

Town of Berwick Council Meeting

Tuesday, May 12, 2026

Town of Berwick Council Chambers

Immediately following the Public Hearing

AGENDA

1. Call to Order

2. Approval of the Agenda

3. Approval of the Minutes

- a. Tuesday, April 14, 2026

4. Review of Action Items

5. Councillor Announcements

6. New Business

- a. Second Reading – MPS/LUB Amendment
- b. Second Reading – Development Agreement – 104 Front Street
- c. RFD012-2026: Valley Waste Guarantee Resolution
- d. RFD010-2026: Gravity Sewer Expandable Liner
- e. RFD013-2026: 2025-2029 Strategic Plan Workplan, Year 1

7. Correspondence

- a. 12 Month Notice from Municipal Affairs to NFSM

8. Mayor's Report

9. In-Camera

10. Adjournment

Meeting Date	Action Item	Status	Comments
2026-02-24	Have there been any arrests from the vandalism at Carol's Place due to video evidence.	Completed	The RCMP did not comment on Carol's Place specifically, but noted that video evidence is useful for arrests. Whether the court decides to press charges is a separate process and would be a case by case issue. It is not necessarily the evidence that is the reason charges are not laid.
2025-12-09	Update on 109 Marsters Avenue Dangerous or Unsightly Property	In-Progress	The Mayor and CAO followed up with the property owner on May 8. The property owner has spoken to the Development Officer and understands the requirements to comply with the Land Use Bylaw. The unsightly issues are still outstanding and notice has been given to remedy the issue by June 2, 2026 or an order will be placed on the property. A check-in mid-May will be completed. Internally staff are preparing for removal of derelict and non-conforming structures if the property owner does not comply.
2024-12-10	Electricity Regulations, educational materials to provide to Council on the Council SharePoint site.	In-Progress	The manual has been uploaded to Council SharePoint. An orientation for Council, BEC and staff will be scheduled following the Special Election.
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.

REQUEST FOR DECISION

RFD012-2026: Valley Waste TBR, Municipal Partner Guarantee



To: Town Council
From: CAO
Date: May 12, 2026
Subject: Valley Waste Temporary Borrowing Resolution, Municipal Partner Guarantee for 2026-27

References/Attachments

- Valley Regional Services Board of Directors, Request for Decision, April 15, 2026
- Valley Region Solid Waste-Resource Management Authority Temporary Borrowing Resolution, including Schedule B noting the capital budget items to be funded
- Valley Region Solid Waste-Resource Management Authority Municipal Partner Guarantee Resolution Council of the Town of Berwick

Legislation

- Pursuant to the *Municipal Government Act* Section 88
- Valley Resource Management Authority (VWRM) Intermunicipal Services Agreement

Recommendation

That Council approve the Town of Berwick's loan guarantee as requested by the VWRM, in the amount of \$65,348 or 2.72% of the VWRM's Temporary Borrowing Resolution (in the total amount of \$2,400,000) per attached loan guarantee schedule.

Background

See attached Valley Services Board Request for Decision.

The Board approved the TBR in the amount of \$2,400,000 on April 15, 2026. The Town of Berwick is a Party to the VWRM Intermunicipal Services Agreement (IMSA). Under the IMSA, parties are required to guarantee their share of any long-term borrowings of VWRM.

Financial Implications

There are no immediate budget impacts, though the required debt repayment for the capital items will be included in the annual budget of VWRM, which may have an impact on Berwick's future party contribution amount.

Guaranteeing an IMSA's debt does not impact the Town's Debt Service Ratio.

**REQUEST FOR DECISION
RFD012-2026: Valley Waste TBR,
Municipal Partner Guarantee**



Priority Alignment

Strategic Alignment	Connection to Strategic Plan
Community Well-Being & Inclusion	
Infrastructure	
Environmental Sustainability	
Economic Development	
Administrative Priorities	
Not Applicable	This is a requirement under the MGA and VWRM IMSA to authorize borrowing to complete capital projects approved by the Valley Regional Services Board.

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

I support the recommendation.

CAO Initials: JB

Target Decision Date: April 15, 2026



Valley Regional Services Board of Directors Request for Decision

Agenda Item No. 5.2

Report to: Valley Regional Services Agreement Board
Meeting Date: April 15, 2026
Subject: Request for Decision: Temporary Borrowing Resolution
Prepared by: Dan L'Abbe

Current Situation: As per the approved 2026-2027 Capital Budget staff are seeking the Board's approval to execute a Temporary Borrowing Resolution in the amount of \$2,400,000 representing capital projects to be undertaken by Valley Waste that are to be funded through debenture from the Nova Scotia Department of Finance and Treasury Board.

Background: The Board has already approved a 2026-2027 capital budget of \$2,425,000 with \$2,400,000 to be funded through provincial debenture and \$25,000 from the equipment reserves.

Discussion: The attached Temporary Borrowing Resolution in the amount of \$2,400,000 represents Valley Waste's 2026-2027 capital projects to be funded by debenture. Upon the Board's approval to execute the Resolution, the associated Municipal Partner Guarantee Resolutions will be provided to each of our Municipal Parties for Council consideration and approval.

Budget/Financial Implications: This request for the approval and certification of the attached Temporary Borrowing Resolution is in keeping with the approved 2026-2027 Capital Budget. Additional financial implications will become applicable when the actual debenture for the funds is requested.

Alignment with Strategic/Business/Operational Plans: This request for the approval and certification of the Temporary Borrowing Resolution is in keeping with the approved 2026-2027 capital budget.

Alignment with Policy: The execution of the Temporary Borrowing Resolution is in keeping with Section 88 of the Municipal Government Act.

Intermunicipal Service Agreement Authority/Alignment: This RFD is not subject to the special resolution process requiring the individual approval of the Parties to the Intermunicipal Services Agreement.

Section 9(7) of the Amended and Restated Valley Waste Agreement dated June 30, 2025 grants the Valley Region Solid Waste-Resource Management Authority the power to borrow money from the Nova Scotia Department of Finance and Treasury Board.

Legal Authority/Implications: The approval of the attached Temporary Borrowing Resolution is in keeping with the requirements of the Department of Municipal Affairs to secure Ministerial Approval for the planned borrowing.

Contractual Implications: n/a

Options:

1. Accept the staff recommendation and authorize the Chair and General Manager to execute/certify the Temporary Borrowing Resolution.
2. Direct staff to provide additional information before making a final decision.
3. Do not accept the staff recommendation and advise staff as to how best to proceed.

Recommendation: Option 1

Motion(s): That the Valley Regional Services Board of Directors formally authorizes the Chair and 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 \$2,400,000 and further to submit the fully executed resolution to the Nova Scotia Department of Finance & Treasury Board for approval and release of funds.

Communications: the Municipal Partner Guarantee Resolutions will be forwarded for Party Council for approval and certification.

Attachments: Temporary Borrowing Resolution in the amount of \$2,400,000

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ _____

Capital Projects: Detailed in Schedule "B"

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Town of Berwick, the Town of Kentville, the Town of Middleton, the Town of Wolfville, the Town of Annapolis Royal, the Municipality of the County of Annapolis, and the Municipality of the County of Kings entered into an inter-municipal services agreement pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority pursuant to the inter-municipal agreement states that the body corporate shall be vested with the power to borrow money for the purpose of capital projects, the specific amounts and descriptions of which are contained in Schedule "B";

WHEREAS any borrowing and/or entering into debt obligations of the municipal body corporate must be approved by the municipal units and the Municipal Guarantee percentages and amounts for each of the six municipal parties are attached at Schedule "A"; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act no money shall be borrowed by a municipality, village, committee by an inter-municipal agreement or service commission pursuant to this Act or another Act of the Legislature until the proposed borrowing has been approved by the Minister of Municipal Affairs has the approved the proposed guarantees;

BE IT THEREFORE RESOLVED

THAT under the authority of the intermunicipal services agreement entered into under Section 60 of the *Municipal Government Act*, and subject to the approval of the Minister of Municipal Affairs, the Authority borrow a sum or sums not to exceed

_____ Dollars
(\$ _____) for the purpose set out above;

THAT the sum be borrowed by the issue and sale of debentures of the Authority of an amount as the Authority deems necessary;

THAT pursuant to Section 92 of the Municipal Government Act, the issue of debentures be postponed and that a sum or sums not to exceed

_____ Dollars
(\$ _____) in total be borrowed from time to time from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and,

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Valley Region Solid Waste-Resource Management Authority held on the ____ day of _____, 2026.

GIVEN under the hands of the Chair and the Secretary and under the seal of the Authority this ____ day of _____, 2026.

Chair

Secretary

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ _____

Capital Projects: Detailed in Schedule "B"

SCHEDULE "A"

MUNICIPAL GUARANTEES

MUNICIPAL PARTNER	GUARANTEE PERCENTAGE	GUARANTEE AMOUNT
Municipality of the County of Kings		
Municipality of the County of Annapolis		
Town of Kentville		
Town of Wolfville		
Town of Berwick		
Town of Middleton		
Town of Annapolis Royal		
Total Capital Requirements for Borrowing Resolution		

**VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY
MUNICIPAL PARTNER GUARANTEE RESOLUTION
COUNCIL OF**

Guarantee Share Amount: \$ _____ Purpose: _____

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority has determined to borrow the aggregate principal amount of _____ Dollars (\$ _____) for purpose of _____;

WHEREAS the Authority has requested the Council of the _____, a municipality that executed the instrument of incorporation of the Authority, to guarantee said borrowing; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act, no guarantee of a borrowing by a municipality shall have effect unless the Minister of Municipal Affairs has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Council of the _____ does hereby approve the borrowing of the aggregate principal amount of _____ Dollars (\$ _____) for the purpose set out above;

THAT subject to the approval of the Minister of Municipal Affairs of the borrowing by the Authority and the approval of the Minister of Municipal Affairs of the guarantee, the Council unconditionally guarantee repayment of _____ Dollars (\$ _____) for the purpose set out above; and

THAT upon the issue of the debentures, the Mayor/Warden and Chief Administrative Officer of the Municipality do sign the guarantee attached to each of the debentures and affix thereto the corporate seal of the Municipality.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the _____ held on the _____ day of _____, 2026.

GIVEN under the hands of the Clerk and under the seal of the Municipality this _____ day of _____, 2026.

Clerk

REQUEST FOR DECISION

RFD010-2026: Expandable Lining Services for Gravity Sewer



To: Council
From: Director of Public Works
Date: 12 May 2026
Subject: Expandable Lining for Gravity Linear Infrastructure

References/Attachments

- Quotation dated 6 April 2026, received from GFL Environmental
- Quotation dated 21 April 2026, received from Eastern Trenchless
- Email from Eastern trenchless date 23 April 2026 (GFL has acquired Eastern)

Legislation

- Town of Berwick Purchasing and Tender Policy

Recommendation

That council award expandable patching services to Eastern Trenchless for the total invoice amount not to exceed the approved capital budget amount of \$50,000.00, inclusive of non-rebated HST.

Background

The Town of Berwick sought qualified proponents for the lining and inspection of gravity sewer lines as per the approved capital priorities for 2026/27.

Eastern Trenchless is a company that has been used in past years for the gravity sewer pipe lining. GFL Environmental in recent years has started offering this same service, being the second company offering this service in Atlantic Canada.

This spring, GFL Environmental purchased Eastern Trenchless, with all pipe lining services being offered under the Eastern Trenchless company name. As such, this company is once again the sole provider of this service within Atlantic Canada.

Because there is only one provider of this service in Atlantic Canada, the work scope has not been released in form of a Request for Proposals and was approved to procure by alternative procurement by the Chief Administrative Officer.

The recommendation is to award gravity sewer pipe lining services to this sole service provider for the work required on Cottage St and Brown St. If the costs to complete the anticipated work exceed the budgeted amount, the operations performed this fiscal year will be planned accordingly to be within the budgeted amount.

Financial Implications

The work will be within the budgeted amount included in the approved operating budget.

REQUEST FOR DECISION

RFD010-2026: Expandable Lining Services for Gravity Sewer



Although Eastern Trenchless has submitted pricing for the anticipated work on Cottage St and Brown St, there are many reasons why the work scope may experience unplanned changes that could add to the overall complexity and cost. Additional CCTV or vector flushes may be required to properly line the sections on Cottage St and Brown St, which could add to the cost. Instead of possibly having cost overage, the work completed this fiscal year will be planned to be within the budgeted amount.

Priority Alignment

Strategic Alignment	Connection to Strategic Plan
Community Well-Being & Inclusion	
Infrastructure	This work scope is for repairs and maintenance of streets, sidewalks, parking lots, and curbs.
Environmental Sustainability	
Economic Development	
Administrative Priorities	
Not Applicable	

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

I support the staff recommendation.

CAO Initials: JB

Target Decision Date: 12 May 2026

REQUEST FOR DECISION
RFD013-2026: 2025-2029 Strategic
Plan Workplan, Year 1



To: Council
From: Management
Date: May 12, 2026
Subject: 2025-2029 Strategic Plan Workplan, Year 1

References/Attachments

- 2025-2029 Berwick Strategic Plan
- 2025-2029 Strategic Plan Workplan, Year 1

Legislation

N/A

Recommendation

That Council approve the 2025-2029 Strategic Plan Workplan for year 1 of the plan, 2026/27.

Background

The 2025-2029 Strategic Plan was approved by Council on April 14, 2026. The Strategic Plan identifies the priorities and outcomes that Council wishes to achieve during their Council term and have positive lasting impacts for the long term.

Management has prepared workplans for each department that directly relate/address the five priority areas: Community Well-being and Inclusion, Infrastructure, Environmental Sustainability, Economic Development and Administration.

Staff will provide a quarterly status report at the Council meeting immediately following the completion of the quarter. For example, the first quarterly status report will be presented at the July Council meeting.

Regular updates on projects will occur within the monthly department reports and staff will request direction from Council if items need to be deferred or a significant scope change is required. New projects or initiatives that are directed by Council after the approval of the workplan may also require deferring of current projects and initiatives. This process will be a change for council and staff and require regular feedback to ensure there is value for in the work that is being completed.

As a reminder, the status and Q1 status columns have not been populated with the latest information for the approval of the plan. These columns will be up to date for the first quarterly report in July.

REQUEST FOR DECISION
RFD013-2026: 2025-2029 Strategic
Plan Workplan, Year 1



Financial Implications

The projects and initiatives identified in the workplan have been included in the 2026/27 budget. Unbudgeted impacts as a result of the workplan or direction from Council will be brought to Council for approval when required.

Priority Alignment

The workplan is aligned with all areas of the strategic plan.

Strategic Alignment	Connection to Strategic Plan
Community Well-Being & Inclusion	
Infrastructure	
Environmental Sustainability	
Economic Development	
Administrative	
Not Applicable	

Alternatives

Council may provide direction to remove, add or change any of the workplan projects or initiatives.

Community Engagement/Communication

Progress will be communicated regularly through department and quarterly reports and available to the public through the agenda packages.

CAO Comments

As mentioned above, year one will be a work in progress to ensure that the product is meaningful for council and staff. Regular feedback throughout the year will be critical.

CAO Initials: JB

Target Decision Date: May 12, 2026

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	
Community Well-Being & Inclusion	Safe & Inclusive Community	Public Safety Sub-Committee	Support senior safety meetings, business surveys, orientation package.	Ongoing	In-Progress	
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	
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	
Administrative	Efficient and Responsive Service Delivery	Communication Plan Updates	Review plan and update where appropriate. Identify pictures and graphic design options/resources 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	
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	
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	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	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	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	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 Finance 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
Administrative Priorities	Financial Sustainability & Accountabiity	Area Fire Rate	Research and provide options for area fire rate	28-29		
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	Flow-through application	Flow through the increases in our energy purchase costs to our rates	Q1		
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: <ul style="list-style-type: none"> - 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		
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	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	Current state	Identify barriers and soutions for completing a timely audit; review resourcing requirements once in current state	Q4		
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	



2026-27 Berwick Electric 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/Outcome(s)	Timeline	Status	Q1 Status
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	
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	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	
Infrastructure	Resilient Infrastructure	Factorydale Rehabilitation	Complete Factorydale Rehabilitation including capital application, funding applications, etc.	Q1-Q4	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	



2026-27 Community Development 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
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	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	
Environmental Sustainability	Sustainable Resource Stewardship	Greenspace Database Update	Support creation, and protection of green spaces for people to connect with nature, wildlife, pollinators and naturized properties	Ongoing	Ongoing	
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	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	
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	Heritage Station Park Improvements	Purchase the trailhead property, complete necessary repairs to doors and floors, and implement an equipment loan program.	Q2	In-Progress	
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	
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	

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	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,	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	
Infrastructure	Future Ready Infrastructure	Active Transportation Plan Development	Finalize and Share Core AT Plan	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	
Environmental Sustainability	Community Stewardship Culture and	Tree Program Development	Develop and implement a municipal Tree Replacement Program to support long-term	Q4	Not-Started	

2026-27 Public Works 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
Infrastructure	Resilient Infrastructure	WWT Tertiary Treatment Upgrades	Decommission existing equipment and replace with ActiFlo Clarifier, housed in a new building. - Perform Indigenous Engagement - Seek NSECC Project Approval - Seek ECCC Temporary By-Pass Approval	On-going	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	
Administrative	Regulatory Compliance	Regulatory Compliance	Work with NSECC to renew the Wastewater Permit to Operate	Q1	In-Progress	
Infrastructure	Resilient Infrastructure	WWT Blowers Upgrades	Replace old blowers with new efficient blowers.	Q1	In-Progress	
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.	Q1	In-Progress	
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.	Q1	In-Progress	
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	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	
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).	Q1-Q2	In-Progress	
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	
Administrative	Efficient and Responsive Service Delivery	Breaking Soils Policy	Breaking Soil / Driveway, Fee, and Process. Will need to update the Fees Policy when complete.	Q2-Q3	Not-Started	
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	



2026-27 Public Works 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
Infrastructure	Resilient Infrastructure	Paving Policy	Paving Policy and Program - asphalt and concrete.	Q2-Q3	Not-Started	
Infrastructure	Future Ready Infrastructure	Water Monitoring Program	This project needs to be scoped.	Q2-Q3	Not-Started	
Infrastructure	Capital Improvements	Capital Improvements	Build accessible trail by the fire hall / new bridge	Q3	Not-Started	
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 Headworks Upgrades (Design)	Complete the design for replacement headworks equipment for the WWTP.	Q4	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.	Q4	Not-Started	



**Municipal Affairs
Office of the Minister**

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May 4, 2026

David Mitchell
President, Nova Scotia Federation of Municipalities (NSFM)
Suite 1304, 1809 Barrington Street
Halifax, NS B3J 3K8
Via email: david.mitchell@bridgewater.ca

Dear David Mitchell:

Under the provisions of the *Municipal Government Act*, the Minister of Municipal Affairs must provide to the Nova Scotia Federation of Municipalities 12-months' notice of any provincial legislation, regulation, or administrative actions that could have the effect of decreasing revenues or increasing the required expenditures of municipalities. This letter is intended to provide notice of such changes for fiscal year 2027-2028 and beyond.

The Department of Municipal Affairs (DMA) canvassed all provincial departments to seek information on plans for legislative, regulatory, and policy changes in the coming fiscal year. Below you will find a summary of the results of that process.

Department of Cybersecurity and Digital Solutions

- 1) Starting in 2026-27, the Department of Cyber Security and Digital Solutions (CSDS) will begin working with affected municipalities to offboard from the following SAP-related services:
 - Customer Care and Service (CCS) Utilities (e.g., property tax and revenue): Amherst, Annapolis, CBR, Cumberland, East Hants, Queens
 - Materials Management: Amherst, Annapolis, CBRM, Cumberland, East Hants, Queens, HRM
 - HR Pay: CBRM, HRM
 - Environment Health and Safety Management: HRM
 - Success Factors HR: HRM

CSDS is issuing notice and will be communicating with municipalities directly.

Department of Emergency Management

- 1) The Department acknowledges that elements of ongoing work to strengthen fire services in Nova Scotia may have a financial impact on some municipal units.

With the introduction of the *Act to Provide Support for Fire Protection Services*, the Department is providing one-year notice that all municipalities – whether they oversee fire services or not – will be required to:

- conduct a fire protection service review in order to ensure municipalities and fire service providers make evidence-based decisions about the services they provide to their community,
- ensure that local firefighter competencies, training, and personal protective equipment meet the service standard required by the fire protection service review, and
- participate in a common records management system.

The possible impacts of these new requirements, which will be further detailed through regulations and standards, may vary significantly based on local context, including existing governance and collaboration models, levels of municipal readiness, and voluntary fire service provider capacity.

This legislation is part of an ongoing commitment to strengthening the fire service sector through:

- access to specialized firefighter training and the certification process,
- education/training for municipal elected officials,
- procurement support,
- mutual aid and service agreement templates,
- the new Fire Records Management System, and
- a risk-based assessment tool to facilitate council decision-making around fire protection service levels.

Department of Growth and Development

- 1) A review of the *Peggy's Cove Commission Act* is seeking to modernize planning for the Peggy's Cove area. Given the location of Peggy's Cove within the boundaries of HRM, any proposed changes to the Act or its administration could have an impact on the municipality, for example, shifting responsibility for planning approvals.

- 2) The Department is undertaking a review of the Regional Enterprise Networks (RENS) program. Key areas of focus include improving consistency in service delivery across the province, improving how businesses access and navigate existing programs and services and aligning delivery with provincial economic development priorities. Addressing these areas may involve adjustments to the current REN model, which would have implications for municipal partners.

Department of Intergovernmental Affairs

- 1) Under our trade policy responsibilities, Intergovernmental Affairs advises that there are procurement thresholds under several free trade agreements that could impact municipalities. Every two years, Global Affairs Canada updates its thresholds for covered procurements under the Canada-Europe Trade Agreement (CETA), the Canada-UK Trade Continuity Agreement (TCA), and the Canada Free Trade Agreement (CFTA). Municipal procurements are covered under these obligations. All procurements above the thresholds must be publicly tendered unless subject to an exemption.

The threshold values in Canadian dollars for the period of January 1, 2026, to December 31, 2027, are as follows:

FTA	Goods	Services	Construction
CFTA	Province		
	\$34,700	\$139,000	\$139,000
	Municipalities and MASH		
	\$139,000	\$139,000	\$347,400
CETA/TCA	Crowns, Utilities, etc.		
	\$694,700	\$694,700	\$6,943,900
	Province, Municipalities and MASH		
	\$368,000	\$368,000	\$9,200,000
CFTA	Crowns		
	\$653,200	\$653,200	\$9,200,000
	Utilities, etc.		
\$736,000	\$736,000	\$9,200,000	

Department of Justice

- 1) The Nova Scotia Comprehensive Policing Review was released in June 2025. Since that time, the Department of Justice has met with all municipalities to discuss implementation of the six foundational changes and the expanded role of the provincial police service. These foundational changes are designed to strengthen public safety across the province and support more effective, consistent, and sustainable outcomes. As part of implementation:
 - Municipalities are required to meet established provincial policing standards. Municipalities that are unable to meet these standards independently will be required to contract with the provincial police service for the delivery of those services and, effective April 1, 2027, will be required to purchase those services on a fee basis. While these changes are intended to enhance public safety and ensure greater consistency across jurisdictions, they may result in increased costs for some municipalities. At this time, the specific nature and extent of any financial impacts cannot be determined for any individual municipality.
 - The Province will continue to enhance and modernize its policing standards over time. The creation or expansion of standards may result in additional costs for municipalities.
 - The Province will procure a province-wide records management system (RMS) in fiscal year 2026–27. The Province will fund the acquisition and associated start-up costs. It is anticipated that beginning in 2027–28, as part of implementation, municipalities with their own police agencies will be required to contribute annual licensing fees associated with the RMS. For municipalities policed by the RCMP under the provincial policing model, RMS-related costs will be incorporated into the provincial billing model.
 - The Province will continue to work toward the development of a new municipal billing model for provincial police services during fiscal year 2026–27. Municipalities will continue to be engaged throughout this process. The specific structure of the model and the extent of any financial impacts cannot be determined at this time for any individual municipality; however, changes to the billing model could result in increased costs for some municipalities beginning in 2027–28.
- 2) The National Police Federation is the certified union representing regular members and reservists of the Royal Canadian Mounted Police (RCMP) below the rank of Inspector. The current Collective Agreement expires on March 31, 2025, and labour negotiations between the National Police Federation and Treasury Board Secretariat Canada are ongoing. The cost implications cannot be determined at this time.

- 3) The 'H' Division (Nova Scotia) Royal Canadian Mounted Police (RCMP) have provided the Department of Justice with the annual Multi-Year Financial Plan (MYFP), that reflects the organization's budget requests for the next fiscal year, and strategic planning for subsequent years. The cost implications cannot be determined at this time.
- 4) Biological Casework Analysis Agreement provides municipalities with DNA analysis arising from criminal investigations. Costs will be determined upon the release of the "Total Uniform Assessment" by Municipal Affairs.
- 5) Municipalities in Nova Scotia are prescribed under the *Accessibility Act* which means they must have an accessibility advisory committee, prepare and make publicly available accessibility plans, and comply with accessibility standards (regulations) once they are enacted.
 - The Built Environment Accessibility Standard Regulations under the *Accessibility Act* were approved on March 7, 2025. Compliance with the standard is required beginning April 1, 2026. These regulations apply to newly constructed and newly installed elements of the built environment such as pedestrian facilities, recreational spaces, and outdoor infrastructure. These regulations include technical design requirements for infrastructure. The regulations also introduce requirements for accessibility planning for both new and existing infrastructure, including municipal infrastructure. These infrastructure plans are due April 1, 2026. There is no requirement to retrofit existing infrastructure, and as a result the cost implications are minimal.
 - The Department of Justice is expected to share the proposed accessibility standard for employment, and goods and services for public review in 2026-27. This would be an opportunity for municipalities to review the proposed standard to provide input into the feasibility and cost implications of the proposed standards on municipalities.

Department of Public Works

- 1) The recoverable cost to municipalities for adjustments to catch basins, manholes, and water valves during construction work will increase June 1st, 2027. Manhole and catch basin adjustments will increase from \$600 to \$1200, and water valve adjustments will increase from \$300 to \$600.

Department of Service Nova Scotia

- 1) Nova Scotia's new FOIPOP Act will come into effect on April 1, 2027 and regulations are currently under development to support the new Act. The legislation requires municipalities to adopt new privacy policies and practices, requires mandatory reporting of significant privacy breaches to affected individuals and the Information and Privacy Commissioner, and gives the Information and Privacy Commissioner oversight over municipal privacy programs for the first time. It is anticipated that these changes will require municipal resources in the form of personnel to undertake privacy assessments for any new projects or programs where personal information is being collected, for mandatory privacy breach notifications when there are significant privacy breaches, and for responding to privacy complaints filed with the Office of the Information and Privacy Commissioner (OIPC). The Province will support municipalities through creation of templates, training materials, and education campaigns to help mitigate some of these impacts.

Yours truly,



Honourable John A. MacDonald
Minister of Municipal Affairs

c: Juanita Spencer, Chief Executive Officer, NSFM