
Committee of the Whole Meeting

Tuesday, February 24, 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, January 27, 2026
- 4. Review of Action Items**
- 5. Councillor Announcements**
- 6. New Business**
 - a. Accessibility Report Card
 - b. Active Living Strategy Report Card
 - c. Draft Strategic Plan 2024-2028
 - d. 2026/27 Operating and Capital Budget
- 7. Department Reports**
 - a. Finance
 - b. Berwick & District Fire Department
 - c. Community Development
 - d. Public Works
 - e. CAO
- 8. Committee Reports**
 - a. Accessibility Committee
 - b. Annapolis Valley Homeless Committee
 - c. Annapolis Valley Regional Library Board
 - d. Annapolis Valley Trails Coalition
 - e. Berwick Beautification Committee
 - f. Diversity Kings Committee
 - g. Fire Services Sub-Committee
 - h. Kings County Trails Society
 - i. Valley Regional Services (Tidal Transit/Valley Waste)
 - j. Valley REN-LOC
- 9. Mayor's Report**
- 10. Adjournment**

The main title of the document, "ACCESSIBILITY PLAN 2025-28", is displayed in large, bold, sans-serif capital letters. "ACCESSIBILITY" is in red, and "PLAN 2025-28" is in green. A vertical green line is on the left side of the page, and a horizontal green bar is located above the title.

ACCESSIBILITY PLAN 2025-28

REPORT CARD: 2025

ABOUT THE ACCESSIBILITY PLAN

In 2022, the Town of Berwick created its first Accessibility Plan to recognize and address barriers that exist in our community. Building on that foundation, the 2025-2028 Accessibility Plan was developed by the Town of Berwick Accessibility Advisory Committee. The Committee is a collaborative group of Town staff, Council and members of the public. To ensure the plan reflects the needs of our community, public feedback was also used in its creation.

The new plan was formally approved by Council in March 2025. This document serves as a Joint Plan, fulfilling the Town's legislative requirements under the Nova Scotia Accessibility Act and the Dismantling Racism and Hate Act. By combining these efforts, the Town is taking a unified approach to identifying and removing barriers across the broad spectrum of accessibility, race, and systemic inequity.

The Province of Nova Scotia requires that plans be reviewed and updated at least every three years, so the Plan remains a "living" framework that is responsive to public feedback.

ABOUT THE REPORT CARD

The 2025-2028 Accessibility Plan recognizes that measuring change can be challenging. To ensure accountability, the Accessibility Advisory Committee established tangible annual goals and action items for each of the three years of the Plan. At the end of each year, the Committee presents a Report Card to update the community on the progress made on the year's outcomes.

The Accessibility Advisory Committee met in November 2025 and February 2026 to review the goals and prepare the first annual update. This report card is focused specifically on the priorities and action items for year one (2025)

While reviewing the outcomes, the Committee recognized that many initiatives are marked as "in-progress" and will continue to always be graded as such, as the work is continuous. At the Committee's discretion, future report cards may focus only on the current priorities rather than repeating items that have transitioned into an ongoing commitment.

READING THE REPORT CARD

This report is meant to be concise, and the wording of some goals and action items have been changed to ensure readability for the public.

For full details of the plan, please refer to the plan itself.

PROGRESS GUIDE:

Completed: The specific goal or action item set for this year has been fully met or completed.

In Progress: Work has begun and is actively moving toward completion. This includes initiatives that are continuous in nature and require an ongoing commitment.

Not Started: Work is scheduled for a future phase of the 2025-2028 Plan.

Note: the timeline for the Report Card was March 2025-December 31, 2025.

YEAR ONE: REPORT CARD

Action Items

Create guidelines for when and how the Town should consult the Accessibility Advisory Committee during decision making processes	In Progress	Staff plan to have defined guidelines for the January 2026 AAC meeting, following discussions with committee members.
Draft and adopt a plain language communication policy.	Not Started	This remains a goal through the Town of Berwick's Communication Plan and will be a priority for 2026.
Budget for and provide ASL interpreters at community events that include speeches.	In Progress	The budgeting process has begun for 2026-27 and this will be discussed in the process.
Partner with community agencies to help develop and run inclusive programming.	In Progress	Summer Day Camp training included training from Inclusion Nova Scotia, the Town provides free gym space to Outside the Box. <i>This will continue to be always in-progress as an action item</i>
Review the inclusiveness of current town programs and address those barriers.	In Progress	Working with Inclusion Nova Scotia, staff continue to self-identify strengths and weaknesses of programs, balanced with community needs.
Develop a zero-tolerance policy for hate and discrimination in municipal spaces and events.	In Progress	Staff have gathered information from other municipalities to find best practices for this item.
Provide foundational training on equity, diversity, and inclusion for municipal staff	Not Started	Staff will investigate training opportunities in the new year, and include this in the 2026-27 budget process.

Support local community organizations by sharing training opportunities, and assisting with external grant applications for funding, particularly for equity initiatives.	In Progress	Staff continue to assist organizations with grant applications, including those for equity and accessibility initiatives.
Engage with residents who indicated interest in providing future input through focus groups or interviews by using a form to collect their contact information.	Not Started	This is a priority for January 2026 for staff.
Collect feedback from these residents to guide the planning of a mid-year engagement session	Not Started	This is a priority for January 2026 for staff.

WHAT NEXT?

The 2025–2028 Accessibility Plan is a roadmap for the future of Berwick. While this report card highlights our achievements during the first year, our work does not stop here.

Year Two Priorities: Moving into 2026, the Committee will shift focus to the next set of goals and action items outlined in the multi-year plan. This includes work on items currently marked as “Not Started” and maintaining the momentum of “In Progress” initiatives.

Community Feedback: The Committee remains committed to listening to the community. Feedback on the Plan can be directed to staff via the Town of Berwick website, or in-person at Town Hall. Staff will provide summary updates to the Committee which will be used to inform future changes.

Annual Updates: The committee will continue to meet bi-monthly to monitor progress and will release the next annual Report Card in early 2027.

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ACTIVE LIVING **STRATEGY 2023-2028**

REPORT CARD: 2026

ABOUT THE ACTIVE LIVING STRATEGY

The role of the Active Living Coordinator is to complete a comprehensive strategy to raise awareness and increase participation in physical activity, active transportation, and overall daily movement. The strategy outlines not only municipal and provincial needs and priorities. By gathering and reviewing participation trends, community assets, and consultation results, the Active Living Coordinator shapes information into goals and actions for the community. The strategy is not only an MPAL responsibility but instead a municipal and community responsibility.

The strategy also links other Town of Berwick municipal plans and strategies such as the Trails Strategy and the Accessibility Plan. With an annual review process, the Active Living Coordinator will be responsible for using this strategy as a guide to shape their work throughout the year. After the conclusion of the five-year action plan, the strategy will be reviewed, community consultations, provincial guidelines and trends will be accessed, and the strategy will change to reflect the gathered information.

ABOUT THE REPORT CARD

The 2023-2028 Active Living Strategy contains five goals and action items that are placed into the four groups of the socio-ecological model: Individual, Social, Physical, and Policy.

The Active Living Strategy was approved in May of 2024 after a presentation to council. An action item priority list was created and presented to the Community Development Committee later that same year. With this being the first year of presenting a report card, it represents the first three years of action items on the priority list.

Numerous action items are marked "Complete/In Progress" and will always be graded as such due to the work being continuous.

READING THE REPORT CARD

This report is meant to be concise, and the wording of some goals and action items have been changed to ensure readability for the public. For full details of the plan, please refer to the plan itself.

PROGRESS GUIDE:

Completed: The specific goal or action item set for this year has been fully met or completed.

In Progress: Work has begun and is actively moving toward completion. This includes initiatives that are continuous in nature and require ongoing commitment.

Not Started: Work is scheduled for a future phase of the 2023-2028 Plan.

Note: The timeline for the Report Card was April 2024-February 2026.

YEAR 1-3: REPORT CARD

Progress Guide:

Completed/ In Progress/Not Started

Action Items: Supportive Social Environment (Year1-3)

<p>Collaborate with the Valley Jr A Wildcats on community engagement and programming.</p>	<p>Complete/In Progress</p>	<p>The Wildcats continue to attend town parades, Walk to School with the Wildcats, have attended after school programs and drop ins.</p>
<p>Provide physical activity opportunities targeted at young families.</p>	<p>Complete/In Progress</p>	<p>Ran a family drop-in gym during the fall/winter of 2025, however the program had low attendance. Partnered with Kings County Family Resource Centre to offer family targeted programming throughout the Summer of 2025.</p>
<p>Support and offer physically active opportunities for females.</p>	<p>In Progress</p>	<p>Explored a female fitness program for teens that did not come to fruition. Currently working on a female cycling program.</p>
<p>Host cultural events with physical activity opportunities included for community members to experience the diversity in our community</p>	<p>Not Started</p>	<p>Have met with Valley REN and the NS Walks group to explore opportunities for more targeted walking groups, with a newcomer focus. The “Meet your Growers” event was hosted in the Spring of 2023 which included a soccer game for a physical activity component. The game had many participants.</p>

Progress Guide:
Completed/ In Progress/Not Started
Action Items: Individual (Year1-3)

Increase the Equipment Loan Program	Complete	Additional snowshoes, skis and ski boots have been added to the Winter Loan Program. Bikes have been purchased/donated for a Summer Equipment Loan program.
Develop a communication plan for effective marketing of physical activity opportunities in Berwick	Complete	A communication plan has been created.

Progress Guide:
Completed/ In Progress/Not Started
Action Items: Built & Natural Environment (Year1-3)

Create an AT friendly community by providing supporting elements for safety including benches, bike racks, repair stations, etc.	In Progress	Additional picnic tables and benches have been added to Heritage Station Park. In Spring 2026 bike racks and new benches will be added to Rainforth/Centennial Park.
Collaborate with Cycle NS to develop a “CORE AT” plan with recommended projects to improve AT in Berwick.	In Progress	The Core AT plan is still in progress due to multiple delays.

Promotion/Walking Group for indoor walking track.	Complete	A free track time program twice a week for the Winter of 2024/2025 was offered by the town. Indoor track use is now free for all per the new BCDA Operating Agreement
Fostering a positive relationship with the KMCC to increase accessible physical activity opportunities within the facility.	Complete	BCDA Operating Agreement has been signed that allows free walking track access for all 5 free ice time rentals for the Town of Berwick per year.

Progress Guide:

Completed/ In Progress/Not Started

Action Items: Policy and Planning (Year1-3)

Develop and Evaluation and Feedback tool for recreation programs and recreation staff.	Complete/In Progress	Feedback forms are sent to families after participating in day camp. Staff have mid-Summer check ins and exit interviews.
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- CORE AT plan, KMCC Operating Agreement and Communication plan also duplicates and fits within the policy action items.

WHAT NEXT?

The 2023-2028 Active Living Strategy is now in its final two years before it is required to be revised. Year 3-5 action items will be the focus while the continuous action items from year 1-3 will remain a focus.

Year Four Priorities: Moving into 2026, the strategy will shift focus to the next set of action items outlined in the multi-year plan. This includes work on items currently marked as “Not Started” and maintaining the momentum of “In Progress” initiatives.

Annual Updates: Report Card will be updated and presented annually.

STRATEGIC PLAN 2024-2028

DRAFT



DRAFT | FEBRUARY 2026

DRAFT

VISION

Berwick is a safe, welcoming, and prosperous town that honours its past while embracing the opportunities of the future.

MISSION

We are committed to delivering essential services efficiently, fostering economic growth, protecting our environment, and promoting a safe, vibrant, and inclusive community.

VALUES

1. Respect
2. Trust
3. Accountable
4. Transparent
5. Innovative
6. Collaborative
7. Accessible
8. Inclusive
9. Informed decisions

STRATEGIC PRIORITIES

1. COMMUNITY WELL-BEING AND INCLUSION

By reducing barriers, enhancing accessibility, promoting equity and strengthening social cohesion, Berwick will become a community where residents feel safe and valued, supported and able to participate fully

2. INFRASTRUCTURE

Berwick will plan, build and maintain resilient, efficient and sustainable infrastructure through supporting diverse growth, enhancing community well-being and respecting the natural environment.

3. ENVIRONMENTAL SUSTAINABILITY

Through protective planning, renewable energy leadership and community partnerships, Berwick will reduce its environmental footprint, adapt to climate change and foster a culture that benefits both current and future generations.

4. ECONOMIC DEVELOPMENT

Berwick is building a resilient, diversified and local economy by promoting entrepreneurship, attracting investment and revitalizing the Town. Growth will be aligned with our small town character and environmental stewardship.

1. COMMUNITY WELL-BEING AND INCLUSION

By reducing barriers, enhancing accessibility, promoting equity and strengthening social cohesion, Berwick will become a community where residents feel safe and valued, supported and able to participate fully.

- 1.1. Accessible Community
 - 1.1.1. Continue to work toward goals highlighted within Berwick’s Accessibility Plan (municipal spaces, sidewalks, trails, infrastructure). Work to meet the Provincial 2030 accessibility guidelines.
- 1.2. Safe and Inclusive Community
 - 1.2.1. Stay informed on the Provincial Fire Service Review and Regional Emergency Management Standards.
 - 1.2.2. Stay informed and identify the community’s policing needs in relation to the Provincial Policing Services Review.
 - 1.2.3. Finalize the Police Advisory Board’s Public Safety Plan and share with the RCMP.
 - 1.2.4. Review the feasibility of hiring a part-time Bylaw Enforcement Officer.
 - 1.2.5. 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.
 - 1.2.6. Engage with the community to continue the development of our Equity, Diversity and Inclusion Plan
- 1.3. Social Supports (housing, food security, social)
 - 1.3.1. Build relationships with social services, mental health, food bank, etc. in order to understand their services and direct citizens when requested.
 - 1.3.2. Develop relationships with developers and connect with funding opportunities to support more development.
 - 1.3.3. Support the development of affordable housing, mid-range housing, and encourage developers to create more density for housing.
 - 1.3.4. Develop partnerships with Community Groups and provide support as appropriate, who are leading initiatives to support vulnerable populations, moving forward with affordability initiatives, and addressing food security.

- 1.4. Vibrant Arts, culture, and recreation.
 - 1.4.1. Endeavor to include cultural elements in town events.
 - 1.4.2. Explore how to establish/support a “Makers Market” where local artisans will gather to sell or display their work.

2. INFRASTRUCTURE AND BUILT ENVIRONMENT

Berwick will plan, build and maintain resilient, efficient and sustainable infrastructure through supporting diverse growth, enhancing community well-being and respecting the natural environment.

- 2.1. Municipal Infrastructure
 - 2.1.1. Complete upgrades to the WWTP.
 - 2.1.2. Complete a street rehabilitation for Foster Street and Cottage Street Upgrades
 - 2.1.3. Establish and implement a paving policy.

- 2.2. Growth and Land Use Integration
 - 2.2.1. Conduct a Transportation Study that focuses on the safe and efficient movement of people and vehicles. The Study should integrate accessibility, active transportation, road classifications and profiles, speed limits, etc.
 - 2.2.2. Complete and implement the Stormwater Management Plan.
 - 2.2.3. Complete Floodwater study to ensure protection from Annapolis River
 - 2.2.4. Assess long-term requirement and feasibility for a municipal water utility
 - 2.2.5. Develop a well/water table monitoring program.

3. ENVIRONMENTAL SUSTAINABILITY

Through protective planning, renewable energy leadership and community partnerships, Berwick will reduce its environmental footprint, adapt to climate change and foster a culture that benefits both current and future generations.

3.1. Renewable Energy Leadership

3.1.1. Continue leadership & growth with renewable energy generation

3.1.2. Work with industry partners to facilitate further implementation of renewable energy generation at residential properties

3.2. Climate Resilience and Environmental Protection

3.2.1. Explore an electrification program for customers of BEC and explore incentives to encourage switching.

3.2.2. Municipal leadership – make an example for building better buildings. Require the town buildings to perform better

3.2.3. Prepare a formal plan to mitigate flooding and create protection areas to understand where high-risk areas are

3.2.4. Transition to Net Zero Emissions

3.2.5. Embed climate adaptation practices into municipal operations, infrastructure and land use.

3.3. Community Stewardship Culture and Environmental Literacy

3.3.1. Develop and implement a Tree Program that includes replacement, inventory and preferred species for planting.

3.3.2. PR campaign for promoting water management and energy-conscious

3.3.3. Organize sustainability programs that promote environmental awareness.

3.3.4. Protect town trees through proper maintenance practices to ensure tree longevity

3.4. Sustainable Land and Water Stewardship

3.4.1. Prepare, know and address the risk of invasive species

3.4.2. Support creation, & protection of green spaces for people to connect with nature – wildlife, pollinators and naturized properties

4. ECONOMIC DEVELOPMENT

Berwick is building a resilient, diversified and local economy by promoting entrepreneurship, attracting investment and revitalizing the Town. Growth will be aligned with our small town character and environmental stewardship.

4.1. Promote & Attract business

4.1.1. Review all platforms for SEO (Search Engine Optimization) ex. FB, Website, Instagram, YouTube, LinkedIn – tag local businesses on socials

4.1.2. Update the Website Business section:

- “Doing business in Berwick”
- Valley REN brochure for Berwick?
- Link to Valley REN and other business support resources
- New VREN mapping tool – Guru

4.1.3. Annually update/confirm email addresses for business contract list.

4.2. Foster relations that support business and jobs

4.2.1. One face to face visit with each business annually – can be preformed by staff or councillors. One follow up call a month later

4.2.2. 1-2 events/meet ups with business community a year.

4.2.3. Help businesses with guidance on expansions, permits, new development

4.2.4. Joint promotions – i.e. Christmas

4.3. Be investment ready/resource development and identification

4.3.1. Prepare a database of available land, buildings that aren't publicly for sale but may be interested if the right offer comes along – making connections.

4.3.2. Complete a water table study in different zones in Town/monitoring progress to answer the question – is there enough water for a business and/or how will this development impact my water.

5. ADMINISTRATIVE INITIATIVES

- 5.1. Engaged and Support Workforce
 - 5.1.1. Complete HR Needs Assessment and identified service delivery model
 - 5.1.2. Updated HR Policies
 - 5.1.3. OHS Program Review

- 5.2. Financial Sustainability and Accountability
 - 5.2.1. scope and implement a new financial system.
 - 5.2.2. review and update financial policies

- 5.3. Efficient and Responsive Service Delivery
 - 5.3.1. Records Management
 - 5.3.2. Website update
 - 5.3.3. Kraken Implementation

Department: Finance
Date: February 2026

Key Highlights

Berwick Electric Commission (BEC)

- **Factorydale Turbine:** Discussions have begun with the insurer to determine the financial outcome of the turbine breakdown. We are extremely fortunate to have the support of our Owner's Engineer and team at AON as we navigate this process.
- **Solar Garden:** HST recovery review is nearing completion, as is the reconciliation. The ICIP claim funds disbursement is required to complete the reconciliation and has been requested several times from AREA. Once this information is received, staff will be able to begin the transition of assets to BEC and finalize this project.
- **Superintendent/Director of BEC:** Recruitment is on-going for this role.
- **NSP Power Purchase:** We have received invoices up to July 2025.
- **Flow Through Application:** Staff are working on compiling data for consultants to prepare the 2026 flow through application.
- **BEC Meeting:** Attended the commission meeting on

Town of Berwick

- **2024/25 Audit Preparation:** Our team continues to work through audit preparation. As minimal information has been received over the past several months, the external auditors have postponed. The Town will not receive annual federal and provincial grants until the 2024/25 Audited Financial Statement and Financial Information Return have been submitted and reviewed by the province.
- **Staffing Update:** We are actively recruiting for our two vacancies within the Finance team. Temporary support is in place to address the inherited backlog within the department and keep the department in a current state.
- **2026/27 Budget Prep:** Staff and Council attended several budget workshops, and the public engagement session was held on February 23, 2026.
- **AMANS Audit Committee:** Attended the audit committee meeting on February 11th, 2026, where we reviewed and provided feedback on the draft reserve policy.
- **Insurance Services:** As we are transitioning to a new service provider, work is underway to make this process as seamless as possible.
- **Meeting with PVSC:** Attended a meeting with the Mayor and CAO to gain a better understanding of commercial assessment process.

Next Month Priorities:

- **Solar Garden Transfer of Asset**
- **Solar Garden HST Recovery**

Committee of the Whole Monthly Report



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- **2026-27 Budget**
 - **Audit Preparation**
 - **Attend discovery workshop in Saint John for Kraken project March 19-20**
 - **Recruitment for Finance Administration Coordinator**
 - **Recruitment for Financial Analyst**
 - **Recruitment for BEC Director**
 - **IBEW Negotiations**

Berwick & District Vol. Fire Dept. Feb. 2026

February 19, 2026

Training: Currently training to Level 1 Firefighter Standards, which is the basic skills needed to be safe on the fire ground while performing firefighting tasks.

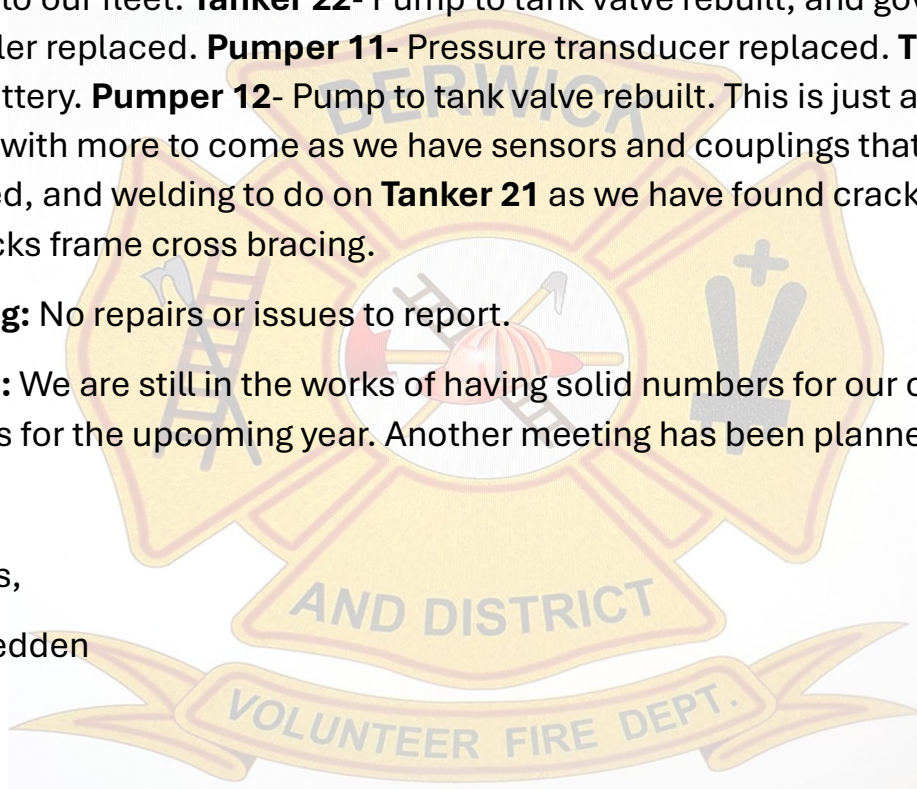
Equipment/ Repairs: We have had a rough couple of months with regards to repairs to our fleet. **Tanker 22-** Pump to tank valve rebuilt, and governor controller replaced. **Pumper 11-** Pressure transducer replaced. **Truck 52-** New battery. **Pumper 12-** Pump to tank valve rebuilt. This is just a snapshot of repairs with more to come as we have sensors and couplings that need to be replaced, and welding to do on **Tanker 21** as we have found cracked welds in the trucks frame cross bracing.

Building: No repairs or issues to report.

Budget: We are still in the works of having solid numbers for our capital projects for the upcoming year. Another meeting has been planned to discuss.

Regards,

Luke Redden



Committee of the Whole Monthly Report



Department: Community Development
Date: February 2026

Key highlights

- The "Get Active After School" program has been quite successful, good numbers and positive feedback from parents regarding our program leaders. This will continue throughout the school year.
- Staff are working to secure a date for a Stay Safe at Home course for younger students from Berwick and District School. This program was made possible through a successful grant from the Community Health Board.
- Staff have worked with Berwick & District School to enhance exploratory days, including a program at the Berwick Fitness Centre and lending snowshoes and skis for outdoor programs.
- In partnership with Berwick & District School, students joined Council to raise the Pan-African flag in front of the Town Hall. Staff and administration have begun work to collaborate on future flag raisings.
- Winter Walk to School with the Wildcats took place on February 17th beginning at Heritage Station Park. Lower attendance numbers than in years past, however the players took time to hand out stickers at the school.
- There are two dates remaining for the 2025-26 Memory Cafe Series, March 17th and April 14th at the Evangeline Mental Wellness Hub.
- The Recreation Coordinator met with the new AMANS Municipal Accessibility, Equity and Anti-Racism Program Coordinator to touch base on our plan and future community engagement.
- The Sports Hall of Fame committee has completed scoring and will be confirming inductees for the 2026 event in the coming weeks.
- Staff, with the support of Valley Recreation, are working to provide a youth leadership workshop in partnership with West Kings; the date for this is to be determined but anticipated to occur within the next few months.
- Department staff have been actively reviewing plans for the 2026/27 year, looking at both capital and operational budgets, preparing grant applications, and collecting quotes and cost estimates.
- Staff have worked to make improvements to the online Business Directory by making changes to layout and visuals to improve user experience as well as make it easier for businesses to sign up.
- Two March Break day programs will be happening at Town Hall, Creation Station (Arts & Crafts program) on March 13th from 9-11 AM and Flag Football on March 17th from 1-4 PM.
- The Recreation Coordinator is assisting the Evangeline Mental Wellness Hub with planning and implementing a community program for pre-teens for March Break.

Committee of the Whole Monthly Report



- The “Weeks of Winter” are taking from February 15-28, including many events held by community partners and Town led events such as a Free Skate, Home Decorating Contest, Scavenger Hunt and more!
- Staff continue to work with both Beautification and Community Garden Group to source funds for upcoming projects.
- The Active Living Coordinator sits on two regional committees that have resumed meetings this month to plan summer Senior Staff Training Day (May) and Day Camp Staff Training Day (June).

Next Month Priorities:

- Planning for May 16th multi-cultural event in Centennial Park
- Continue to source and submit grant applications for upcoming budget projects
- Finalize and advertise summer student job ads

Upcoming Dates of Significance:

Date	Day/Month of Significance
March 8	International Women’s Day
March 15	International Day to Combat Islamophobia
March 21	International Day for the Elimination of Racial Discrimination
March 21	World Down Syndrome Day
March 31	International Transgender Day of Visibility

Committee of the Whole Monthly Report



Department: Public Works
Date: February 2026

Operations:

Community:

- New accessibility labels for door access buttons installed at Town Hall.

Parks / Trails:

- Trash bins / dog bins emptied weekly.

Streets, Sidewalks:

- Constructed 24 new TC-64A barricades for temporary workplace traffic control operations to replace old stock.
- Dead maple tree removed from vicinity of 147 Cottage St.
- Worked with BEC and contractor to repair crosswalk light pole on Commercial St that was hit by a car.
- Removed portion of curb and sidewalk for new driveway on Spartan Ave.
- Director and Lead Hand met with Dexter Construction to discuss alternates to asphalt for town streets (e.g. different methods for patch paving, chip seal, crack sealing, micro sealing).
- Trash bins emptied multiple times weekly.
- Cold patching performed on the days that weather permits
- Windrow removal along Commercial Street once in February.

Stormwater:

- Nothing to report.

WW Treatment:

- Communications with NSECC underway for the renewal of the Permit to Operate (expires March 2026).
- 2025 Annual Report submitted to NSECC.
- Existing blowers 2 and 3 adjusted from 60 hz to 53 hz to keep them from tripping out. Although they are still tripping from time to time, the lower frequency is helping in the colder weather.
- Troubleshooting data display for UV Lights with Sansom Equipment.

WW Collection:

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

Other:

- Assist BEC with installation work for the new Ben Grove subdivision.
- Assist BEC with traffic control for repairs to damaged utility poles.

Capital:

Storm Water Management

- Draft report from CBCL received 20 February.
- A public engagement session will be held on 2 March.
- Final report received from CBCL following the public engagement session.
- Schedule to present in an NSFM Stormwater Management Strategy Session scheduled for 12 March (online).
- 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 pad completed; blowers arrived onsite 19 January; installation underway, to be completed mid-March.

WWTP Upgrades – Tertiary Filtration

- Tender for Construction released 17 February; closes 11 March.
- Indigenous Engagement underway with support from Dillon Consulting.
- Application for Temporary Bypass underway with support from Dillon Consulting.

Next Priorities:

- Spring clean-up following winter maintenance.
- Compile data for Asset Management Software.
- Troubleshoot, repair storm gravity lines in vicinity of Union and Commercial.
- Grubbing in Spicer Park along water course.
- Prep summer gear for late-spring mowing.
- Install storm grate / basin on Spartan Ave.
- Raise MS on Brown Street, south of Orchard St.
- Vactor work in WWC system.
- WWTP Capital upgrades.

Committee of the Whole Monthly Report



Department: CAO and Administration
Date: February 2026

Key Highlights

Berwick Electric

- **Superintendent/Director of BEC:** Recruitment is on-going for this role.

Town

- **AREA:** attended the January Board meeting virtually on the 28th.
- **Valley REN Audit Committee:** attended two audit committee meetings to review the 2026/27 draft budget. It has been recommended to the Board for approval. It is important to note that Valley REN has been relying on reserves to cover significant deficits. There will not be enough reserves to cover 2027/28 if new revenues are not identified and/or significant cuts are not made. This will be a priority for the Board to consider over the next fiscal year.
- **PVSC:** Mayor, Director of Finance and CAO met with PVSC on February 4 to learn more about commercial assessment valuation and understand the decrease in assessment for 2026.
- **Valley REN LOC:** attended the LOC meeting on February 9.
- **AREA CAO/CEO Check-In:** the monthly check-in was held on February 11.
- **FOIPOP:** As of February 11, 2026, one FOIPOP Request has been closed, subject to the applicants right to appeal, and another is on-going. There is only one current FOIPOP Request open.
- **Fire Services Modernization:** attended a virtual Fire Services Modernization planning Session on February 17 with the Mayor and Deputy Mayor. The Province is currently consulting on the legislative framework for fire services. The framework will be a three year implementation process.
- **Valley Regional Services:** at the February 21 meeting the Board approved Tidal Transit's 2026/27 Operating and Capital Budgets..
- **Budget/Strategic Planning:** working with the management team on the budget and draft strategic plan with operational plan.
- **ACOA:** the CAO and Manager of Community Development met with Kyla Pierik, Economic Development Officer with ACOA to discuss future program opportunities to meet the Town's strategic priorities.
- **Association of Municipal Administrators of Nova Scotia (AMANS) Board**

Meeting – attended the monthly meeting on February 20.

- **Labour Management Training:** CUPE Labour Management committee set up training through Conciliation and Mediation Services for union and management. An introductory session on Communication, Rights and Responsibilities of Collective Agreements and Building Trust was held on February 23. The team will discuss the session and prioritize which areas they may want to dive deeper on first.

Next Month Priorities:

- **Budget and Operating Plan preparation**
- **AREA Monthly Meeting:** February 25
- **Fire Services Sub Committee:** February 26.
- **CUPE Labour Management Meeting:** March 2
- **BEC Meeting:** March date to be determined
- **AREA CAO/CEO Check-In:** in person session March 5
- **IBEW Contract Negotiations:** March 16

Committee Report

Committee Name: Accessibility Committee

Meeting Date: February 9, 2024

Submitted by: Deputy Mayor Johanna Kwakernaak

Key Agenda Items:

- KMCC Parking and Crosswalk Accessibility
- Council Chambers Accessibility
- Public Meetings Accessibility
- Accessibility Report Card

Key Discussion or Decisions:

- Taylor has connected with accessibility advisors and KMCC accessible route across the KMCC parking lot from the cross walk. The proposal to eliminate the 2 parking spots directly north of the crosswalk into the parking lot meets accessibility standard.
- Strong support from the committee for recommended improvements. Suggestion that exploration of legible simultaneous closed captioning may help those with hearing impairment, having speakers miked and faces visible for lip reading would enhance the understanding are important. Furniture changes would improve visibility of presenters and Council. Position of at least one screen would also help. Also noted that some of the seats in the gallery should have arm rests.
- Support of developing a policy for use of ASL interpretation of public meetings. Also recommendation that at public meetings speakers use a mike.

Committee Report

Committee Name: Annapolis Valley Homelessness Coordinating Committee

Meeting Date: February 9, 2026

Submitted by: Deputy Mayor Johanna Kwakernaak

Key Agenda Items:

- Terms of Reference
- Debrief of Jan 22 Public Meeting – Kentville Firehall
- Update of email kvhomeless@gmail.com
- Action Plan

Key Discussion or Decisions:

- Final edits to Terms of Reference.
- Over 300 community members attended the Public Meeting. Meeting provided in-depth information on the issue, services available and ongoing work to support the homeless. Public concerns re safety in the downtown. Questions were largely received through participants posting questions using sticky notes. The questions have been reviewed and categorized. Process to answer questions discussed.
- kvhomeless@gmail.com is being monitored by Minister Lohr's office. Important questions have been coming through this email.
- Action Plan:
 - Complete TOR
 - Create a website
 - Determine structure, potentially a board plus working groups to ensure workload is managed most effectively and Committee is functional.
 - Committee Meetings will continue monthly currently 2nd Monday of each month at 9:00 am

Johanna Kwakernaak

Committee Report Template

Committee Name: Annapolis Valley Regional Library Board

Date of Meeting: Thursday, February 19, 2026

Name: Councillor Walsh

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Communications - Public Advocacy & Funding Challenges
#2	Finances
#3	Strategic Planning
#4	Policies and Governance
#5	
#6	

Key Discussion or Decisions:

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

1. • Communications - Public Advocacy & Funding Challenges
 - A letter sent by the CEO to stakeholders warns that without sustainable funding, the library may face branch closures, reduced hours, and fewer resources. Several letters from the public advocating for increased library funding, highlighting the library's role as a vital community hub for all ages.
2. Finances
 - For the period ending December 31, 2025, the library reported a net income of \$290,064.90. Total income was approximately \$2.7 million against total expenses of \$2.19 million. While provincial and municipal revenues are largely on track, professional fees and program costs have exceeded their budgets by 19% and 88%, respectively. The CEO provided updates on the current state of services and the potential impacts of the upcoming 2026-27 provincial budget
3. Strategic Planning
 - Plans are set for a facilitated workshop on May 2, 2026, at the Berwick Apple Dome to focus on operational planning with updated budget information. Approved consultant proposal from Cleo and Larry for strategic planning facilitation at cost of \$18,800 (reduced from \$29,000 by removing municipal/staff engage. Concerns raised about cost but justified given: -Expertise needed for major transition decisions - Protection for staff and board during difficult choices -Third-party legitimacy for decision-making process
4. Policies and Governance
 - The board approved a new Equity, Diversity, Inclusion, and Accessibility (EDIA) Position Statement. Used statement format rather than specific policy for operational flexibility, this aligns with Canadian Federation of Library Associations standards. Corrections were approved to the Code of Conduct, outline expectations for library behavior, warning procedures, and a final appeals process for suspensions.

Committee Report Template

Committee Name: Annapolis Valley Trails Coalition(AVTC)

Date of Meeting: Sunday, February 22, 2026

Name: Councillor Goddard

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	The road map that brought us here.
#2	Homework.
#3	
#4	
#5	
#6	

Key Discussion or Decisions:

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

#1. Ashley Brooker presented information on what lead us to this conversation, emphasizing that this process has been informed by both operational realities and community experience. Highlights from Engagement Sessions.

September 3rd, a full day session with 19 attendees to determine the need for a continued governance structure to guide and support the AVTC. Unanimous consensus concluded that there is a critical need for a form of governance structure that will support the ongoing and future work of the Annapolis Valley Trails systems, with particular focus on the Harvest Moon Trail (HMT).

December 5th, a half day session to consider two potential governance structures: 1) continue as is, or, 2) a "Collective Impact" approach using Consensus Decision Making. (handout)

#2. Homework

- a) What is your need for paid staff?
- b) what can you offer (skills, resources, etc.)
- c) is there a need for a Trail Coordinator OR a Coordinator of the Trails and Trail Groups.
- d) how much do you spend on trails?

Next meeting: Thursday, February 26th, 1:00pm in the Orchard Room at the Municipal Hall, County of Kings.

Respectively submitted by
Councillor Goddard.

Committee Report Template

Committee Name: Community Berwick beautification Committee

Date of Meeting: Thursday, February 12, 2026

Name: Deputy Mayor Kwakernaak

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Presentation of the planting plan for the Bridge Project
#2	Review of Planters, Hanging Baskets, Parks, throughout the town
#3	Discussion of roles of volunteers, staff
#4	Next steps
#5	
#6	

Key Discussion or Decisions:

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

- Jackie Shields presented a complete overview of the Bridge site and potential project to make this into a beautiful inviting sustainable public space. This project will be a multi year project. That in the 2026/2027 budget year that site upgrades and the accessible pathway be the request.a \$7,500. That if approved the Community Group would develop a fundraising campaign to begin the Garden. That no planting would begin until late summer/fall to ensure plants are successful.
- The current inventory of planters, gardens, hanging baskets was reviewed for completeness. The group also reviewed proposals for the planters which were adopted by community members in 2025. Consensus that the planters that volunteers looked after would be supported by the group for continued member support. The planters, baskets gardens that have been included in the operations budget would remain a Town responsibility. The group also provided recommendations of which current beds to maintain and will continue to review responsibilities with staff.
- The group presented a document outlining best practices to maintain the Towns Gardens and plantings. The experts in the group will be available to continue to support Public Works and Parks staff. The volunteers will continue to provide support through out the summer to maintain the planters.
- Presentation to the Town on the Bridge Project.
 - Sharing planting guide with the volunteers and encouraging volunteers to adopt a planter.
 - Discussion with Berwick and District Scholl regarding student involvement in maintaining the Harley Lawrence Garden.

Town of Berwick

Concept of a “Gateway” Garden

@ the Bridge

The “Gateway” or “Bridge” Garden is a project to renew the area that is the site of the new bridge. This is the northern “gateway” and main thoroughfare entering the Town of Berwick from route 360 and the 101 Highway Exit 15.

To construct the new bridge, a temporary bridge and route were constructed.

Natural trees and plants were removed; soil was replaced with fill and paved creating a temporary road, and the new Berwick Bridge is higher and wider than the original bridge.

Construction of the new Berwick Bridge project along Commercial Street was completed by the province in summer 2025.

A crushed stone path had been installed, that leads from the sidewalk on the east side of the bridge, leading down to a lookoff pad area overlooking the Cornwallis River.

A Town of Berwick interpretation panel entitled “Early Crossings” was installed on the lookoff pad area.

The mayor identified this “lookoff” area as a potential future area for enhancement as a planted ornamental garden, with seating, etc,

Area size is approximately 12,000 square feet (.25 of an acre) and borders from the east side of the bridge and sidewalk, to the Cornwallis River on the north, to a treed area and Park ‘n Ride parking to the east, to the north entrance to Berwick Fire on the south.

A thin layer of top soil was added and hydroseeded over the entire site.

There is an overflow pipe under the roadway engineered to flow water from a high point on the west side of the bridge over to the east side.

Why Put a Garden Here?

- ❖ Enhance and accentuate a highly visible “gateway” into Town
- ❖ Attract visitors, new residents and new business to Town
- ❖ Build civic pride
- ❖ Create a beautiful, accessible, learning environment for all ages, to experience, explore and connect with nature
- ❖ Nurture local biodiversity
- ❖ Foster local community stewardship

- ❖ Mitigate flooding and/or washouts in the area in preparation for extreme climate events

Challenges of the Site

- ❖ Existing Soil – likely rocky, will need a test dig
- ❖ Salt spray from bridge
- ❖ Slope – erosion, dry conditions
- ❖ Drought – full sun, no irrigation
- ❖ Flooding – area may be subject to flooding/runoff during extreme climate events
- ❖ Power lines – very visible
- ❖ Grass – mowing on steep slope, not drought tolerant – turns an unsightly yellow/brown colour in a dry summer, increased threat of erosion
- ❖ The path to the Lookoff has both a significant up and down grade and an alternate accessible path from the Parking area is required.

How to Mitigate the Challenges?

- ❖ Rocky Soil
 - Amend soil with organic matter at planting***
- ❖ Salt Spray, Slope, Drought
 - Plant choice – choose drought tolerant, salt tolerant plants that will anchor and help to stabilize the slope***
- ❖ Flooding
 - Cover the ground - Plant roots help to “knit” the soil in place***
 - Plant choice – choose plants that will take periods of wet (at bottom of the slope)***
- ❖ Power Lines
 - Plant choice – divert attention but not interfere with***
- ❖ Accessibility
 - Create a pathway from the parking area that meets accessibility standards***

Design Concept: A Naturalistic Garden

- ❖ Will blend in with natural river elements:
 - Repeat “flowing” patterns in blue, purple and green
 - Include native perennials, grasses, shrubs, and trees
- ❖ Create a vibrant, accessible, visually appealing space:
 - Entice visitors, schools, immerse them in nature
 - Foster new learning opportunities for all age groups
- ❖ Design to promote beauty: interplay colour, texture, form, fragrance and long season of bloom. Add bulbs...

- ❖ Embrace Berwick’s “apple” theme:
 - repeated use of the colour RED in the design
 - use plants with an abundance of fruit (food for wildlife)
- ❖ Attract, support and shelter pollinators, birds, and wildlife
- ❖ Select plants that “knit” the soil, reduce erosion, create structure, and resist drought & flooding
- ❖ Be accessible with an accessible path and add natural elements for seating

Next Steps:

- ❖ Engage the joint owners of the site, the Fire Commission and the Town of Berwick to gain collaborative support for the project.

- ❖ With support of the site owners move forward with engaging the community in the project.
- ❖ The cost of the entire project is \$22,500. (*Soil amendments \$3,500, plants \$15,000, and materials for the accessible pathway \$4,000*)

- ❖ Spring/Summer 2026
 - Complete soil tests to determine soil amendments (*volunteer experts in the Project Group will complete this task*)
 - Build the accessible path (*The Public Works staff have the expertise to do this work*)
 - Based on funding begin planting in late summer/fall giving new plants the greatest chance of success. (*Support of public works for regular watering of new plants needed*)

The Town of Berwick



Concept of a “Gateway” Garden @ the Bridge

J Shields
270 Main St, Berwick
2026 02 04

1

The area summer and fall 2025

Cornwallis River

(Mi'kmaq)
Jijuktu'kwejk

Pronounced
“gee-jook-took-
WEDGE-k”
(our narrow river)



6



View from
Park 'n Ride
Parking Area



Existing "Early Crossings"
Interpretive Panel
in place at River
Lookoff area



Cornwallis River
(Mi'kmaq)
Jijuktu'kwejk

Pronounced
"gee-jook-took-
WEDGE-k"
(our narrow river)



Looking south to
Park 'n Ride
parking lot and
Berwick Fire
House



*Design Concept:
A Naturalistic Garden*

The vision of what we can have.

Can become this...



The space can become like this.

Or this...



Or this...



17



20

It can be a space with pollinators, birds and wildlife. It can be a space that welcomes everyone.

Here's a few plant selections in the design...

Trees


Apple Serviceberry:  Spring Fall


Sugar Tyme Crabapple: 

Montrose Charm White Spruce 


Baby Blue Eyes Colorado Blue Spruce 


Evergreen Shrubs

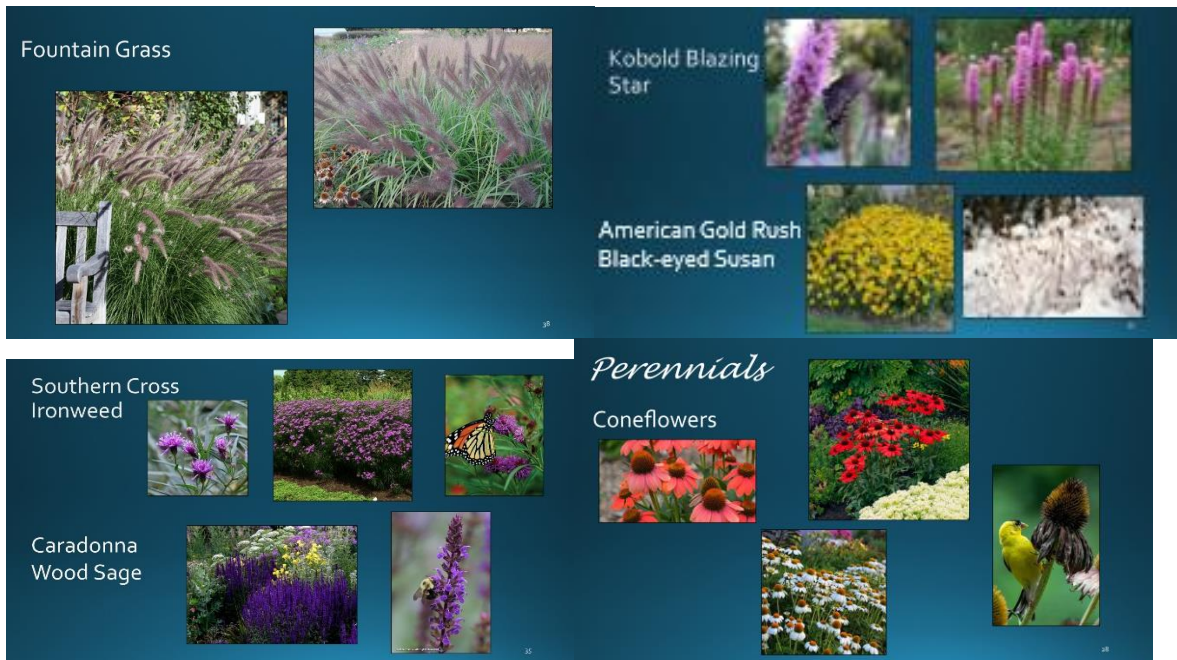
Dwarf Mugo Pine 

Blue Shag Dwarf White Pine 

Deciduous Shrubs

Aronia Low Scape Mound 

Berry Heavy Winterberry 



Some of the grasses and perennials that will give form and colour to the garden.
 And Swamp Milkweed to attract Monarchs and because it can tolerate wet areas.



Stones could be added to the lookoff area to provide natural seating...



40

Food for thought...

Thank You!



41

Committee Report

Committee Name: Diversity Kings Committee

- **Meeting Date:** Feb 4, 2026

Submitted by: Deputy Mayor Kwakernaak

Key Agenda Items:

The February Meeting of Diversity Kings was replaced by the Launch of African Heritage Month

Key Discussion or Decisions:

Distinguished guests, Councils, staff and community gathered in the Municipal Council Chambers for the proclamation of African Heritage event. The Lt.-Gov. Mike Savage and his wife, her Honour Darlene Savage attended the proclamation. This year the event remembered and honored Dr. Geraldine Browning, a leader, a community activist, and a beloved member of African Nova Scotian communities.

This year's theme was "Strength in Unity: Moving Forward with Purpose, Power and Progress." The master of ceremonies Coltrane Hughes, a representative of the Africentric Cohort on Horton High School's student council hosted an evening of music, poetry, readings and presentations.

Committee Report

Committee Name: Fire Services Sub Committee

Meeting Date: February 3, 2026

Submitted by: Jen Boyd, CAO

Key Agenda Items:

- Operating Budget & Capital Budget Overview To date
- 2026/27 Proposed Capital budget
- Fire Underwriter Survey Presentation date
- Comfort Centre

Key Discussion or Decisions:

- **Operating Budget and Capital Budget overview to date**
 - Agreed that the emergency replacement of the potable water pump would be split 50/50 with the Town and Commission
 - Agreed that the security cameras would be split 50/50 with the Town and Commission
 - The gutter repair and light fixtures have been completed.
- **2026/27 Proposed Capital Budget**
 - Complete filing in and grading, relocating existing underground piping
 - Fire Hall asphalt parking lot repairing low and broken asphalt
 - Leveling and placing topsoil and grass seed to north of public parking area
 - Concrete repairs to front of fire hall truck apareon
 - Upgrades to Memorial Area, shrubs, flowers, lighting and pond repair
 - Training structures required to finish the fire pond filing in project
- **FUS**
 - Set a date at the end of February for a presentation from the Fire Underwriter Survey regarding ratings, refurbishment of vehicles vs. replacement, etc.
- **Comfort Centre**
 - The Lions Club would like to register as a comfort centre; however, they do not want to take away from the fire department. The fire department seemed okay with them also becoming a comfort centre.

Committee Report Template

Committee Name: Kings County Trails Society (KCTS)

Date of Meeting: Thursday, January 15, 2026

Name: Councillor Goddard

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Annapolis Valley Trails Coalition Updates
#2	Ongoing Maintenance
#3	Financial
#4	New Business
#5	
#6	

Key Discussion or Decisions:

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

#1) AVTC is looking at adopting a consensus decision-making model for governance, further discussion at January 22nd meeting, Chris Goddard to represent KCTS.

#2) Ongoing Maintenance. Gate work to be completed at winter's end by Eastern Fence.
 Kiosk roofs are finished.
 30 new signs ordered (stop signs, stop ahead & gate ahead)
 Some bridge cleaning still needed.

#3) Financial. Received \$8,800 from provincial disaster relief fund. Paid \$2500 for materials for Kiosk roofs. After gate and roof repairs we will have about \$13,000 remaining. The new rebranding initiative is a go.

#4) New Business. Plan to resurface the Trail from Cambridge to Kingston. Discussion on signs (ATV Crossing, HMT signage)
 Next meeting: Thursday, February 19, 2026 at Waterville Firehall.

Respectively submitted by:
 Councillor Goddard.

Committee Report Template

Committee Name: Valley Regional Services board

Date of Meeting: Wednesday, February 18, 2026

Name: Mayor Trinacty

Key Agenda Items

The key agenda items covered in the meeting.

	Description
#1	Tidal Transit GM report
#2	Tidal Transit budget approval
#3	Valley waste GM report
#4	Audit committee report
#5	
#6	

Key Discussion or Decisions:

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

Please see the Valley Services Meeting Minutes for an accurate summary of the meeting. There was a discussion that a comprehensive communication plan is required to inform the public and ridership of the improvement in the service expected given the huge increase in the budget. Issues regarding true ups in the statements due to the change in the ownership structure was felt to be beyond the scope of the audit committee. The issue was deferred to the CAO group for recommendation.

Summary of Meeting based on February 18, 2026, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

TIDAL TRANSIT AUTHORITY (Kings Transit)



General Manager Updates - Under the leadership of General Manager Meg Hodges, the following items are underway: The official **Tidal Transit Authority** name has been approved and administrative updates are in progress

Buses

- The G2 route remains suspended until in-service fleet levels increase but stabilization progress continues.
- Bus 74 (New Flyer) is being commissioned and is expected in service in April while Bus 63 (ex-HRM) will be retired.
- Bus 59 is in Dartmouth awaiting full engine replacement.

ICIP Project Updates

- ICIP Phase 1 extension submitted & ICIP Phase 2 scope change approved. Hybrid electric bus RFP expected early March 2026.

Ridership

- January 2026 ridership down from January 2025 due to G2 route suspension, weather disruptions, and aging fleet.
- Ridership increased from December 2025, consistent with historical seasonal trends.

Administration

- Draft logo concepts for Tidal Transit expected in March/April.
- Improved communication processes - timely updates across social media, website, and onboard posters.
- Halifax film production company rented a bus for two days in February.
- GM and Fleet Manager visited Metrobus in St. John's to gather insight on hybrid buses, procurement, tech, training, and safety.
- Ongoing discussions with LinkNS to stabilize long-term PTAP funding to align with new 10-year \$5.1M federal baseline.
- Free period products launched on buses in partnership with Annapolis Valley Regional Library.
- Onboard ticket and pass sales end March 1, 2026. Public reminders are underway.
- Public Transit Appreciation Day is March 18.

Onboard Communications

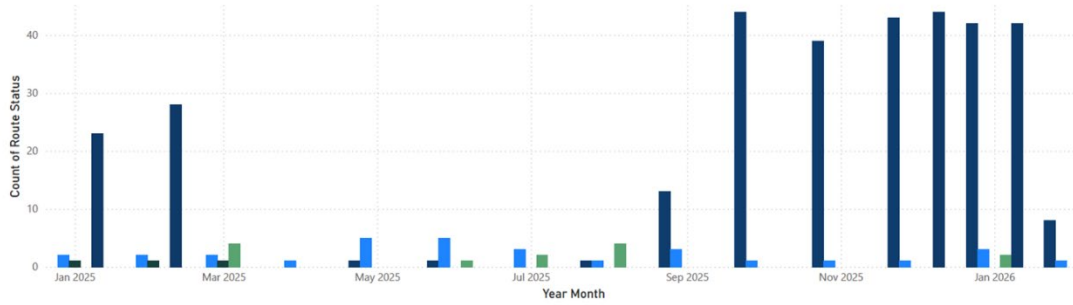
 <p>Service Animals We are committed to providing a safe, friendly, and respectful bus environment.</p>	 <p>A Respectful Ride for All We are committed to a safe, friendly, and respectful bus environment.</p>	 <p>Stay Hydrated Please bring your own water bottle to stay hydrated on your trip.</p>
 <p>Scent Free-Zone We are committed to providing a safe, friendly, and respectful bus environment.</p>	 <p>Safe Travels! Not everything can ride on the bus.</p>	 <p>Be Seen in the Dark Please use a flashlight while at your bus stop to make sure our Operators see you.</p>
 <p>Winter Weather Stay up to date with winter weather information by visiting www.kingstransit.ca</p>	 <p>HotSpot Transit App Buy tickets and passes on your phone!</p>	 <p>Move on Back Please move on back when the bus is full to make sure our Operators see you.</p>
 <p>Live Track the Bus! Download the Transitic App today!</p>		

Fiscal 2026-2027 Operating and Capital Budget Presentation

The Tidal Transit Authority Fiscal 2026-2027 Operating and Capital Budget was presented to the Board for discussion and approval.

Success Rate of Scheduled Shifts

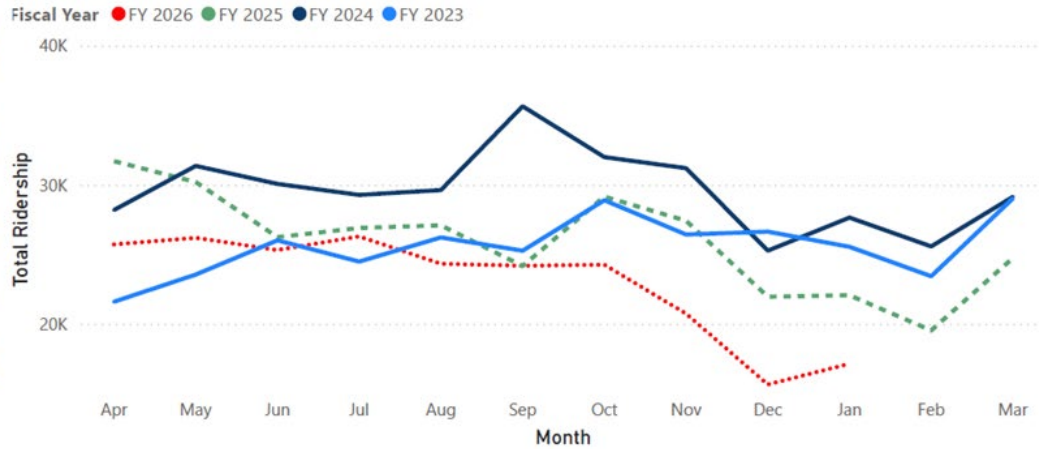
Route Status ● Breakdown-Bus Shortage ● Breakdown-Interrupted Schedule ● Driver-Delay ● Driver-Shortage ● Weather Conditions



Route Status	2025-01	2025-02	2025-03	2025-04	2025-05	2025-06	2025-07	2025-08	2025-09	2025-10	2025-11	2025-12	2026-01
Breakdown-Bus Shortage					0.29%	0.31%		0.30%	3.86%	12.57%	12.38%	12.29%	12.24%
Breakdown-Interrupted Schedule	0.57%	0.65%	0.61%	0.30%	1.45%	1.55%	0.86%	0.30%	0.89%	0.29%	0.32%	0.29%	0.87%
Driver-Delay	0.29%	0.32%	0.30%										
Driver-Shortage			1.22%			0.31%	0.57%	1.22%					0.58%
Holiday	4.00%	4.55%							4.15%	4.00%	4.44%	11.43%	4.08%
Successful	88.57%	85.39%	97.87%	99.70%	98.26%	97.83%	98.57%	98.18%	91.10%	83.14%	82.86%	63.43%	69.97%
Weather Conditions	6.57%	9.09%										12.57%	12.24%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Fiscal Year	Total Ridership
FY 2026	229,840
FY 2025	311,198
FY 2024	355,008
FY 2023	307,115
FY 2022	202,409
FY 2021	130,829
FY 2020	349,024
FY 2019	345,038
FY 2018	347,299
FY 2017	349,352
FY 2016	360,848
FY 2015	392,035
FY 2014	406,196
FY 2013	31,950
Total	4,118,141

Multi-year View of KTA Ridership



Diesel Average Cost

Includes Taxes Expensed (not posted price)

FY 2026	\$1.17
FY 2025	\$1.34
FY 2024	\$1.39
FY 2023	\$1.59
FY 2022	\$0.97
FY 2021	\$0.64

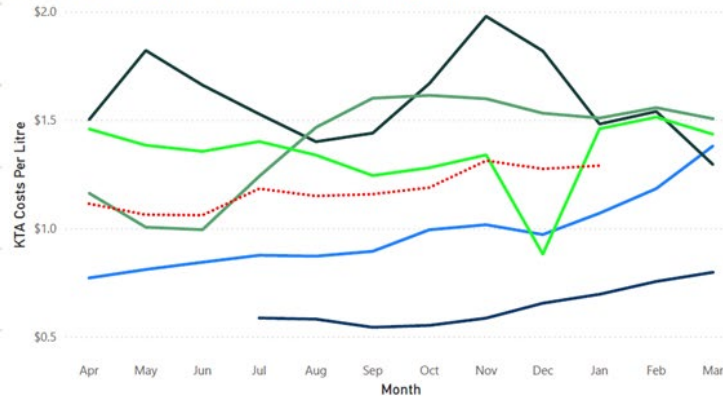
Total Diesel Cost

Includes Taxes Expensed

FY 2026	\$375,591
FY 2025	\$562,205
FY 2024	\$566,538
FY 2023	\$672,054
FY 2022	\$411,623
FY 2021	\$176,067

KTA Costs Per Litre by Month and Fiscal Year

Fiscal Year ● FY 2021 ● FY 2022 ● FY 2023 ● FY 2024 ● FY 2025 ● FY 2026



VALLEY WASTE - RESOURCE MANAGEMENT



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

Administration

- RFP for Janitorial Services (five-year contract for all staff spaces at Valley Waste facilities) closes February 19th and will require Board approval in March.
- Transition of banking services to BMO is 50% complete, with cheques, staff training, and new credit cards still pending.
- Temporary Borrowing Resolution are needed for three outstanding capital projects from prior years and funded by debenture funding that has expired. The Province advised the best approach is for new TBR requests.

Capital Projects & Operations

- Funding request for the Eastern Management Centre expansion was not approved under the Canada Housing Infrastructure Fund. Staff will pursue new funding opportunities through the provincial Housing Infrastructure Fund and the federal Build Communities Strong Fund, focused on the Western Management Centre expansion.
- Roscoe Construction Ltd. was selected for the Eastern Management Centre expansion.
- Construction & demolition yard expansion at the Eastern Centre is nearly complete; final work scheduled for spring.
- Canaan Jim & Sons will complete repairs to the Eastern Centre's interior push wall.
- New press for the Western Management Centre is almost ready and will be installed late February or early March.
- Hazardous waste facility steel structure in Lawrencetown is delayed but still expected by end of March.
- Initial groundwater testing at both Management Centres was completed in December and results pending.

Education

- Staff are delivering Extended Producer Responsibility presentations with the Housing Authority across multiple locations, along with additional community presentations.
- New "Careers in Waste" high-school program launched which is a major milestone given historical access challenges.
- Supporting Annapolis County cottage communities through their first winter without bins, providing guidance on which roads can accommodate collection vehicles safely.
- Ongoing public communication continues regarding the two-truck collection system, helping residents understand why only half of their materials are collected at a time.

Audit Committee

- The Audit Committee met on February 12th and are working with BDO on audit preparations.
- Committee is currently seeking to secure a public member for the committee.

BOARD DECISIONS

Tidal Transit Authority

The Valley Regional Services Board of Directors approved the 2026-2027 Operating and Capital Budgets for the Tidal Transit Authority, as presented, in accordance with the IMSA.

Valley Waste-Resource Management

The Valley Regional Services Board approved to formally authorize the Chair and Interim General Manager, serving as Secretary to the Valley Region Solid Waste-Resource Management Authority, to execute the Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate in the amount of \$428,835 and to submit the fully executed resolution to the Nova Scotia Department of Finance & Treasury Board for approval and release of funds.

Committee Report

Committee Name: Valley REN_LOC
Meeting Date: February 3, 2026
Submitted by: Jen Boyd, CAO

Key Agenda Items:

- LOC e-Voting Policy
- Population (Investment) Readiness Strategy
- IMSA Special Project Clarification
- Provincial Priorities – Key Sector Profiles
- Valley REN Operations and Activity Update

Key Discussion or Decisions:

- **LOC e-Voting Policy**
 - The Committee approved an e-Voting Policy.
- **Population (Investment) Readiness Strategy**
 - Staff shared an example of an Investment Readiness Strategy from Leduc Alberta. Valley REN has applied for funding through CAN Export to fund a strategy for the Valley.
- **IMSA Special Project Clarification**
 - Staff sought feedback from the LOC regarding what is a core project and what is a special project as it relates to funding.
 - This is important to clarify through the next regional strategy development.
- **Provincial Priorities – Key Sector Priorities**
 - The Province prepared sector profiles based on statistic Canada data. Key Priority Sectors are:
 - Defence and Aerospace
 - Energy and Clean Tech
 - Natural Resources
 - Fisheries and Agriculture
 - Housing and Construction
 - AI and Digital Economy
 - You can view the complete profiles in the Valley REN LOC Agenda Package on SharePoint
- **Valley REN Operations and Activity Update**
 - See attached

Valley REN CEO Activity and Impact Report – Q3 Overview + January

Strategic Pillar: Population Readiness

Immigration and Settlement Navigation

Program Reach YTD

- Supported 96 Newcomer Clients (one-on-one)
- Supported 88 Employer Clients (one-on-one)
- Hosted 2nd Annual Immigration and Community Fair (90 attendees)

Status

- Key annual targets surpassed in Q1 (60 clients)

Activity Highlights

- Coordinated ISANS’ Anti-Hate Strategies session in the Valley following the 2nd Annual Immigration and Community Fair.
- Partnering with ISANS to host a panel at the Metropolis Canada Conference (March 11–13, 2026, Halifax), with Valley REN’s CEO highlighting the Immigration and Settlement Navigation program.
- Met with LSI regarding a two-year program extension; further details expected later in February.
- Developing an updated workplan with LSI, including potential IRCC/ACOA funding and two full-time staff; future programming will focus on newcomer retention and Welcoming Communities.
- The Navigator engaged in 10 partner and client events during this period (excluding the Fair and Anti-Hate session).

Ongoing Activities

- Planning is underway to co-host the 2026 Employer Forum with ISANS (Spring 2026) at Acadia University.
- Working with IRCC to host two Employer Sessions in the Valley.

Notable Trends

- Retention pressures continue for newcomers without permanent residency, driven in part by international tuition fees for their children who attend local high schools.
- Rural restaurants face ongoing chef and cook shortages; Valley REN is strengthening collaboration with the Restaurant Association of Nova Scotia and monitoring market signals.

Valley REN Connector Program

Program Reach YTD

- 22 Connectors (8 skilled trades – new model)
- 28 Connectees (10 skilled trades – new model)

Status

- Targeted reach (25 apprenticeship registrations) not anticipated given the onboarding required for new program shift, but significant positive momentum for skilled trades has been made. Valley REN has one of the highest success rates in matching.

Activity Highlights

- Connector Program Coordinator role was vacant for most of October while hiring was underway; training/onboarding period in early November, which limited full program delivery capacity during the early part of Q3.
- Maintained active engagement with 20+ community and program partners to enhance programming; participated in monthly National Connector Program calls.
- Early groundwork laid for Q4 programming, including planning of information sessions, webinars, and career fair participation; hosted successful information session with the Atlantic Home Builders Association.

Upcoming Activities

- Despite being new, the program has gained strong momentum through active partner and employer engagement.
- Planned Q4 events—including information sessions, webinars, and career fairs—position the program for higher participation and impact next quarter.

Notable Trends

- Strong employer interest in the skilled trades stream, particularly construction.
- Community partners are highly receptive to collaboration, creating positive momentum despite the program’s early stage.

Workforce Development

Targeted Outputs YTD

Activity Highlights

- Hosted fall Workforce Alliance meeting to review reset and look at gaining consensus on role and potential next steps.

<ul style="list-style-type: none"> • Bi-monthly workforce support meetings held • Workforce Alliance meeting held and survey shared <p>Status</p> <ul style="list-style-type: none"> • On-track noting potential shifts with Workforce Alliance 	<ul style="list-style-type: none"> • Supported BRE training with LSI staff to strengthen action team engagement; LSI will participate in upcoming BRE interviews. • Met with the Department of Education’s Youth Pathways Consultant to review the Local Industries 11 pilot and explore a potential Valley-region pilot to strengthen local employer talent pipelines (this is particularly important given NSCC program cuts and immigration program cuts). <p>Upcoming Activities</p> <ul style="list-style-type: none"> • Review need/desire for Workforce Alliance following OPIN session; follow-up meeting with Workforce Alliance to review survey feedback and discuss next steps.
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Strategic Pillar: Economic Prosperity

<p>Business Supports</p> <p>BusinessNOW Reach YTD</p> <ul style="list-style-type: none"> • 61 one-on-one BusinessNOW clients served <p>Status</p> <ul style="list-style-type: none"> • Key annual targets surpassed in Q3, but slightly lower than 2024-2025 stats for YTD 	<p>Activity Highlights</p> <ul style="list-style-type: none"> • Advanced Business Retention and Expansion (BRE) diagnostic survey and action team development, including beta testing, legal drafting and consultation with Halifax Partnership re. updated NDA/consent forms, and initial marketing launch. • Organized and hosted an investment attraction meeting with regional partners to support two U.S. proponents establishing a wellness/agricultural business in the Annapolis Valley; facilitated local business and support-sector connections. At least one of those businesses has confirmed property purchase in our catchment based on their session with us (business will be located in West Hants). • Secured GIS Webtech Ecosystem tool and began exploring practical applications (training underway). • Facilitated meetings with Venture Grade Capital students at Saint Mary’s University to explore Valley-based collaboration; hosted NSCC business students for a regional economic development information session. • Developed a Community Asset Mapping framework in preparation for 2026 community sessions. • Finalized a CanExport application to support Investment Readiness Strategy (includes Population Readiness), updated Regional Economic Profiles for Valley REN and partners, and access to FDI training. If successful, this covers 50% of the total cost. Sample plans: Leduc, Alberta and Western REN. • Presentation on Guru Site Selector Tool and participation at NSCC COGS Industry Expo. <p>Upcoming Activities</p> <ul style="list-style-type: none"> • Continued BRE diagnostics administration – to remain open throughout the winter (3 months). • Coordinating business-focused Disaster Response Recovery with REMO (rescheduled from Dec.). • Preparing for spring Business/Community Expos – currently reviewing potential revamp to Expo approach. • Facilitating Business Supports Information Session and Expo with Glooscap First Nation.
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<p>Sector Development</p> <p>Targeted Outputs YTD</p> <ul style="list-style-type: none"> • Year 2 activities are underway • Monthly TIWC meetings • 3 quarterly AVTN Events <p>Status</p> <ul style="list-style-type: none"> • On-track (noting that DMMO funding framework is 	<p>Activity Highlights – Tourism Sector</p> <ul style="list-style-type: none"> • Coordinated Municipal Working Group and Tourism Implementation Committee meetings to advance regional collaboration on a marketing levy. • Individual Council presentations and meetings on a regional DMMO funding framework are underway (three meetings during this reporting period), and others have been requested for the spring. • Advanced early-stage destination brand strategy work, including preparation to engage a brand strategist. • Participated in provincial initiatives, including the Voice of the Visitor survey and Tourism Sector Strategic Plan launch, to assess visitor perceptions and align regional goals. • Initiated regional tourism infrastructure and services gaps analysis and supported DMMO development through continued research, sector engagement, and production of a DMMO needs video.
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<p>dependent on Council decisions)</p> <p>Targeted Outputs YTD</p> <ul style="list-style-type: none"> Finalize and submit funding proposal – submissions to various funding partners is underway <p>Status</p> <ul style="list-style-type: none"> On-track (for annual targets) 	<ul style="list-style-type: none"> AVTN session recently hosted Jan. 27 at Mermaid Theatre (approximately 40 attendees). Exploring a joint restaurant workforce workshop with Restaurant Association of NS and Forward Consulting. NSCC tourism program meeting held in advance of meeting the new Dean to coordinate industry input. <p>Highlights – Agri-Food Tech Corridor</p> <ul style="list-style-type: none"> Conducted ongoing AgriLink partner meetings and revisions; updated proposal reviewed with REN partners and shared with potential funders for feedback; currently submitting proposal for funding from multiple sources, including ACOA, the Province, and private sector. Co-hosted a successful Ag-Tech–focused Executive Lounge with Digital Nova Scotia, engaging 20+ executives and initiating partnership discussions with Cultivator Tech Incubator (Saskatchewan). Participated in key sector events: Rural Greenhouse & Agri-business Tour, Foodtech Frontier Awards, and NS Federation of Agriculture AGM. Collaborated with Friends of Agriculture and FarmWorks to deliver the two-day <i>Connections 2025: Good Food Works</i> conference at Acadia, with staff contributing to the introduction, panel, and trade show. Signed an MOU with BioEnterprise Canada to explore partnerships supporting ag-tech entrepreneurship, including access to its mentorship network. Engaging agri-businesses through annual horticulture and fruit growers’ events. <p>Upcoming Activities</p> <ul style="list-style-type: none"> Continued Council Presentations and engagement on regional marketing levy next steps. Partnership discussions with Cultivator and Credit Union Atlantic planned for February. Engaging agri-businesses through upcoming horticulture and fruit growers’ events. Valley REN participation in Acadia Lighthouse Project through their first “Grow and Go Convening” roundtable. Participation in NS Food Finance Working Group. Participation in Canadian Manufacturers and Exporters’ LeanCon Conference (Feb. 23-24).
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Strategic Pillar: Regional Resilience

<p>Cultivate, Manage, and Communicate Regional Economic Ecosystem</p> <p>Targeted Outputs YTD</p> <ul style="list-style-type: none"> 9 monthly newsletters Communications launch for BRE Hosted OPIN session Bi-monthly targeted tourism newsletters <p>Status</p> <ul style="list-style-type: none"> On-track – regularly monthly newsletters and taskforce meetings to support regular 	<p>Activity Highlights</p> <ul style="list-style-type: none"> Planned and prepared for a small, facilitated innovation sprint session with the Outpost for Public Sector Innovation (OPIN), held Jan. 15–16, leveraged through our partnership with the Department of Growth and Development. Approximately 20 CEOs/senior level executives from our region’s anchor employers participated in this session. Development of new video series to highlight Valley REN sector development projects (first of three videos is on tourism); discussion on other two is underway. All REN CEOs met with the Deputy Minister for the Dept. of Growth and Development; review of new provincial strategy – bi-monthly meetings are now scheduled between the Deputy Minister and the REN CEOs. Planning is underway for the next NS REN Partners for Progress Conference, now called the NS REN Economic Development Conference, which is being hosted by the Cape Breton Partnership in Sydney in early June (June 2-3). Business Plan and Budget preparation was underway during this period. Development of new Communications Plan also underway – analysis of Q3 communication efforts (including radio ads for the Immigration and Community Fair) are included as a separate attachment to this report. <p>Upcoming Activities</p> <ul style="list-style-type: none"> Provide debrief on OPIN session with action items following Jan. 15-16 session.
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<p>engagement and communication with key partner organizations that support our regional economic ecosystem</p>	<ul style="list-style-type: none">• Finalize dates for Valley REN-led Community Connection sessions (similar to Western REN) and Community Asset Mapping facilitation (as requested) across our catchment.• Business Plan and Budget review with CAOs, the Board, and LOC.• Production schedule and filming for two additional regional sector development videos.
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Success Story Highlights

- 1) A newcomer client had reached out for support to complete their AIP application as their existing work permit was expiring in 10 days. Our Immigration and Settlement Navigator was able to connect them with the right organization to provide them with the necessary documentation (settlement plan) to complete their package within the limited time and that has allowed them to remain in the Valley.
- 2) Through the Connector Program, a newcomer with limited construction experience accessed training through a partnership with the Housing Construction Council and successfully completed the Tiny Home Construction Finishing Fundamentals program. The participant gained hands-on experience, recognized credentials, and pre-apprenticeship hours, leading to temporary employment on a local construction project and improved readiness for full-time work in the Annapolis Valley. This outcome highlights the program's effectiveness in reducing entry barriers and supporting workforce attachment in high-demand trades.
- 3) A client came to the BusinessNOW program with both a new business concept and an interest in establishing a not-for-profit to address unmet community needs. They had previously faced barriers and had challenging experiences using other support services. Through Business NOW supports, the client was able to further refine their ideas, access relevant information and resources, and connect with external supports, including potential financing opportunities. The client expressed appreciation for the non-judgmental, unbiased support they received and has returned to the program for additional guidance. Their continued engagement highlights the trust built through the program, particularly for individuals who have experienced significant barriers with other services.
- 4) An agri-based business engaged our team to explore and develop new revenue streams that would strengthen the long-term sustainability of their operation. During our initial engagement, we worked closely with them to identify strategic opportunities aligned with their values, market positioning, and on-site capabilities. Since that initial work, the business has made significant progress in implementing these ideas. Their efforts have resulted in measurable momentum, including the achievement of a respected certification—a milestone that reflects both their commitment to quality and the effectiveness of the new strategic direction.
- 5) The Valley REN organized and hosted an investment attraction meeting with regional partners to support two U.S. proponents establishing a wellness/agricultural



business in the Annapolis Valley; facilitated local business and support-sector connections that resulted in a new business in the region. Connection with this business is on-going.

Q3 Communications Analysis

Social Media Analytics – Comparison for Q2 – Q3

When comparing Q2 to Q3 metrics, social media performance showed strong growth across nearly all metrics. We made 238 posts in Q3, up from 188 in Q2, representing a 26.6% increase in content. Impressions nearly doubled, rising from 60,145 in Q2 to 117,952 in Q3 (+96.1%), significantly expanding reach and visibility.

Engagement increased across the board during Q3. Post reactions grew from 770 to 918 (+19.2%), shares increased from 167 to 227 (+38.4%), and comments rose from 37 to 57 (+54.1%). The engagement rate improved from 6.36% in Q2 to 6.83% in Q3 (+7.4%), indicating stronger interaction with content. Audience growth remained steady, with followers increasing from 7,142 to 7,269 (+1.8%).

The top-performing posts in Q3 were community-focused, particularly those highlighting the Immigration and Community Fair, the Holiday Night Market, and the announcement of a new organization, the Hantsport and Area Betterment Association, thus, reinforcing the impact of community-driven content.

Radio ad performance – Immigration & Community Fair

The radio ad campaign for the Immigration and Community Fair delivered strong results, achieving 155,797 impressions and reaching a wide audience at a highly cost-effective \$3 CPM. The campaign generated 215 clicks with a 0.14% click-through rate. Engagement was strongest among females aged 25–34, highlighting success in reaching younger audiences. Ads performed particularly well on mobile platforms, especially iOS apps like *MyFitnessPal*, and also saw engagement from international news sites such as *Hindustantimes.com* and *BBC*, extending the event's visibility beyond the local market.

Data analytics for website performance

Website analytics for the third quarter show steady interest across several key pages. The Site Selector page had 115 views from 72 unique visitors, with most people viewing the page more than once and spending about 24 seconds on it. There were 326 interactions on the page, showing strong engagement.

The Do Business Here page received 107 views from 69 visitors, with visitors spending an average of 36 seconds on the page and generating 258 interactions, suggesting strong interest in business-related information.

The Live in the Valley – Immigration & Community Fair page had 74 views from 53 visitors, with users spending about 26 seconds on the page and generating 221 interactions, showing continued interest in immigration and community-focused content.

Q3 Communications Analysis

***Interactions** are the actions visitors take on a webpage, such as clicking links or buttons, downloading content, or scrolling. Higher interaction numbers show that users are actively engaging with the page rather than just viewing it.

Our quarterly analysis allows us to see if specific content outperforms other content, quantity of posts, and insight into how our website and content is being reviewed. Our aim is to make adjustments as needed to support increased engagement with our key marketing/communications tools.

MAYOR'S REPORT

FROM Feb 11 _____ TO Feb 24/26 _____

Date	Lead	Purpose
Feb 11	Seniors toolbox workshop	postponed
Feb 12	Public safety committee	Finalize orientation, sponsors and workshop schedule
Feb 12	Valley Services Board	Audit committee
Feb 13	Interview -Suzanne Rent Halifax Examiner	Project to introduce provincial mayors
Feb 17	Virtual Fire Services Modernization Planning session	Overview and discussion of changes to fire services
Feb 18	Valley Regional Services Board	Tidal Transit, Valley Waste regular meeting
Feb 19	Giving Organizations	Community calendar, cooperating discussion
Feb 19	GV Manor steering committee	Inaugural meeting to establish the committee's purpose
Feb 23	Ray Robinson -review AREA agenda	
Feb 23	Public Budget Meeting	
Feb 24	Hall of Fame meeting	
Feb 24	COTW	
Feb 25	AREA board meeting	

Feb 26	Fire Services Committee	
Feb 27	Development Group	
Mar 9	Host 14 Wing officials	
March 10	Town Council	