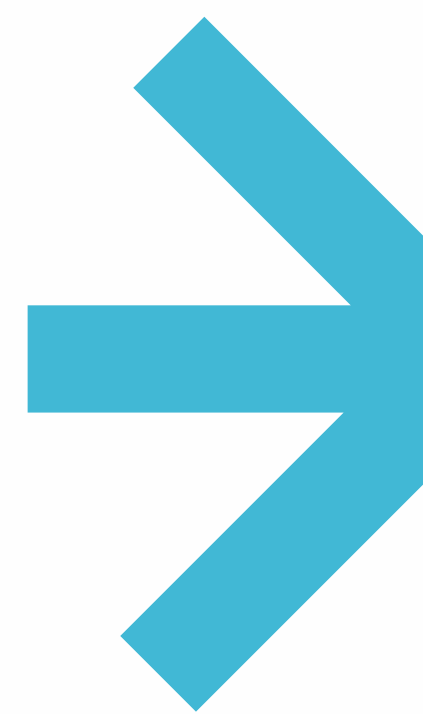
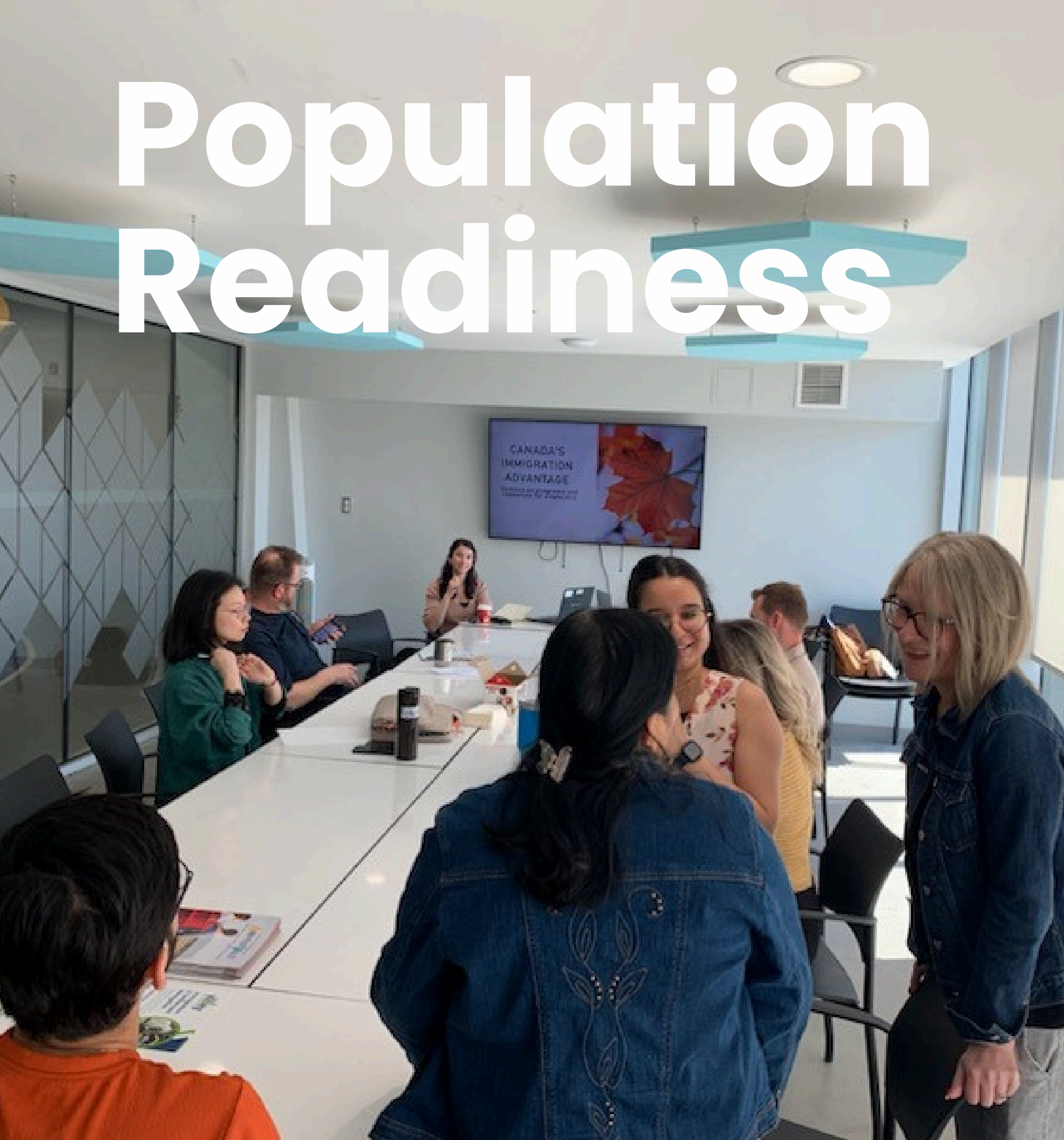
Regional Coordination

- Coordinate more than 40 partners to align support efforts.
- Enable rapid, coordinated business response when collaboration or urgency is required.

Project and Sector Development

- Lead project development and management for priority sectors on behalf of the region.
- Align partners, resources, and investment (secure funds).
- Identify recommended actions to support increased capacity and revenue for priority sectors.

Population Readiness



Immigration & Settlement



Our Role

We support both employers and newcomers across the region with their unique set of immigration and settlement needs. We help employers learn more about how to hire immigrants and the options available for their labour needs. We help newcomers learn about settlement supports within the Annapolis Valley. We help to strengthen connections and foster a more inclusive and vibrant workforce.

Our Partners

- Province of NS
- IRCC
- ACOA
- ISANS, VCLA, and YREACH
- Acadia University and NSCC
- And many more!



Our Impact



124/30 newcomers supported

Newcomers received guidance, resources, and connections to help them successfully settle and integrate into the community.



140/30 employers supported

Employers received support through engagement, workforce development initiatives, and access to tools and resources to help attract and retain talent.



45/10 events hosted, 41/10 active partners

Events hosted/partnered that provided opportunities for networking, learning, and meaningful community connection.

Connector Program



Our Role

The Valley REN is the regional delivery lead for the Valley REN Connector Program, facilitating intentional networking and job-matching between local business leaders and emerging talent. This program drives workforce integration and talent retention to support the long-term economic resilience of the Annapolis Valley.

Our Partners

- NS Department of Labour, Skills, and Immigration
- NS Apprenticeship Agency
- Annapolis Valley Regional Centre for Education
- Atlantic Home Building & Renovation Sector Council
- And many more!



NOVA SCOTIA
APPRENTICESHIP
AGENCY

Our Impact



69 total connections

Connectees received matches to a local Connector to help build their professional networks and gain employment in the region.



24/25 jobs found

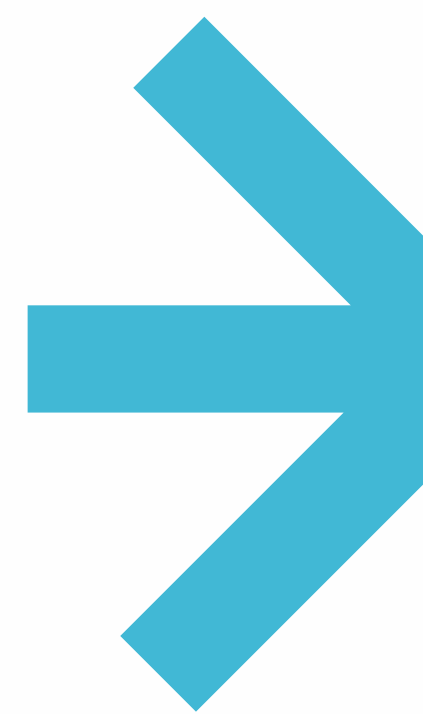
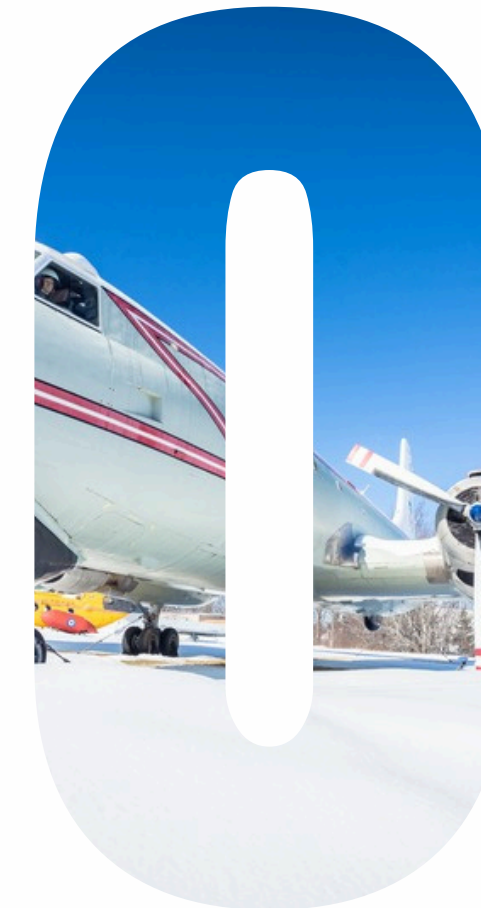
Connectees secured employment through the program in our region. Four Connectees registered as apprentices with a local employer through the direct entry to apprenticeship program.



32/8 events hosted 28 active partners

Events co-hosted, participated and engaged in across the region that provided opportunities for networking and learning.

Economic Prosperity



Supports for Business



Our Role

We support businesses across the Annapolis Valley through navigation services, quick support, and resource connections.

We deliver ongoing Business Retention & Expansion (BRE) programming, as well as a targeted bi-annual BRE initiative. Through direct outreach, we engage one-on-one with businesses to gather valuable insights that help inform our work and better support the region.

Our Partners

- Hants-Kings CBDC, AVCC, Avon Chamber
- ACOA, Invest NS, LSI
- Peopleworx, Community Inc.
- Municipalities throughout the Annapolis Valley
- And many more!

BusinessNOW

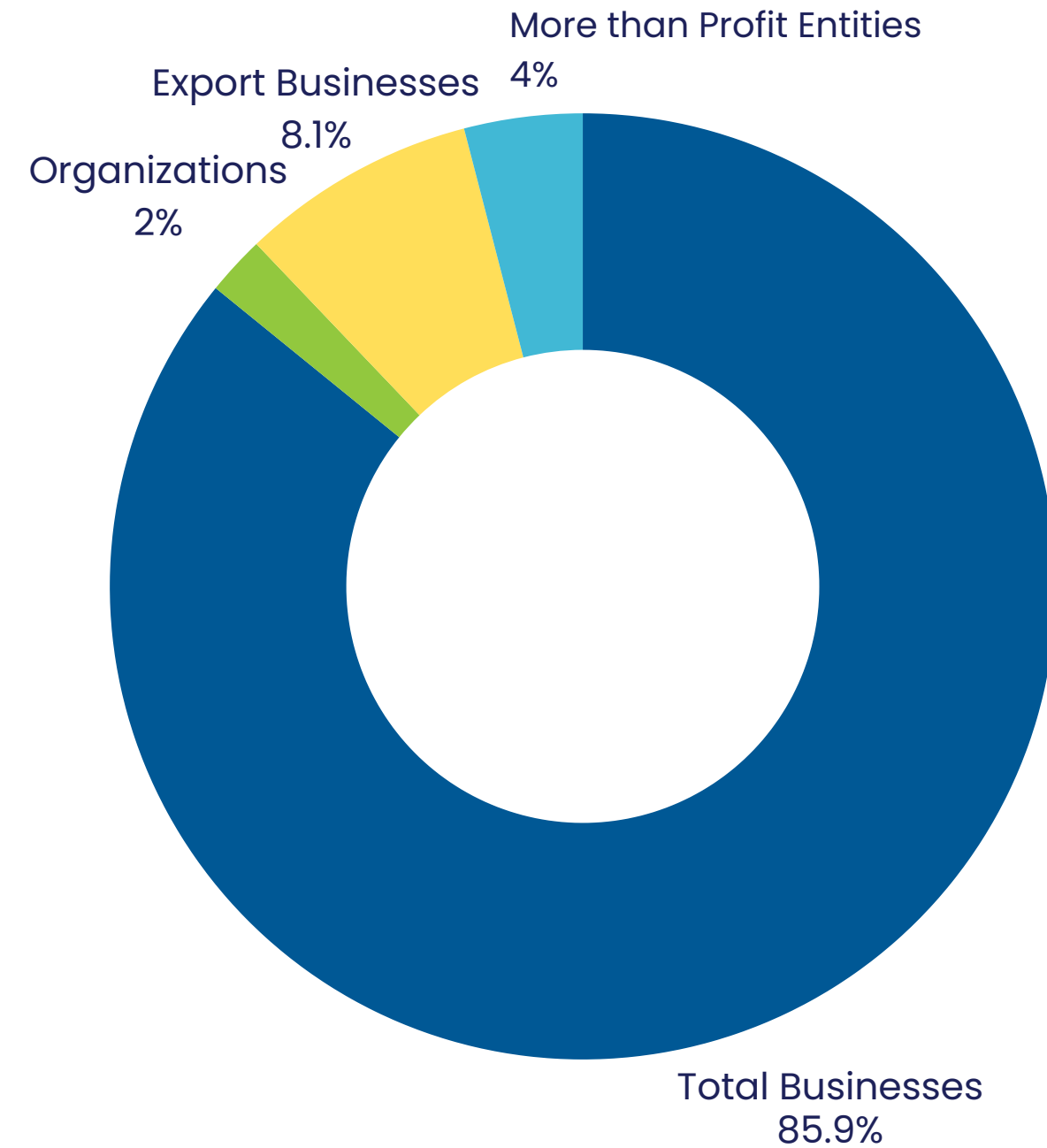
85

Total Businesses

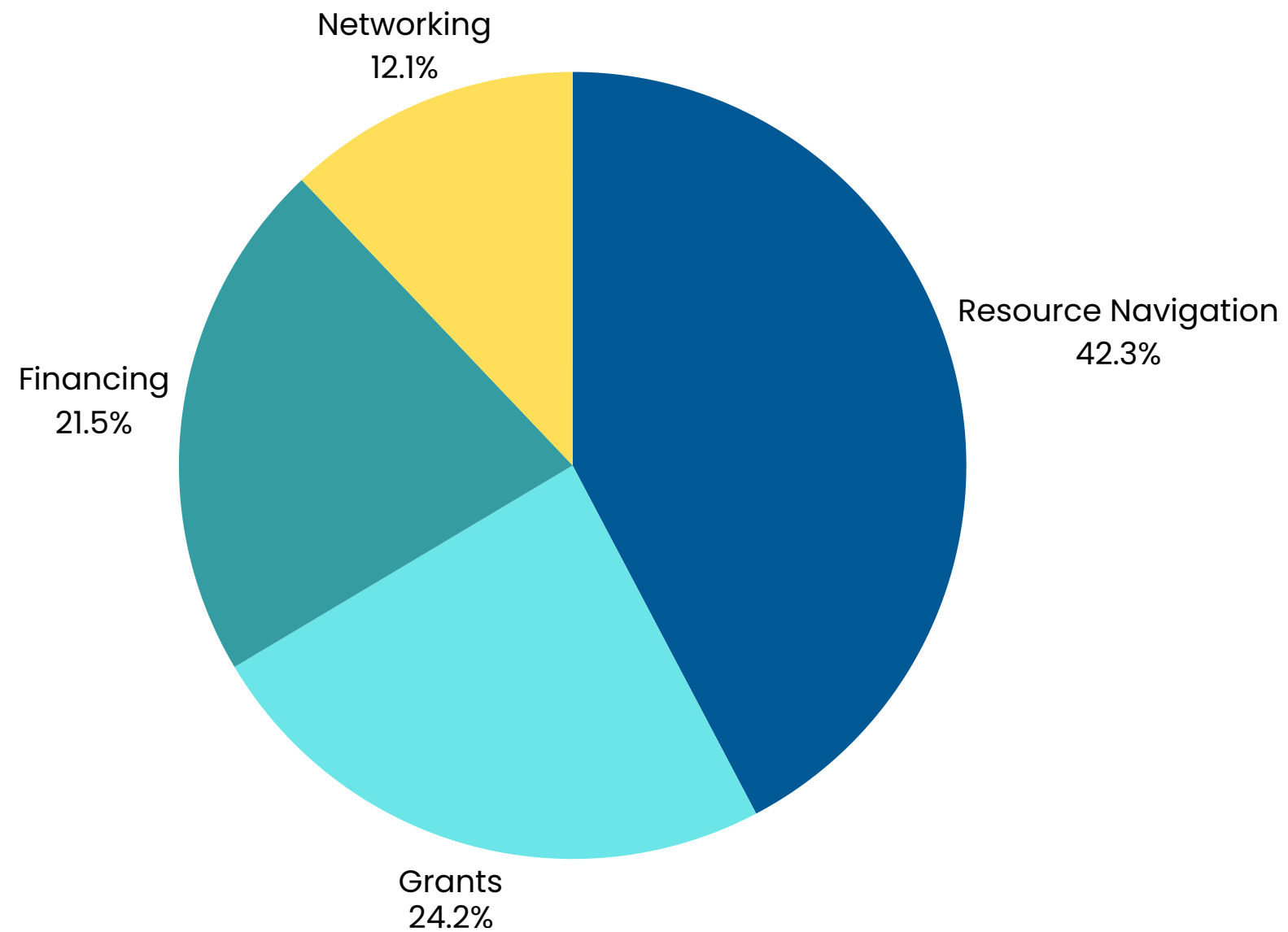
Target

50

BusinessNOW provided navigation support to 85 clients across the Annapolis Valley, connecting businesses and organizations at all stages with the resources they need to start, grow, and succeed, strengthening a resilient regional economy.



Referrals



20
Referrals

Target
50

Referrals are a targeted, needs-based part of Valley REN's business support. We connected 85 businesses to 20 tailored referrals where specialized support was required, recognizing that many businesses are best served through direct assistance rather than additional referrals.

BRE Event



We hosted a kickoff event to introduce and build awareness of Business Retention & Expansion (BRE), with over 50 attendees from across the region. The session featured guest speakers Jason Guidry, Halifax Greater Partnership, and Colby Clarke, BRE Expert, with a keynote by Cassandra Baccardax. The event also included a panel of economic specialists who shared their expertise in using local data and the BRE process to support regional growth and resilience.

Since the hard launch in February, we have met one-on-one with 18 businesses. This provides a snapshot of early insights to date, with engagement continuing as part of an ongoing process. Ideally, we would like to facilitate 100 interviews.

Business Retention & Expansion

Annapolis Valley Businesses – Year to Date

Equity & Workforce



47%

Equity-deserving
Business Ownership



71% Women | 29% Youth

Among Equity-Deserving Owners



62.5%

Employ Staff from
Equity-Deserving Groups

Hiring & Business Health

78%

Plan to Hire in
the Next 12 Months

81%

Experience
Hard-to-Fill Roles



Sales
Trends

56% Increasing

33% No Change

11% Declining

Investment Priorities

Operations & Capacity **72%**

Workforce **56%**

Physical Expansion **39%**

Innovation & Market **28%**

Sustainability & Resilience **22%**

94%

Have No Plans to Relocate

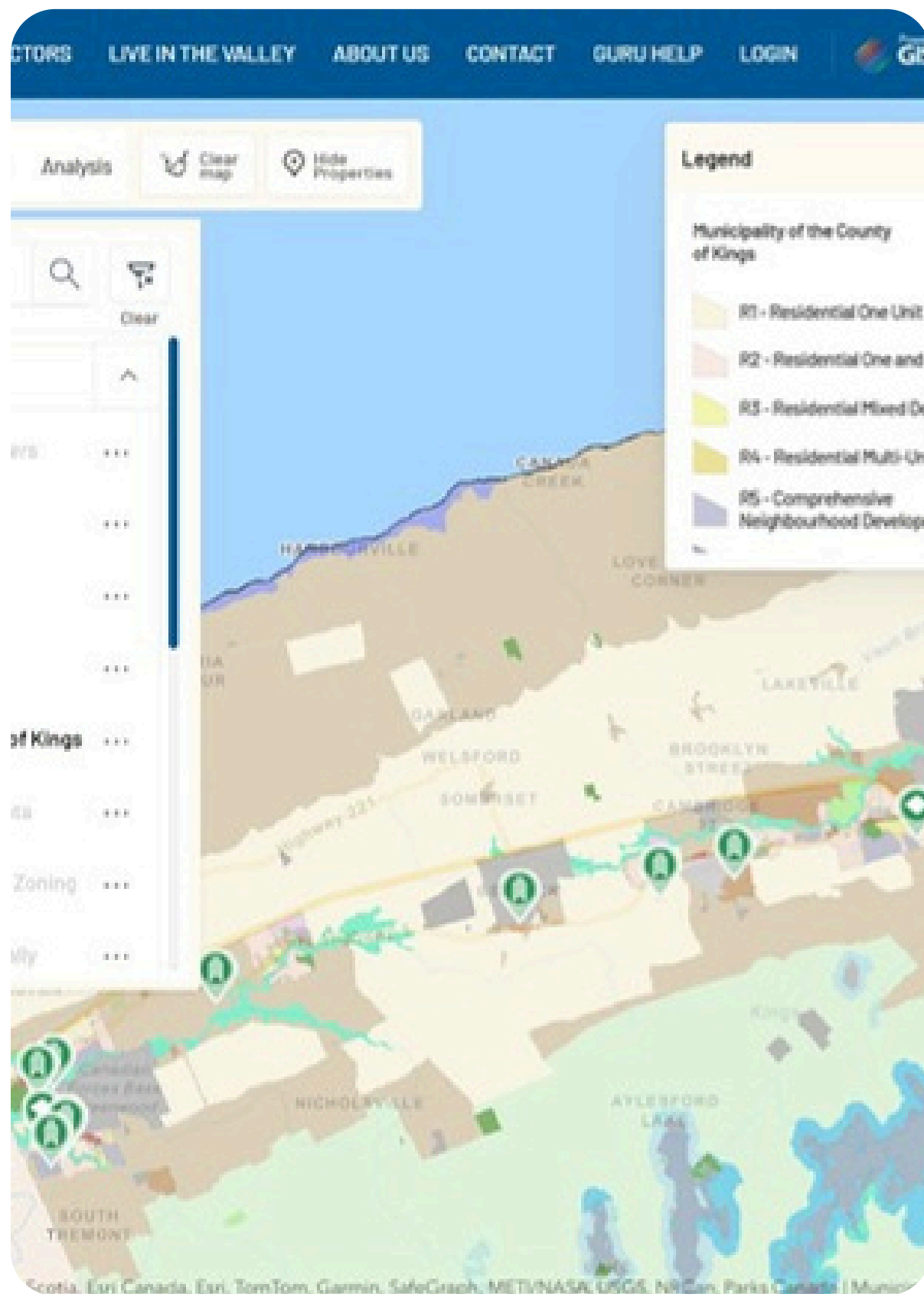
77%

No Succession Plan in Place

72%

No Emergency Plan in Place

Investment Readiness



Our Role

Valley REN supports investment readiness in the Valley Region by overseeing and maintaining a regional site selector tool that gathers and manages land and asset data. The tool serves as a localized resource for businesses, developers, and investors—making it easier to identify and pursue commercial opportunities across the region.

Our Partners

- Our First Nation and Municipal Partners
- Nova Scotia Association of Realtors
- GISWebtech
- NSCC COGS and Nova Scotia Power
- Invest Nova Scotia
- And many more!

Our Impact



480 active users

Valley REN's online site selector tool (land and asset database) continues to develop and gain traction with new users. Valley REN is the first organization east of Ontario to leverage the GISWebtech platform.



70 Site Selector Demos

Over the Summer and into the Fall of 2025 our BusinessNOW Navigator undertook direct door-to-door outreach to showcase the Site Selector tool to businesses across our region.






New EcoSystem Tool

Valley REN is the first in Canada to leverage GISWebtech's new EcoSystem tool to map, analyze, and promote business networks, suppliers, and clusters in real time. This is a unique add-on to our Site Selector tool.



BusinessNOW
We help businesses...

-  Assess their needs
-  Find the right resources
-  Understand the local business climate
-  Connect with opportunities
-  Plan for success!

Strategic Sectors Support



Our Role

Valley REN coordinates, facilitates, and secures funding to support large-scale sector development projects and sector-specific roundtables to bring stakeholders together and identify high-impact growth opportunities. This collaborative approach builds capacity and new revenue growth potential across priority sectors for our region.

Our Partners

- Tourism Implementation Working Committee
- ACOA, TIANs, and Tourism Nova Scotia
- Canadian Manufacturers & Exporters, Digital Nova Scotia, BioEnterprise Canada
- Invest NS and Provincial Sector Councils
- And many more!

Our Impact



20+ Tourism Industry Engagement Sessions

To support implementation of the regional tourism strategy, Valley REN held 11 industry-led committee meetings, 5 consultation sessions with 42 accommodation operators, and 4 sector network events.



2 Best Practice Missions and 3 Research Reports

2 tourism and agri-business best practice missions were held and 3 research reports were completed to advance the implementation of the regional tourism strategy.*



AgriLink Proposal Completed

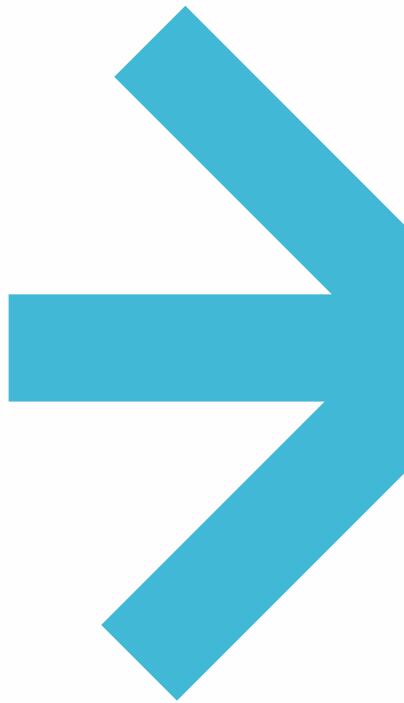
In partnership with 2 other RENs, Valley REN is currently seeking funding to support the testing of a distributive incubator model to advance the region's agri-food tech sector.



*A tourism infrastructure and services gaps analysis and Phase 1 of a regional brand strategy were also activities launched during this period and are still underway. All activities support a framework that recommends how the region can best grow the capacity and revenue of the Valley's tourism sector.



Regional Resilience



Facilitate Regional Collaboration



Our Role

Valley REN operates as a network of networks, accelerating regional action by quickly convening the right partners when urgent needs or collaborative opportunities arise. This model reduces coordination time, enables rapid formation of aligned action teams, and supports faster decision-making while minimizing duplication. Working with more than 40 organizations, Valley REN can mobilize quickly—such as during last summer and fall’s devastating drought, when we worked together with the Department of Agriculture and community-based organizations to advance localized market solutions. There is no other organization in the Valley region that is designed or prepared to provide this kind of coordinated, rapid support.

Our Impact



11/12 Regional Economic Taskforce Meetings

Valley REN continues to facilitate bi-monthly workforce and business supports meetings to identify gaps and reduce duplication of activities in the region.



Multi-Sector Collaboration

In partnership with the Outpost for Public Sector Innovation (OPIN) Valley REN hosted an innovation sprint with 15 anchor employers to identify opportunities for strengthened collaboration.



Sector Council Partnership

Valley REN hosted Digital Nova Scotia's Executive Lounge for the first time in the Valley, bringing together over 20 tech and agriculture businesses to enhance collaboration between the two sectors.

Communicating Our Role



Our Role

We aim to communicate the work of the Valley REN through clear, consistent messaging that highlights our impact, services, and regional strengths. Through our newsletter, social media, and website, we share key progress reports and opportunities to help businesses and partners stay informed and connected.

Digital Reach

Across the two websites, ValleyRen.ca and HaveltAllAV.ca, we saw strong overall growth and engagement over the last year, with between 5,000–10,000 active users. Spending an average of 32–50 seconds on the site, generating 40,000–51,000 interactions. Top pages included Economic Growth, Rentals, Annapolis Valley, Team and Board, Expand Your Business, Tourism, and Career Search, highlighting strong interest in regional insights, business supports, and local opportunities.

Our Impact



12/12 Newsletters

This newsletter reached 21,253 recipients with a strong 97.6% delivery rate. An open rate of 27.88% and click rate of 3.97% (above average) show strong engagement and that the content resonated well with the audience.



579 New Followers

Across Facebook, Instagram, and LinkedIn, we gained 579 new followers (4,649 total), reached 289,953 people, and achieved a strong 6.57% engagement rate. With 564 posts and 139 interactions, our content continues to drive consistent engagement.



Regional Economic Recovery Taskforce

Since its inception in 2020, the Regional Economic Development Taskforce has met 185 times. Initially formed in response to COVID-19, it has since adapted to address challenges such as droughts, wildfires, lay-offs, and other events impacting businesses and the region.

Challenges Faced

1

Extreme climate events, geo-political and economic uncertainty, workforce challenges, and affordability pressures continue to impact regional growth at the same time we're anticipating unprecedented investment in Defense.

2

Amid shifting government funding and municipal priorities, Valley REN must clarify its role and restructure our funding model to ensure long-term sustainability.





Looking Ahead

1 Our Board has formed an Emergency Taskforce to create a sustainable funding model leveraging private-sector and non-traditional partnerships.

2 We are focused on aligning First Nation and municipal priorities for a more measurable and sustainable approach to rural economic development.

3 We aim to create new and more strategic partnerships to better communicate and demonstrate the value of regional economic development.

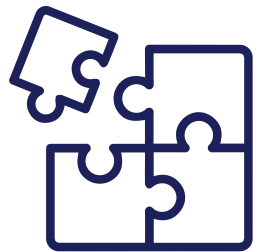
4 We will collaborate to deepen community engagement and general awareness of economic development activities.



Return on Investment



1 17 projects completed over the last 5 years that brought in almost **\$6 million** in leveraged funding for the Annapolis Valley region.



2 **5,000 businesses** engaged since 2020.
500 businesses given direct navigation support since 2020.



3 Since 2023, close to **300 businesses** supported with immigration efforts and close to **300 newcomers** supported.





Conclusion & Q&A

Throughout this period, our commitment to the Valley and to rural economic development remains unwavering. The work we do—supporting businesses, advancing investment readiness tools and activities, and leading key sector development efforts—continues to matter deeply. We remain optimistic that this period of change can lead to a stronger, more resilient organization over the long-term.

Committee Report Template

Committee Name: Valley Regional Services

Date of Meeting: Wednesday, April 15, 2026

Name: Mayor Trinacty

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Tidal Transit GM Update
#2	Valley Waste GM Update
#3	Note the Meeting Minute for more details
#4	
#5	
#6	

Key Discussion or Decisions:

Give a brief overview of the key discussions or decisions from the meeting.

Tidal Transit - Meg Hodges reported the Greenwood route is still not operating. A redesigned schedule will be implemented in August. They are close to having a full fleet of 13 buses up and running. Fuel costs are up and ridership is down. The board approved the new logo.

Valley Waste - Andrew Garrett reported seasonal staff and cleaning staff have been hired. Municipalities will be asked to report major development that could impact disposal amounts and pick up contracts.

Valley Waste is requesting the Province implement a mandated sharps/needles disposal program. Bulk waste pickup with general pickup is going well, some issues with king size mattresses and box springs.

Litter cleanup and capital projects are underway. Education program begin in May. Tonnage highlights were reported. See the Meeting minute for more detail.



VALLEY REGIONAL SERVICES BOARD OF DIRECTORS



Summary based on the April 15, 2026, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

TIDAL TRANSIT AUTHORITY



General Manager Updates - Under the leadership of General Manager Meg Hodges, the following items are underway:

Buses

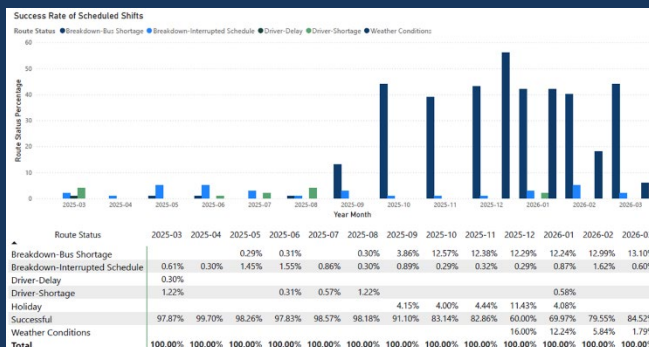
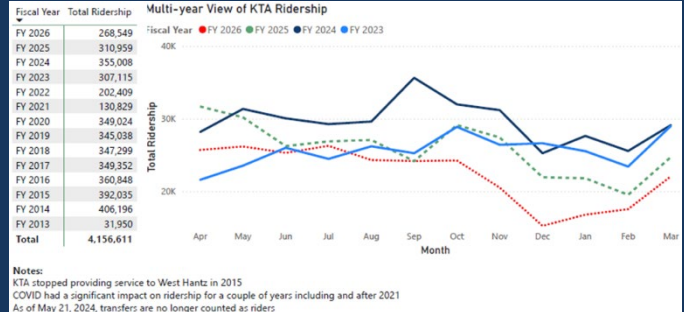
- The Greenwood 2 (G2) Route remains suspended due to fleet condition
- The redesigned transit schedule is anticipated to be implemented in August.
- Bus 74 and 59 are on the road and Bus 71 and 63 are nearing retirement.
- Progress is being made to meet the 13 buses required to have a complete fleet.

Ridership

Diesel fuel prices continue to be of concern with the US/Israel Iran conflict. Ridership remains lower than previous years but has rebounded since December.

Administration

- Staff are monitoring impacts of the removal of ticket sales direct from bus operators.
- An RFP for hybrid electric service/supervisor vehicles was released April 7th
- A new logo has been selected by the Board for Tidal Transit.
- Valley Waste and TTA staff met to explore shared HR tracking software and finalize the job description for the shared financial position.
- Staff are working with Sunset Tides Development to open the new Transfer Station in Cornwallis Park.



VALLEY WASTE - RESOURCE MANAGEMENT



General Manager Updates - Under the leadership of General Manager Andrew Garrett, the following items are underway:

Administration & Regional Coordination

- Seasonal Workers, and a part-time Cleaner have been hired. Recruitment continues for seasonal workers and a shared Financial Accountant.
- Diversion credit calculations and annual disposal rate data pending; two regions have requested clarification on C&D data from a private facility.
- Municipalities will be contacted to confirm updated new construction and demolition figures required for EFR Disposal and Circular Materials contracts.
- A letter was sent from the NS Solid Waste Regional Chairs Committee to Minister Halman of Environment and Climate Change, further requesting a provincially mandated sharps/needles disposal program.

Capital Projects & Operations

- Regular bulky waste collection launched April 1. While performing well overall, king-size mattresses and box springs are posing size challenges.
- Litter cleanup is underway at both facilities and along access roads.
- Eastern Management Centre expansion is scheduled to begin in April.
- Cardboard baler RFP closed April 9 and a new press is fully operational at the Western Management Centre.
- Construction of the Lawrencetown hazardous waste facility steel structure has begun.
- Strong interest received for Western Management Centre and Warehouse expansion RFPs; proposals due April 23.

Education, Communication & Bylaw Enforcement

- A summer intern was secured through the Clean Foundation, fully funded by Divert NS and starts in May.
- Mobile app pilot launched to improve curbside collector reporting of non-compliant waste.
- The Last Re-Sort Reuse Centre achieved record success in F2025–26.

Annual Tonnage Highlights

- Incoming tonnage increased by 2,574 tonnes since last year.
- The largest increases are seen in commercial garbage, mixed C&D, and curbside materials.
- Garbage increase reflects a full year of Scotia Recycling operations and landfilling treated wood and drywall.
- Outgoing tonnage decreased due to prior-year processing of large C&D stockpiles; current stockpiles will appear in next year's figures.

BOARD DECISIONS

Tidal Transit Authority

That the Valley Regional Services Board of Directors selects the new logo for the Tidal Transit Authority.



Valley Waste-Resource Management

That the Valley Regional Services Board of Directors execute the Resolution for pre-approval of debenture in the amount of \$2,400,00 to be used for F2027 budgeted capital projects and submit the fully executed resolution to the Nova Scotia Department of Finance and Treasury Board for approval and release of funds.

Tidal Transit & Valley Waste-Resource Management

Valley Regional Services Board of Directors direct staff to settle the surplus or deficit for fiscal year 2025/26 using the annual budget funding proportions for both Valley Region Solid Waste-Resource Management Authority and Tidal Transit Authority.

MAYOR'S REPORT

FROM April 15 TO April 28/26

Date	Lead	Purpose
April 15	Valley Regional Services	Regular meeting
April 15	Public Safety Workshop	NS Guard
April 16	Grandview manor Steering Committee	Repurpose the old manor building
April 17	Hall of Fame	Regular meeting
April 20	Kings Councillor Emily Lutz	General update
April 20	KMCC Governance Board	Regular meeting
April 21	GVM steering committee	subcommittee
April 21	Public safety Committee	Review business surveys
April 21	Community Development	Regular meeting
April 22	AREA	Regular meeting
April 23	Fire Services Committee	Regular meeting
April 27	Insp Bill Collier-RCMP	Introduction meeting
April 27	AREA orientation	Orientation with DM Kwakernaak
April 28	Hall of Fame	Regular meeting
April 28	COTW	Regular meeting
April 29-30	NSFM	Spring workshop
May 1	Chris Palmer	
May 5	BEC	
May 5	PAC	
May 11	REMAC	
May 15-29	vacation	



**Municipal Affairs
Office of the Minister**

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April 22, 2026

Dear Mayors, Wardens and Village Chairs:

I am writing to provide an overview of the legislative amendments approved this spring in the House of Assembly that relate to municipal governance. These changes were a part of Bill 212 ([c001.pdf](#)). We are sharing this information to ensure Council has clarity on the intent and scope of these changes, as well as next steps.

Amendments to the *Municipal Government Act* and *Halifax Regional Charter Act*:

- Clarify the oversight relationship between councils and Chief Administrative Officers, affirming council's discretion to exclude the CAOs from meetings related to CAO performance (effective immediately).
- Enable councils to delegate CAO performance oversight to a committee (effective immediately).
- Clarify council's authority in approving CAO participation in external organizations and delegating responsibilities during CAO absences (effective immediately).
- Introduce mandatory onboarding training for newly elected councillors to support strong governance and informed decision-making. Will become effective after details are established in regulations.

These amendments are intended to strengthen municipal governance and support councils in their leadership and accountability roles.

We appreciate the support that you have shared for these changes either directly, through your MLA or through your associations. If council has questions or would like additional clarification, your municipal advisors would be pleased to assist.

In the coming months, the Nova Scotia Federation of Municipalities (NSFM) will be seeking your input on what mandatory training for newly elected councillors will look like in Nova Scotia. Our intention is that councillors feel equipped to fulfill their important responsibilities, how to work effectively with their colleagues and the staff of the municipality, and how to best deliver on the priorities of their constituents, the municipality and our beautiful province. Regulations will establish the minimum standards for mandatory training, such as the types of training, the timelines for completion, and key responsibilities. We will look to you to shape these requirements, through the work of NSFM.

Thank you for your continued partnership.

Yours truly,

Honourable John A. MacDonald
Minister of Municipal Affairs

c: CAOs (please share with your councillors)
Village Clerks
Juanita Spencer, CEO, Nova Scotia Federation of Municipalities
Jeff Sunderland, Executive Director, Association of Municipal Administrators Nova Scotia