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# MUNICIPALITY OF THE COUNTY OF ANNAPOLIS

## COMMITTEE OF THE WHOLE AGENDA

Tuesday, January 13, 2026

10:00 a.m.

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	<b>2.</b>	<b>DISCLOSURE OF INTEREST</b>
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<b>23-27</b>	<b>5.3</b>	SR2026-03 Amend <i>Policy 135 Fees</i>
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<b>162-186</b>	<b>5.10</b>	SR2026-10 Approval of the Equity, Diversity and Inclusion Plan
<b>187-210</b>	<b>5.11</b>	SR2026-11 Adoption of Communications Strategy
	<b>6.</b>	<b>NEW BUSINESS</b>
	<b>7.</b>	<b>IN-CAMERA</b>
	<b>7.1</b>	In accordance with Section 22(2)(c) of the <i>Municipal Government Act</i> (personnel matters)
	<b>7.2</b>	In accordance with Section 22(2)(g) of the <i>Municipal Government Act</i> (legal advice eligible for solicitor-client privilege)
	<b>7.3</b>	In accordance with Section 22(2)(g) of the <i>Municipal Government Act</i> (legal advice eligible for solicitor-client privilege)
	<b>8.</b>	<b>ADJOURNMENT</b>

Minutes of the regular Committee of the Whole meeting held on Tuesday, December 09, 2025, at 10:00 a.m., at the Municipal Administration Building, 752 St. George St. Annapolis Royal, NS.

**ROLL CALL**

- District 1 – Karie-Ann Parsons-Saltzman, present
- District 2 – Jesse Hare, present
- District 3 – Dustin Enslow, Deputy Warden, present
- District 4 – Charles “Chuck” Cranton, absent
- District 5 – Lynn Longmire, present
- District 6 – Jon Welch, present
- District 7 – Ted Agombar, present
- District 8 – Nile Harding, present
- District 9 – Gidget Oxner, present
- District 10 – Brian “Fuzzy” Connell, present
- District 11 – Diane Le Blanc, Warden, present

Also Present: CAO Rob Frost; Deputy Clerk Kelly Kempton; Manager of Protective Services Sean Amos; Director of Planning and Inspection Services Linda Bent; Strategic Initiatives Coordinator Alyssa Blais; Director of Municipal Operations Paula Bromley; Deputy CAO Dawn Campbell; Manager of Recreation Kaesy Gladwin; Administrative Clerk – Corporate Services Tina Halliday; Manager of Accounts Receivable Shelly Hudson; Manager of Protective Services Cheryl Mason; Public Relations Officer Nadine McCormick; Manger of Information Technology Ben Olsen; Director of Community Development Debra Ryan; GIS and Civic Addressing Technician Paul Stubbert; GIS and Civic Addressing Technician Charlotte Thomas; Director of Finance Paul Wills and 2 members of the public.

**Disclosure of Interest**

None

**Order of the Day**

Approved as circulated

**Minutes**

Re: 2025-11-10 Committee of the Whole

Approved, no errors or omissions

**Correspondence**

Re: The Salvation Army Bridgetown Community Church

The Municipality of the County of Annapolis received a thank you letter from The Salvation Army Bridgetown Community Church for the donation in response to the Long Lake Wildfires.

**Information/Staff Reports**

Re: SR2025-111 Request to Deregister Property – Reuban Potter Property

That Municipal Council hold a public hearing at 11:00 am on January 20, 2026, to consider the deregistration of the vacant lands previously associated with the Reuban Potter House Property, a municipal registered heritage property located at PID 05054275, Quarry Road, Clementsvale.

Moved: Councillor Longmire  
Seconded: Councillor Harding  
Motion carried

Re:SR2025-112 Bridgetown Planning Area – SPS & LUB

That Municipal Council rescind Motion 180918.12 which stated, *“include proposed Bridgetown Water Supply Area and the municipal sanitary sewer services areas of Carleton Corner and Church Street in an extended Bridgetown Planning Area Boundary.”*

Moved: Councillor Agombar  
Seconded: Deputy Warden Enslow  
Motion carried

Re:SR2025-113 Road Naming Process for Primary Shared Access Road

That Municipal Council approve the road name “Ironcrest Lane” for the shared access road in Torbrook Mines, on PIDs 05322110, 05323050, and 05120951.

Moved: Councillor Parsons-Saltzman  
Seconded: Councillor Oxner  
Motion carried

Re:SR2025-114 Property Tax Write-offs

That Committee of the Whole recommend that Council approve writing off uncollectible tax accounts totaling \$2,025.03.

Moved: Deputy Warden Enslow  
Seconded: Councillor Welch  
Motion carried

Re:SR2025-115 Non-Union CPI Salary Scale Adjustment

That Committee of the Whole recommend that Council approve an increase to all non-union employee salary scales in the amount of 2.6%, per the Nova Scotia Consumer Price Index (CPI) to be implemented effective April 1, 2026.

Moved: Councillor Welch  
Seconded: Councillor Parsons-Saltzman  
Motion carried

Re:SR2025-116 Munroe Lake Land Acquisition

That Municipal Council approve the donation of property located at Munroe Lake, Annapolis County as a future public park and access to the lake; contingent on the ability to create two approved lots located north and south of the donated property.

Moved: Councillor Parsons-Saltzman  
Seconded: Councillor Harding  
Motion carried

Re:SR2025-117 Approve Policy 135 Fees

That Committee of the Whole recommend Municipal Council approve *Policy 135 Fees* as circulated, seven-day notice.

Moved: Councillor Agombar  
Seconded: Councillor Parsons-Saltzman  
Motion carried

Re:SR2025-118 Approve Policy 138 Recognitions

That Committee of the Whole recommend Municipal Council approve *Policy 138 Recognitions* as circulated, seven-day notice.

Moved: Councillor Welch  
Seconded: Councillor Oxner  
Motion carried

Re:SR2025-119 BCRA Funding Request – Equipment Repairs

That Municipal Council authorize the withdrawal of \$6,241.80 from the Max Young Fund to the Bridgetown Community Recreation Association for equipment repairs.

Moved: Deputy Warden Enslow  
Seconded: Councillor Agombar  
Motion carried

Re:SR2025-120 Separation of Joint Police Advisory Board

That Municipal Council direct the CAO to take all actions needed to create a Police Advisory Board for the Municipality of the County of Annapolis, which includes writing to the Minister of Justice, confirming or recruiting citizen representatives, and reviewing the current *Policy 123 Annapolis County Police Advisory Board*.

Moved: Councillor Parsons-Saltzman  
Seconded: Councillor Harding  
Motion carried

**New Business**

**In-Camera (11:04 a.m.)**

To meet in in-camera in accordance with Section 22(2)(e) of the *Municipal Government Act* (contract negotiations)

Moved: Councillor Welch  
Seconded: Councillor Oxner  
Motion

The meeting resumed at 11:57 a.m. with all councillors present as prior to the in-camera session.

**Adjournment**

The Warden declared the meeting adjourned at 11:57 a.m.

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Warden

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Recording Secretary, Deputy Clerk



## STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Dawn Campbell, Director of Corporate Services  
**Report Number:** SR2026-01 Amend *Policy 120 Code of Conduct for Elected Officials*  
**Subject:** Amend *Policy 120 Code of Conduct for Elected Officials*

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### RECOMMENDATIONS

That Municipal Council amend *Policy 120 Code of Conduct for Elected Officials* as circulated [7-day notice].

### LEGISLATIVE AUTHORITY

Sub-section 47(1) of the *Municipal Government Act* states:

*The council shall make decisions in the exercise of its powers and duties by resolution, by policy or by by-law.*

Sub-section 48(1) of the *Municipal Government Act*:

*Before a policy is passed, amended or repealed the council shall give at least seven days' notice to all council members.*

Section 23(A) of the *Municipal Government Act* provides for a code of conduct for municipal elected to be established by each municipality.

### BACKGROUND

In 2024 the Province released a code of conduct for municipal elected officials. The code was developed based on recommendations of a working group established in January 2022. The group was comprised of representatives from the Department of Municipal Affairs and Housing, Nova Scotia Federation of Municipalities, Association of Municipal Administrators of Nova Scotia, and Association of Nova Scotia Villages.

### DISCUSSION

The Province provided *Regulations Respecting a Code of Conduct for Municipal Elected Officials*. They required that a municipality adopt the model code of conduct on or before December 19, 2024. In October 2025, changes were enacted to the regulations that a complaint under the Code of Conduct could only be made by a council member in the municipality in which the subject of the complaint is a council member. The proposed amendments will make the policy align with the recent amendments to the regulations.

**FINANCIAL IMPLICATIONS**

The *Code of Conduct* requires the hiring of an investigator to receive and adjudicate complaints. This person must be knowledgeable in applying the principles of natural justice and procedural fairness. Financial implications would be dependent on the number of complaints received and the complexity of the complaints.

**ALTERNATIVES / OPTIONS**

- None

**COMMUNICATION**

Normal statutory requirements:

7-day notice to approve policy (Committee of the Whole)

Approval by Municipal Council 7 days or more after notice is provided

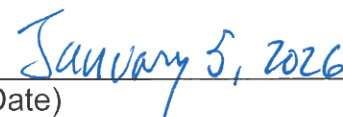
**ATTACHMENTS**

*Policy 120 Code of Conduct for Elected Officials* (with proposed amendments marked)

**Approved by:**

  
\_\_\_\_\_  
Rob Frost  
Chief Administrative Officer

**Approval Date:**

  
\_\_\_\_\_  
(Date)

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**1. Title**

The title of this policy is the *Code of Conduct for Elected Officials of the Municipality of the County of Annapolis*.

**2. Authority for Policy**

Section 520(1), *Municipal Government Act*

**3. Definitions**

In this policy, the following definitions apply:

"Act" means the *Municipal Government Act*;

"CAO" means chief administrative officer;

"clerk" means the clerk of the municipality;

"closely connected" to a council member, means any of the following:

- (i) a family member of the council member,
- (ii) an agent of the council member,
- (iii) a business partner of the council member,
- (iv) an employer of the council member.

"Code" means the Code of Conduct for Elected Officials of the Municipality of the County of Annapolis;

"complaint" means a complaint regarding an alleged breach of the Code;

"confidential information" includes any information in the possession of the municipality that the municipality is prohibited from disclosing pursuant to legislation, court order or by contract, or is required to refuse to disclose under Part XX of the Act or other legislation, or that pertains to the business of the municipality and is generally considered to be of a confidential nature, including information about any of the following:

- (i) the security of the municipality's property,
- (ii) a proposed or pending acquisition or disposition of land or other property,
- (iii) a tender that has or will be issued but that has not been awarded,
- (iv) contract negotiations,
- (v) employment and labour relations,
- (vi) draft documents and legal instruments, including reports, policies, bylaws and resolutions, that have not been deliberated in a meeting open to the public,

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- (vii) law enforcement matters,
- (viii) litigation or potential litigation, including matters before administrative tribunals,
- (ix) advice that is solicitor-client privileged.

"*council*" means the council of the municipality;

"*discrimination*" has the same meaning as in the *Human Rights Act*;

"*elected official*" means any council member, including the mayor or warden;

"*family member*" means in relation to a person, any of the following, and includes a step-family member:

- (i) spouse,
- (ii) parent or guardian,
- (iii) child,
- (iv) sibling,
- (v) sibling of a parent,
- (vi) child of a sibling,
- (vii) grandchild,
- (viii) grandparent,
- (ix) parent-in-law,
- (x) sibling-in-law,
- (xi) spouse of a child;

"*harass*" has the same meaning as in the *Human Rights Act*;

"*investigator*" means a person or entity appointed by a municipality under subsection 23C(1) of the *Act* to receive and investigate complaints;

"*mayor*" means the council member elected at large to be the chair of the council;

"*municipality*" means the regional municipality, town or county or district municipality, except where the context otherwise requires;

"*poisoned environment*" means an environment where harassing or discriminatory conduct causes significant and unreasonable interference with a person's work environment;

"*sexual harassment*" has the same meaning as in the *Human Rights Act*;

"*warden*" means the council member chosen by the council to be the chair of the council.

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#### 4. General purpose

- (1) The purpose of this Code is to set out the expectations for the behaviour of members elected to council in carrying out their functions and making decisions that benefit the constituents in their municipality.
- (2) Nothing in this Code is intended to prevent elected officials from sharing or expressing dissenting opinions.

#### 5. Interaction with laws and policies

- (1) This Code is intended to operate together with, and as a supplement to, the applicable common law, the *Criminal Code* of Canada, the *Act*, the *Municipal Conflict of Interest Act* and any other applicable legislation.
- (2) This Code is intended to operate together with, and as a supplement to, the other bylaws and policies of a municipality.
- (3) This Code prevails in any conflict between the Code and any municipal resolution, policy or bylaw.

#### 6. Guiding principles

All of the following are the guiding principles for council members' conduct:

Collegiality: council members must work together to further the best interests of the municipality in an honest and honourable way.

Respect: council members must demonstrate respect towards one another, the democratic decision-making process and the role of staff. Council members must not act in a manner that negatively impacts the municipality or tarnishes the municipality's reputation.

Integrity: council members must act lawfully and adhere to strong ethical principles by prioritizing the municipality's interests over individual interests.

Professionalism: council members must create and maintain an environment that is respectful and free from all forms of discrimination and harassment, including sexual harassment. Council members must show consideration for every person's values, beliefs and contributions, and support and encourage others to participate in council activities.

Transparency: council members must be truthful and open about their decisions and actions and make every effort to accurately communicate information openly to the public.

Responsibility: council members are responsible for the decisions that they make and must be held accountable for their actions and outcomes. Council members must demonstrate awareness of their own conduct and consider how their words or actions may be perceived as offensive or demeaning.

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## **7. General conduct**

- (1) A council member must be truthful and forthright and not deceive or knowingly mislead Council, the CAO, staff or the public.
- (2) A council member must show respect for chairs of council meetings, chairs of committee meetings, colleagues, staff and members of the public that present during council meetings or other meetings of the municipality.
- (3) A council member must adhere to the direction of the chairs of meetings with respect to rules of procedure.
- (4) A council member must conduct council business and all duties in an open and transparent manner, other than for those matters that council is authorized by law to carry out in private.
- (5) A council member must not be impaired by alcohol or drugs while attending any council meeting or other meeting of the municipality.
- (6) A council member must comply with any sanction imposed under this Code, and failing to comply with a sanction imposed is considered a breach of the Code.

## **8. Confidential information**

- (1) A council member must not disclose or release any confidential information to the public in oral, written or any other form, other than when required by policy or law or authorized by the council to do so.
- (2) A council member must not use confidential information for personal or private gain or for the private gain of any other person or entity.
- (3) A council member must not access or attempt to access confidential information in the custody of the municipality unless the information is necessary for the performance of their duties and its access is not prohibited by legislation or by the bylaws or policies of the municipality.
- (4) A council member must not discuss any matters relating to an active investigation under the Code with anyone other than the investigator or their own legal counsel, unless required by law.

## **9. Gifts and benefits**

- (1) A council member must not accept a fee, advance, cash, gift, gift certificate or personal benefit that is connected directly or indirectly with the performance of their duties of office, other than the following exceptions:
  - (a) gifts or benefits that normally accompany the responsibilities of office and are received as an incident of protocol or social obligation;

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- (b) a suitable memento of a function honouring the council member;
  - (c) sponsorships and donations for community events organized or run by a council member or by a third party on behalf of a council member;
  - (d) compensation authorized by the municipality.
- (2) A fee, advance, cash, gift, gift certificate or personal benefit paid or provided to a person closely connected to a council member, with the council member's knowledge, is deemed to be a gift to the council member.

**10. Use of municipal property, equipment and services**

- (1) A council member must not use, or request the use of, any municipal property, including surplus material or equipment, for personal convenience or profit, unless the property meets 1 of the following:
  - (a) it is generally available for use by the public and the council member is receiving no special preference in its use;
  - (b) it is made available to the council member in the course of carrying out council activities and duties, and is used for purposes connected with the discharge of municipal duties.
- (2) A council member must not obtain, or attempt to obtain, personal financial gain from the use or sale of intellectual property developed by the municipality.
- (3) A council member must not use information, or attempt to use information, gained in the course of their duties that is not available to the general public for any purposes other than carrying out their official duties.
- (4) A council member, or a person closely connected to a council member, must not tender on the sale of surplus municipal property, including old or extra equipment.

**11. Building, development, planning, or procurement proposals before council**

A council member must not solicit or accept support in any form from an individual, group or corporation with any building, development, planning or procurement proposal before council.

**12. Improper use of influence**

A council member must not use the influence of their office for any purpose other than for the exercise of their official duties.

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### **13. Business relations**

- (1) A council member must not allow any prospect of their future employment by a person or entity to affect the performance of their duties to the municipality.
- (2) A council member must not borrow money from any person who regularly does business with the municipality, unless the person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.
- (3) A council member must not act as an agent of a person or entity before council or a committee of council or any agency, board or committee of the municipality.

### **14. Employment of persons closely connected to council members**

- (1) A council member must not attempt to influence any municipal employee to hire or promote a person closely connected to the member.
- (2) A council member must not make any decision or participate in the process to hire, transfer, promote, demote, discipline or terminate any person closely connected to the member.

### **15. Fairness**

- (1) A council member must not give special consideration, treatment or advantage to any individual or entity beyond that which is given to all.
- (2) A council member must not give special consideration, treatment or advantage to an organization or group because the council member, or a person closely connected to the member, is involved with the organization or group.

### **16. Adherence to policies, procedures, bylaws and other laws**

- (1) Council members must adhere to all applicable federal and provincial legislation.
- (2) Council members must adhere to the procedures, resolutions, policies and bylaws of the municipality.
- (3) Council members must adhere to the expense and hospitality policy of the municipality.

### **17. Respect for council as a decision-making body**

- (1) A council member must abide by, and act in accordance with, any decision made by council, whether or not the member voted in favour of the decision.
- (2) A council member must not encourage non-compliance with any legislation, regulation, bylaw, resolution, policy or procedure.

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**18. Communicating on behalf of council**

- (1) A council member, other than the mayor or warden, must not claim to speak on behalf of council unless the council member is authorized to do so.
- (2) The mayor, warden or an individual designated by council may speak on behalf of council and must make every effort to convey the intent of council's decision accurately.

**19. Interaction of council with staff and service providers**

- (1) A council member must respect the role of the CAO as head of the administrative branch of the municipality's government and must not involve themselves directly in the administration of the affairs of the municipality, including, without limitation, the administration of contracts.
- (2) A council member must not direct, or attempt to direct, the CAO or clerk other than through a direction provided by the council as a whole.
- (3) A council member must be respectful of the role of the CAO and municipal employees to advise based on political neutrality and objectivity and without undue influence from any individual member or group of the council.
- (4) A council member must not direct or influence, or attempt to direct or influence any municipal employees in the exercise of their duties or functions, unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the *Act*, and unless council as a whole has provided direction regarding same.
- (5) If a CAO has been appointed under Section 28 of the *Act*, a council member must not direct municipal employees except through the CAO.
- (6) Contractors, tenderers, consultants or other service providers to the municipality must not be issued instructions by council members
  - (a) if a CAO has been appointed under Section 28 of the *Act*; or
  - (b) unless council is fulfilling the responsibilities of the CAO under clause 29(a) of the *Act* and council as a whole has provided direction regarding same.
- (7) A council member must not require or request that a municipal employee undertake personal chores or tasks for the member that are unrelated to municipal business.
- (8) A council member must not make public statements that are critical of specific or identifiable municipal employees or service providers.

**20. Respectful interactions**

- (1) A council member must not engage in discrimination or harassment as prohibited by the *Human Rights Act*.


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- (2) A council member must not sexually harass any person.
- (3) A council member must not engage in any discriminatory or harassing action or conduct, verbal or non-verbal, directed at 1 or more individuals or groups that creates a poisoned environment.

## 21. Appointment of Investigator by Municipality

- (1) The municipality must hire an investigator to receive and adjudicate complaints. This person must be knowledgeable in applying the principles of natural justice and procedural fairness.
- (2) The investigator's contact information must be publicly accessible on the municipal website.
- (3) The municipality must ensure no conflict of interest exists between the investigator and the parties involved in a complaint.
- (4) The investigator must protect confidentiality of parties involved in a complaint to the greatest extent possible.

## 22. Complaint and Investigation Process

- (1) A complaint may only be made by a council member in the municipality in which the subject of the complaint is a council member. 
- (2) A council member may not submit a complaint on behalf of any other person or entity.
- (3) A complaint must be made to an investigator no later than 6 months after the date that the complaint is discovered.
- (4) A complaint is discovered on the following applicable date:
  - (a) the date that the complainant first knew or ought reasonably to have known that the council member's conduct or action was potentially in breach of the code of conduct;
  - (b) for conduct or an action that is continuous, the date that the council member's action or conduct ceases;
  - (c) for conduct or a series of actions that is repeated, the date that the council member's last conduct or action in the series occurs.
- (5) An investigator must notify the Chief Administrative Officer whenever a complaint is received.
- (6) The investigation shall be conducted in accordance with timelines and procedures provided in *Municipal Government Act* and *Regulations Respecting a Code of Conduct for Municipal Elected Officials*.

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- (7) After receiving the investigator's report and hearing submissions from any council member who is the subject of the complaint, council must determine if a breach occurred.

### 23. Sanctions

- (1) A council must consider all of the following criteria before imposing a sanction on a council member for contravention of *Code*:
- (a) the nature of the contravention;
  - (b) the length or persistence of the contravention;
  - (c) whether the council member's contravention was intentional;
  - (d) whether the council member has taken steps to remedy the contravention;
  - (e) whether the council member has previously contravened the *Code*;
  - (f) any external factors that are relevant to the council member's contravention, including personal and health issues;
  - (g) the resources necessary to fulfilling the council member's responsibilities as a council member.
- (2) Sanctions to be imposed by council are in accordance with Section 23(D) of the *Act* and may include one or more of the following:
- (a) letter of formal reprimand or warning;
  - (b) requirement council member provide letter acknowledging their contravention and an apology no later than 15 days after the date council imposes the sanction;
  - (c) requirement that council member attend training appropriate to address action of conduct that contravened the *Code*;
  - (d) public censure;
  - (e) limit on council member's access to certain local government facilities, equipment or property;
  - (f) suspension or removal of council member as deputy head of council or chair of any committee;
  - (g) suspension or removal of council member, for period no longer than 6 months, from some or all municipal committees or boards;
  - (h) limit council member's participation on behalf of municipality;
  - (i) limit council member's travel or expense reimbursement on behalf of municipality;

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- (j) fine of up to \$1,000 per contravention of *Code* that must be paid no later than 6 months after date council imposes sanction;
  - (k) reduction in council member's remuneration for a period no longer than 6 months;
  - (l) requirement council member repay any direct monetary loss realized by municipality as a result of council member's contravention in amount determined by investigator;
  - (m) requirement council member repay any direct monetary gain they obtained as a result of their contravention in amount determined by investigator.
- (3) A council member who is determined by council to have contravened the *Code* must complete additional Code of Conduct training.

**24. Reprisals**

A council member must not undertake any act of reprisal or threaten reprisal against a complainant in a matter under this Code or any person providing relevant information in relation to a matter under this Code.

**25. Repeal**

*Code of Conduct for Municipal Councillors*, adopted by Municipal Council of the County of Annapolis on April 16, 2013 and amended on November 15, 2016, is hereby repealed.

Municipal Clerk's Annotation for Official Policy Book

I certify that this policy was adopted by Municipal Council as indicated below:

*Seven (7) Day Notice*..... **PENDING January 13, 2026**

*Council Approval* ..... **PENDING January 20, 2026**

**PENDING January 21, 2026**

\_\_\_\_\_ Date

Municipal Clerk

*At Annapolis Royal Nova Scotia*



## STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Dawn Campbell, Director of Corporate Services  
**Report Number:** SR2026-02 Amend *Policy 114 Council Remuneration*  
**Subject:** Amend *Policy 114 Council Remuneration*

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### RECOMMENDATION

That Municipal Council amend *Policy 114 Council Remuneration* as circulated [7-day notice].

### LEGISLATIVE AUTHORITY

Section 23(1)(d) of the *Municipal Government Act* states that the council may make policies providing for and fixing:

- (i) *the annual remuneration to be paid to the mayor or warden,*
- (ii) *the annual remuneration to be paid to the deputy mayor or deputy warden,*
- (iii) *the annual remuneration to be paid to councillors,*
- (iv) *that part of the salary or remuneration that is an allowance for expenses incidental to the discharge of the duties of such persons as elected officers of the municipality,*
- (v) *the deduction to be made from the remuneration of such persons, other than persons on parental accommodation, for missing more than three council or committee meetings in a year, and*
- (vi) *the rate per kilometre as a travelling allowance for such persons for actual distance travelled once each day to go to, and return from, every daily session of a meeting of the council or of a committee.*

### BACKGROUND

The County of Annapolis has maintained a council remuneration policy since 1999. It provides transparency and public disclosure of remuneration for elected officials.

### DISCUSSION

This policy is reviewed periodically to:

- Update outdated references to other policies,
- Ensure clarity,
- Ensure fulfills legislative / legal requirements.

Recently it was confirmed that councillors are not eligible to participate in the County's life insurance program; therefore, this must be removed from the policy.

**FINANCIAL IMPLICATIONS**

There are no known financial implications resulting from these amendments.

**ALTERNATIVES / OPTIONS**

- None

**COMMUNICATION**

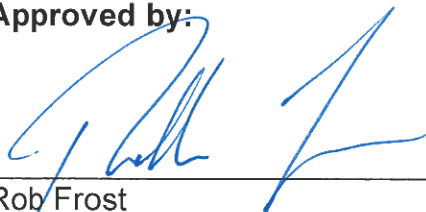
Normal statutory requirements:

- 7-day notice to approve policy (Committee of the Whole)
- Approval by Municipal Council 7 days or more after notice is provided

**ATTACHMENTS**

*Policy 114 Council Remuneration (proposed change as marked)*

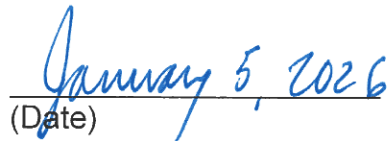
**Approved by:**




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Rob Frost  
Chief Administrative Officer

**Approval Date:**




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(Date)

<b>MUNICIPALITY OF THE COUNTY OF ANNAPOLIS POLICY AND ADMINISTRATION MANUAL</b>	<b>POLICY 114</b>
<b>ADMINISTRATION</b>	<b>Council Remuneration</b>

## 1. GENERAL

This policy is referred to as the "Council Remuneration Policy."

## 2. AUTHORITY FOR POLICY

Section 23(1)(d) of the *Municipal Government Act* states that the council may make policies providing for and fixing:

- (i) the annual remuneration to be paid to the mayor or warden,*
- (ii) the annual remuneration to be paid to the deputy mayor or deputy warden,*
- (iii) the annual remuneration to be paid to councillors,*
- (iv) that part of the salary or remuneration that is an allowance for expenses incidental to the discharge of the duties of such persons as elected officers of the municipality,*
- (v) the deduction to be made from the remuneration of such persons, other than persons on parental accommodation, for missing more than three council or committee meetings in a year, and*
- (vi) the rate per kilometre as a travelling allowance for such persons for actual distance travelled once each day to go to, and return from, every daily session of a meeting of the council or of a committee.*

## 3. DEFINITIONS

Terms used in this policy shall have the same meaning as in the *Municipal Government Act*, or as their context applies according to a dictionary of the Canadian language.

## 4. REMUNERATION

### (a) Warden

Effective January 1, 2025, the position of Warden shall be compensated at a rate of \$72,412.13 per annum or part thereof, payable in bi-weekly installments.

### (b) Deputy Warden

Effective January 1, 2025, the position of Deputy Warden shall be compensated at a rate of \$48,029.36 per annum or part thereof, payable in bi-weekly installments.

### (c) Councillor

Effective January 1, 2025, the position of Councillor shall be compensated at a rate of \$36,206.60 per annum or part thereof, payable in bi-weekly installments.

<b>MUNICIPALITY OF THE COUNTY OF ANNAPOLIS POLICY AND ADMINISTRATION MANUAL</b>		<b>POLICY 114</b>
<b>ADMINISTRATION</b>	<b>Council Remuneration</b>	


**(d) Annual Increases**

The Warden, Deputy Warden, and Councillor remuneration amounts will increase by the same percentage increase provided to all non-union staff on the same day.

**(e) Pension Equivalent**

Upon election of a new council every four years, each member of council may elect to immediately enter the Municipality's Public Sector Superannuation Pension Plan through the Province of Nova Scotia by making equal contributions according to the terms and conditions of the Plan. Should a council member be ineligible for entry into the Plan for any reason, the council member shall be compensated with an additional 8.4% of taxable salary.

**(f) Health Care Benefits**

Upon election of a new council every four years, each member of council may elect to immediately enter the Municipality's medical, and dental, ~~and life~~ insurance program according to the terms and conditions of the program. 

**5. ABSENCES**

- (a) Members of council who are absent from more than three Council, Committee of the Whole, or other meetings of committees in any one year to which they have been appointed by council, shall have their remuneration reduced by \$75.00 for each such absence over three absences, with the dates running from November 1st in any year to October 31st in the following year.
- (b) A member of council who is not provided at least five (5) business days' notice of a meeting date shall not be deemed to be absent and shall not accrue any missed meeting time.
- (c) Absence from multiple meetings on the same day shall only be deemed to be one absence.
- (d) Where a member of council is required to attend an event or function at the request of council at the same time as a formal council or committee meeting, the council member shall not be considered absent and shall not accrue any missed meeting time.

**6. MILEAGE**

Members of council shall be reimbursed for mileage expenses in order to attend Council and Committee meetings at the rate contained within the Municipality's Travel and Expenses Policy.

**7. REPEAL**

*Policy 114 Council Remuneration*, adopted by Municipal Council of the County of Annapolis on February 19, 2025, is hereby repealed.

<b>MUNICIPALITY OF THE COUNTY OF ANNAPOLIS POLICY AND ADMINISTRATION MANUAL</b>		<b>POLICY 114</b>
<b>ADMINISTRATION</b>	<b>Council Remuneration</b>	

<p>Municipal Clerk's Annotation for Official Policy Book</p> <p>I certify that this policy was adopted by Municipal Council as indicated below:</p> <p><i>Seven (7) Day Notice</i> ..... <b>PENDING January 13, 2026</b></p> <p><i>Council Approval</i> ..... <b>PENDING January 20, 2026</b></p> <p style="text-align: right;"><b><u>PENDING January 21, 2026</u></b></p> <p>_____ Date</p> <p>Municipal Clerk <span style="margin-left: 200px;"><i>At Annapolis Royal Nova Scotia</i></span></p>	
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# STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Tina Halliday, Administrative Clerk Corporate Services  
**Report Number:** SR2026-03 Amend *Policy 135 Fees*  
**Subject:** Amend *Policy 135 Fees*

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## RECOMMENDATION

That Municipal Council amend *Policy 135 Fees* as circulated.  
[7-day notice].

## LEGISLATIVE AUTHORITY

Section 49, *Municipal Government Act*:  
49 (1) The council may make policies

. . .

- (c) setting and amending the fees to be paid for
- (i) licences issued pursuant to a by-law of the municipality,
- (ii) an inspection required or conducted pursuant to a by-law of the municipality or an enactment,
- (iii) permits, applications and approvals required to be obtained from the municipality or an employee of the municipality pursuant to a by-law of the municipality or an enactment,
- (iv) and expenses charged for the impoundment of animals;

## BACKGROUND

This policy will provide a consolidated and structured fee framework moving forward.

## DISCUSSION

This policy was originally approved at the December 16<sup>th</sup>, 2025 council meeting. This amendment is *only* to adjust the wording in the section titled "*Fees in Relation to Photocopies and Faxes*". The number of photocopies needs to be adjusted from;

"1 to 50 pages" to "11 to 50 pages" and

"1 to 100 pages" needs to be adjusted to "51 to 100 pages".

**FINANCIAL IMPLICATIONS**

There are no known financial implications resulting from these amendments.

**ALTERNATIVES / OPTIONS**

- None

**COMMUNICATION**

Normal statutory requirements:

- 7-day notice to approve policy (Committee of the Whole)
- Approval by Municipal Council 7 days or more after notice is provided

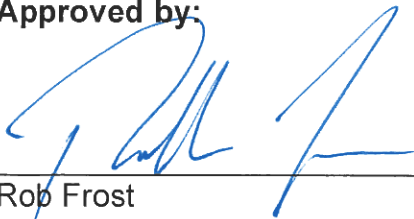
**ATTACHMENTS**

*Policy 135 Fees* (proposed changes as marked)

**Prepared by:** Tina Halliday, Administrative Clerk Corporate Services

**Reviewed by:** Dawn Campbell, Deputy CAO & Director of Corporate Services

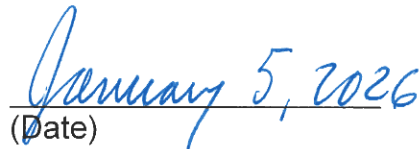
**Approved by:**




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Rob Frost  
Chief Administrative Officer

**Approval Date:**




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(Date)

MUNICIPALITY OF THE COUNTY OF ANNAPOLIS <b>POLICY AND ADMINISTRATION MANUAL</b>	<b>135</b>
Subject <b>Fees Policy</b>	

1. This policy is entitled "Fees Policy".
2. Authority to enact this policy is provided under Section 49 of the *Municipal Government Act* as amended.
3. This policy applies except to the extent of any conflict with applicable provincial legislation.
4. Where the fee amounts in this policy differ from those set out in a bylaw, recorded resolution, policy or resolution of the Municipality of the County of Annapolis in effect on the effective date of this policy, the fee amounts set out in this policy shall amend those previously in effect.
5. The fees to be paid to the Municipality of the County of Annapolis for each of the following licenses, inspections, permits, applications, approvals, or services are set in, or amended to, the respective amounts shown in the following tables:

**FEES FOR SERVICES**

Mapping Inquiries Using GIS Time	\$50.00 / hour
Zoning Confirmation (Per PID)	\$50.00
Application Fee deposit for Municipal Planning Strategy, Secondary Planning Strategy and/or Amendments to Land Use Bylaw (unused portion of deposit is refundable)	\$1,000.00
Application Fee deposit for Development Agreement (unused portion of deposit is refundable)	\$1,500.00
Site plan approval	\$100.00
Variance approval	\$100.00
Providing Copy of East End Area Municipal Planning Strategy / Land Use Bylaw	\$25.00
Providing Copy of Cornwallis Park Municipal Planning Strategy / Land Use Bylaw	\$25.00
Providing Copy of Upper Clements Area Municipal Planning Strategy / Land Use Bylaw	\$15.00
Providing Copy of Subdivision Bylaw	\$10.00
Subdivision Approval	\$225.00
Development Permit Only- Non-refundable	\$25.00
Heritage Property Registration	\$0.00
Heritage Property De-Registration Deposit (unused portion of deposit is refundable)	\$750.00

<b>MUNICIPALITY OF THE COUNTY OF ANNAPOLIS POLICY AND ADMINISTRATION MANUAL</b>	<b>POLICY 135</b>
<b>Fees</b>	

**BUILDING PERMIT FEES**

New construction of and additions to residential buildings, community centres, cottages and churches	\$25 + 10¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to commercial, industrial and other buildings not otherwise specified	\$25 + 15¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to sheds, decks, shell storage buildings, agricultural storage buildings	\$25 + 6¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to barns for the primary purposes of agriculture and greenhouses (less than 50,000 sq. ft.)	\$25 + 3¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to structures for the primary purposes of agriculture and greenhouses - 50,000 sq. ft. or greater	\$25 + 1¢ per sq. ft. (based on all useable floor area of new construction or addition)
Repairs, renovations or alterations to all existing buildings	\$25 + \$1 per \$1000 of estimated value of construction work
Location or re-location of an existing building	\$50 + \$1 per \$1,000 of estimated value of construction work
Demolition of building or structure	\$25.00
<b><u>All square footage under this section shall be calculated as follows:</u></b>	
<ul style="list-style-type: none"> <li>a. Buildings intended for human occupancy shall include all useable floor space</li> <li>b. Buildings not intended for human occupancy shall be based on the area of the main floor.</li> </ul>	
<b><u>Permit fees shall be refunded in situations and proportions as follows:</u></b>	
<ul style="list-style-type: none"> <li>a. Applications never completed-</li> <li>b. Permit denied-</li> <li>c. Permit revoked or abandoned before work commenced-</li> <li>d. Permit revoked or abandoned after work commenced-</li> </ul>	<ul style="list-style-type: none"> <li>Retain fee of \$25, balance refunded</li> <li>Retain fee of \$25, 50% of balance refunded</li> <li>Retain fee of \$25, 50% of balance refunded</li> <li>No refund</li> </ul>

NOTE: Notwithstanding the above, all permit, development and administrative fees shall be waived for rebuilding after a property has been destroyed by wildfire, hurricane, flood, storm or other natural disaster

<b>MUNICIPALITY OF THE COUNTY OF ANNAPOLIS POLICY AND ADMINISTRATION MANUAL</b>	<b>POLICY 135</b>
<b>Fees</b>	


**Fees in Relation to Tax Certification**

Issuance of Tax Certificates	\$75 per certificate
Financial Institution Tax Payment Account Reference Information	\$10 per account

**Fees in Relation to Banking**

Returned Payment (Non-sufficient fund)	\$25
Wire Payments	\$17

**Fees in Relation to Photocopies and Faxes**

Photocopies 1 to 10 pages + 11 to 50 pages + 51 to 100 pages Oversized		\$0.25 per copy \$0.20 per copy \$0.10 per copy \$0.35 per copy
Faxes (incoming/outgoing): Local incoming/outgoing Long distance		\$0.25 per page \$2.00 first page \$1.50 per page thereafter

**Fees in Relation to Sewer**

Sewer Inspection Fee	\$75
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**Dog Tag Fees**

Dog Tags	\$25.00
Replacement Dog Tags	\$5.00

**Repeal**

*Policy 1.4.7 Dog Registration Fees Policy* adopted on December 15, 2009, is hereby repealed.

Municipal Clerk's Annotation for Official Policy Book I certify that this policy was adopted by Municipal Council as indicated below: Seven (7) Day Notice ..... <b>PENDING January 13, 2026</b> Council Approval ..... <b>PENDING January 20, 2026</b>	
_____ Municipal Clerk	<b><u>PENDING January 21, 2026</u></b> Date At <b>Annapolis Royal Nova Scotia</b>



# STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2025  
**Prepared By:** Rob Frost, Chief Administrative Officer  
**Report Number:** SR2026-04 West Dalhousie Wildfire After Action Report  
**Subject:** West Dalhousie Wildfire After Action Report

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## RECOMMENDATION(S):

That municipal council receive the West Dalhousie Wildfire After Action Report as information.

## LEGISLATIVE AUTHORITY

Receiving the After Action Report to be added to public record.

## BACKGROUND

The West Dalhousie Wildfire which began on August 13, 2025, required a major emergency management response, with a significant response specifically from our Annapolis County REMO. As part of any major incident it is important to complete an after action report to identify what went well and what could be improved should there be future incidents.

## DISCUSSION

After-Action Reports (AAR) focuses on the challenges, successes, and lessons learned during the Annapolis Regional Emergency Management Organization (REMO) response to the Long Lake/ West Dalhousie Wildfire that began in August of 2025. The AAR further provides recommendations to improve preparedness, coordination, communication, and response effectiveness for future incidents in the County and beyond. An AAR is not intended to be a full account of the emergency incident; however, it is intended to provide a critical analysis of the event response from the Annapolis REMO perspective.

The information for the AAR was gathered through surveys from staff directly involved in the response, surveys from partnering organizations, as well as several debrief meetings with staff and other stakeholders.

## FINANCIAL IMPLICATIONS

There are some recommendations included in the AAR that will need consideration of upgrades to certain technologies for future response. These items will be considered during budgeting, and some may be addressed through a Provincial grant.

## POLICY IMPLICATIONS

No direct policy implications at this time.

## ALTERNATIVES / OPTIONS

None

**NEXT STEPS**

Council will receive the AAR for information. Additional work is to be done through consultation with residents directly affected. The Province is also completing their own AAR which will involve our staff.

**ATTACHMENTS**

West Dalhousie Wildfire After Action Report

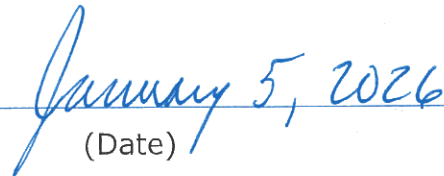
**Prepared by:** Rob Frost, Chief Administrative Officer

**Approved by:**

**Approval Date:**



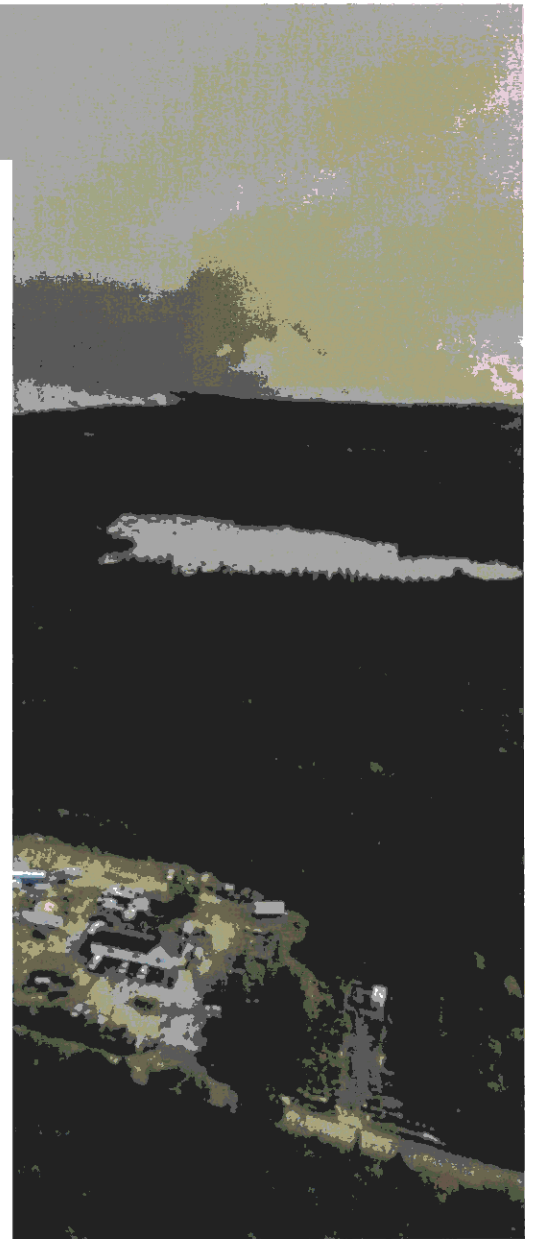
Rob Frost  
Chief Administrative Officer



(Date)

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# Long Lake/ West Dalhousie Wildfire Event 2025 After-Action Report



**NOVEMBER, 2025**

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**COUNTY of ANNAPOLIS**

NATURALLY ROOTED

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# Purpose and Objectives of the After-Action Report

This After-Action Report (AAR) focuses on the challenges, successes, and lessons learned during the Annapolis Regional Emergency Management Organization (REMO) response to the Long Lake/ West Dalhousie Wildfire that began in August of 2025. The AAR further provides recommendations to improve preparedness, coordination, communication, and response effectiveness for future incidents in the County and beyond.

The AAR is not intended to be a full account of the emergency incident; however, it is intended to provide a critical analysis of the event response from the Annapolis REMO perspective.

The information for this AAR was gathered through surveys from staff directly involved in the response, surveys from partnering organizations, as well as several debrief meetings with staff and other stakeholders.

The surveys and meetings consisted of the following general questions:

- What did you expect to happen during an emergency response?
- What actually happened during the emergency response?
- What went well?
- What were the areas for improvement?
- What are your recommendations? This will assist in enhancing future operations, as well as providing relevant advice to other municipalities who may experience similar events.

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# Incident Overview

On August 13, 2025, a forest fire was ignited by a lightning strike in the West Dalhousie area, which grew rapidly due to severe drought conditions. The escalating situation required activation of the Emergency Coordination Centre (ECC) and a significant inter-agency response involving municipal, provincial, and external partners.

## Summary & Key Facts

- The wildfire was triggered by a lightning strike on August 13, 2025.
- The fire burned in extremely dry conditions and created fire conditions that were described as “unprecedented” by experienced responders.
- At its greatest estimated extent, the wildfire complex covered ≈ 8,468 hectares, or 85 square kilometers.
- The fire destroyed 20 dwellings, damaged others, and damaged or destroyed multiple outbuildings.
- The wildfire forced the evacuation of over 500 civic addresses at its peak.
- Event required a multi-jurisdictional firefighting response involving Nova Scotia DNR crews, local fire departments, and interprovincial support from Ontario, Quebec, New Brunswick, British Columbia, Northwest Territories, Prince Edward Island, and others.
- As of the completion of this report, the fire is under control but is still not declared as out.

## Appendix A: Timeline of Long Lake/ West Dalhousie Fire Event

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## What was expected?

- Closer adherence to the Incident Command System (ICS) regarding the structure of the ECC and documentation.
- Partner agencies would be in the Annapolis ECC on a regular basis to discuss and collaborate.
- More coordinated joint media releases.
- Staff who had not experienced an actual ECC event expected turmoil.
- Constant communication between the Incident Command Post (ICP) and the ECC.
- More relief from other partners to support ECC positions.

## What actually happened?

- Staff seemed to work more as a team, as opposed to having specific roles within the ICS structure.
- Most partner discussions were held virtually through provincially arranged meetings. Outside of these meetings, there were challenges receiving timely information.
- Multiple agency approval for communications slowed the release of information.
- Staff worked extremely hard and collaborated effectively, which allowed the ECC to run smoothly.
- When resources allowed, Annapolis ECC added a staff member to the ICP to improve communication; however, at times, this led to the assumption that this staff person would be solely responsible for the information flow between the ICP and the ECC.
- Many Annapolis County staff worked long days for weeks in a row with little to no relief.

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# What Went Well?

## Coordination and Teamwork

- Overall, the response was very good.
- Strong camaraderie and morale among ECC staff; collaboration across municipal departments was excellent.
- In-person structure allowed for effective communication and coordination.
- All supporting municipal staff were flexible and highly responsive.

## Communication Success

- Media relations were effective and collaborative. The media were cooperative, and regular communications involving the Warden, Deputy Warden, and agencies went smoothly.
- The 1-833 public information phone line functioned well with dedicated, full-time staff.
- Regular briefings with council and the REMO Advisory Committee proved to be an important communication stream.
- Updates through summaries of daily scribe notes improved internal information sharing.

## Operations and Logistics

- Navigator program provided strong community outreach and connection.
- GIS team was able to provide crucial mapping in a timely manner.
- Animal care response for animals that were temporarily displaced or left behind was excellent.
- Administrative tracking (overtime, mileage) improved over the course of the event.
- Mental health support was valuable for residents.
- Scribe notes, site visits, and strong leadership presence supported situational awareness.

- 
- Existing Memorandum of Understandings (MOU) with stakeholders and regional partners allowed instant activation of comfort centres, psychosocial support, and donation management without last-minute negotiations.

### Residents

- Evacuations and resident cooperation went well.
- Site visits for those impacted by the wildfire ran smoothly and were appreciated.
- In-person meetings held with residents who were directly impacted by the wildfire were important and well received.
- The support offered through outside agencies was extremely appreciated and helpful.

---

# Areas for Improvement

## Structure and ICS Implementation

- Maintaining ICS structure may have improved efficiency and created better opportunities to have external staffing relief.
- Many staff used their work cell phones as primary contact numbers during the incident, which kept them tied to the response even on their days off. Assigning each ICS position a dedicated, position-specific phone would have allowed external HR resources to step in more easily and provided staff with the ability to fully disconnect when off duty.
- Maintaining ICS documentation would have enhanced our ability to support external staffing resources.
- Ongoing training for councillors and staff would reinforce all roles and responsibilities during an event response.
- The room setup worked well for joint discussions; however, breakout areas for media, the public information phone line, and elected officials could have been improved.

## Communication

- Improved coordination between ICP and ECC. It seems important to have cross-staffing between ECC and ICP, with designated responsibility.
- Audio visual systems in ECC need improvement for hybrid communication.
- The public information phonenumber should be physically closer to the ECC and have those staffing the phones involved in regular briefings or information sharing.
- Multi-departmental response requires consistent communication to avoid conflicting messaging. A sole provincial source for communication may be beneficial.
- Improved direct communication with residents in the affected area could be achieved through the collection of additional contact information, and by offering multiple mediums to share information, such as meetings, group texts, emails, physical postings, designated social platforms, etc.

- 
- Regular reminders and enforcement emphasizing leaked information and pictures of the incident can create misinformation and increase anxiety.
  - Back-up for communications staff is needed, internal or external support.

### Documentation

- The scribe position was crucial, adding a documentation position would have helped with notes, as well as financial information.
- Formal notetaking and an after-meeting email summary at key meetings (PCC, ECC daily briefs) proved to be valuable.

### Resource and Personnel Management

- It is important to ensure proper rest periods for all involved; staffing fatigue occurred due to the extreme dedication of the staff involved.
- Maintaining the ICS structure would make it easier to rotate personnel from other jurisdictions.
- Additional health support should be considered, including mental health support and improved nutrition during the event.
- A more purpose-built ECC would have greatly improved operations. For example, dedicated breakout rooms, proper phone setups, noise reduction, and adequate wall space for posting information and maps.

### External Coordination

- Communication with provincial partners (DEM, DNR, NS Guard) could be improved across all areas. While some aspects of communication strengthened over the course of the event, others did not. Regular documentation and clear, designated communication channels would help address these gaps.
- Jurisdictional roles related to communications and media responsibilities should be defined early in an event.
- Discussions and agreements should occur to better determine the comfort centre(s) and Red Cross support.

### Other

- Civic numbering needs improvement.

---

# Recommendations

- Strengthen ICS Adherence
  - Reinforce ICS principles with clear position assignments and backup personnel.
- Improve Communication Systems
  - Integrate ECC and ICP communication channels and establish dedicated communication tools.
  - Development of a Disaster Response Communications Plan
  - Discussions with provincial representatives to develop improved communication.
- Enhance Documentation and Information Flow
  - Assign a dedicated documentation officer and use standardized ICS forms.
- Personnel Management
  - Enforce rest periods and mental health support plans.
  - Ensure that there are at least two people trained for every position within the ECC.
- Public and Partner Engagement
  - Start conducting community meetings early in the incident and maintain county-led communication platforms.
  - Ensure all contact information is up to date, so the Municipality has multiple ways to contact residents, whenever possible.
  - Additional or improved agreements be put in place with all partnering agencies to better define roles during an emergency.

- 
- ECC Physical Space and Equipment
    - Plan for an improved ECC location(s) that offers larger floor area, divisible rooms, large meeting table, robust audio-visual technology, and walls suitable for posting operational materials.
  
  - Training and Preparedness
    - Conduct joint exercises with Province, community groups, etc., and refresh ICS and documentation training.
    - Offer Public Information Officer training
  
  - Health Support
    - Health support should be available not only for residents but also staff and responders involved with the incident, including mental health support.
  
  - Other
    - Work with partners and community on improving civic number visibility and adherence.

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# Conclusion

Despite numerous challenges, the response to this incident was marked by exceptional dedication, collaboration, and adaptability among County staff and partners.

This After-Action Report highlights both the successes and the gaps in communication, documentation, and structure, helping to strengthen the region's emergency management capacity and resilience. While no one hopes to face a similar event again, the insights and planning that result from this report ensure that Annapolis County is better prepared to respond effectively to any future disaster.

Council and staff extend their sincere gratitude to everyone who contributed—directly or indirectly—to the emergency response.

Note: Residents who were directly affected by evacuations and/or damage to properties will be contacted to provide feedback, which will become an Appendix to this document.

**Appendix A: Timeline of Long Lake/ West Dalhousie Wildfire Event**

<b>Date / Period</b>	<b>Event / Action</b>	<b>Notes / Impacts</b>
August 13, 2025	Fire began	Lightning strike in very dry forested land.
August 14, 2025	First evacuation order; fire ~ 406 hectares	Mandatory evacuations in areas along West Dalhousie Road, Thorne Road, etc.
August 15, 2025	Evacuation Expanded	Mandatory evacuations expanded West Dalhousie Road, Morse Road, West Dalhousie Road, Thorne Road, Medicraft Lane and Heartland Road
August 15, 2025	DNR Helicopter crashed	
August 16, 2025	Annapolis County declares State of Local Emergency (SOLE)	Special Council Meeting held virtually to declare the State of Local Emergency. Fire ~1000 hectares
August 17, 2025	Fire size ~1977 hectares	
August 18, 2025	Fire size ~3210 hectares	
August 22, 2025	Fire growth; SOLE renewed	The fire was roughly 3,212 hectares at that time.
August 23, 2025	Fire size ~3255	
August 24, 2025	Evacuation Expanded	Mandatory evacuations expanded to Highway 10; Trout, Zwicker and East Lakes
August 24, 2025	20 homes lost	The province confirmed 20 homes destroyed in the West Dalhousie / Long Lake area.
August 28, 2025	Damage report & continued firefighting	Fire estimated ~ 8,234 hectares, still out of control.

August 29, 2025	SOLE renewed	Fire still out of control, resources continuing to fight perimeter.
Late August – Early September 2025	Fire reaches ~ 8,468 hectares; re-entry of some evacuees	Re-entry for areas judged safe
September 2, 2025	First Phase Re-entry	Highway 10; Trout, Zwicker and East Lakes
September 4, 2025	Navigator Program initiated	
September 8, 2025	Status “being held” Phase 2 Re-entry	The fire was assessed not likely to expand under prevailing conditions.
September 19, 2025	Remaining evacuees allowed to return home (Sept 20)	The remaining evacuated residents could return home on Sept 20, though access would remain restricted.
September 26, 2025	Fire still held at ~ 8,468 ha	Monitoring, infrared scanning and suppression of hotspots continues.
September 27, 2025	Declared “under control”	The wildfire complex was officially classified under control; active suppression continues pending full extinguishment.
October 3, 2025	SOLE expires	The SOLE expired at midnight and will not be renewed.

## Key Tips for Future Events

- Protection of Destroyed Properties
  - Following standard procedure for house fires, and on the advice of the Province, the Municipality secured the destroyed properties using an external fencing company. This was a costly process and should, where possible, be redirected to insurance companies when coverage exists, or coordinated with homeowners to develop an appropriate site-security plan.
  
- Re-entry Tips
  - Stagger times for re-entry. This provides a smoother process.
  - Red Cross provided cleaning kits.
  - Pre-re-entry site visits give residents an important opportunity to prepare for what they will encounter when they return.
  
- Cleaning/ Appliances
  - Due to evacuations, residents may encounter extended absences from their homes; this combined with prolonged power outages can result in severe food spoilage in refrigerators and freezers. Some appliances may be impossible to fully clean, leading many residents to choose to dispose of them. The Municipality assisted by picking up these appliances and having them disposed of properly.
  - Although residents were asked to sort their waste, additional support from a separate contractor was still required.
  - Additional waste pick-ups were coordinated with the service provider (Valley Waste-Resource Management - VWRM).

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- Drinking Water

- For properties on well water, it is important that residents understand that fire-related chemicals may affect water quality. Many long-term residents may never have tested their wells or may have only completed basic testing at the time of purchase. Comprehensive testing can be costly, and there is no legislative requirement to conduct it. In this incident, we advocated with the Province for support from the Department of Environment and Climate Change to provide testing and assistance to affected residents in the fire zone.
- Drinking water was also provided as an interim measure.

- Animals

- Several animals could not be removed quickly, such as cats that couldn't be located in time or large numbers of poultry. Our animal control officers worked with the Department of Agriculture to ensure that any remaining animals received food and water whenever it was safe to do so, and reunited some pets with their owners, when possible.
- Remind pet and livestock owners to have a plan for quickly relocating their animals, if needed.

- Donations

- While many people will want to support those who are displaced, this can also attract individuals looking to take advantage. It is best to channel donations through one, or very few, centralized agencies. Monetary donations are preferred, as funds can be directed to where they are most needed.



# INFORMATION REPORT

**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Paul Wills, CPA, CMA Director of Finance  
**Report Number:** IR2026-05 Municipal Profile and Financial Condition Report  
**Subject:** Municipal Profile and Financial Condition Report

## ORIGIN

Annually, the Province issues a financial condition report based on the financial statements and financial information return submissions. This report summarizes the key indicators of the 2023/24 report.

## BACKGROUND

The financial condition report includes various financial and affordability measures that assess the financial health and risks for the municipality. This has always been presented in a “house” formation with the base, structure, and roof.

Several years ago, this report included some red blocks in the iconic house. These were indicators that pose financial risk to the municipality. In 2022/23, all these high-risk items were eliminated and most of the indicators in the house continue to be low risk (green).

## DISCUSSION

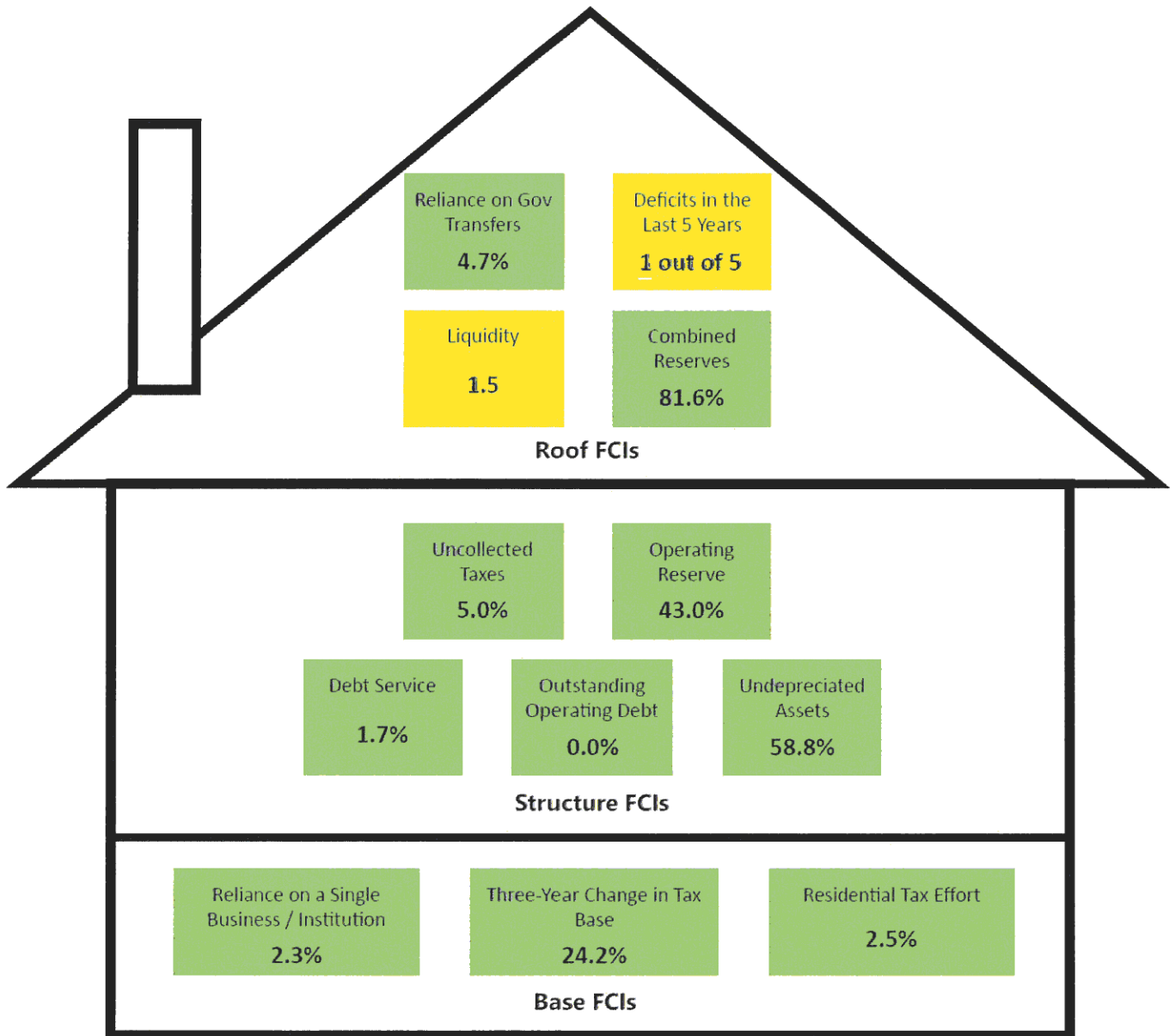
The overall assessment for the municipality is low risk which means while it may face challenges, it is considered low risk for financial instability when all indicators are considered.

The table below is a discussion of the change in financial indicators and the implications to the municipality.

Financial Indicator	2022/23	2023/24	Change
<b>Reliance on a single business institution</b>	2.2%	2.3%	0.1%
The largest institution represents 2.2% of uniform assessment, therefore the Municipality’s tax base is not dependant on a single business or institution.			
<b>3-year change in tax base (3-year CPI 16.7%)</b>	8.4%	24.2%	15.8%
Growth is above the CPI% of 16.7% indicating the tax base is in a strong position to cover the cost of municipal services and programs.			
<b>Residential Tax Effort</b>	2.4%	2.5%	0.1%
Less than 4% is low risk and represents the ability to raise taxes considering median household income.			

<b>Financial Indicator</b>	<b>2022/23</b>	<b>2023/24</b>	<b>Change</b>
<b>Uncollected Taxes</b>	5.0%	5.0%	-
This indicates the Municipality is managing collections.			
<b>Operating Reserve</b>	36.0%	43.0%	7.0%
Indicates the Municipality is setting aside sufficient funds to help migrate and unseen risks or future needs.			
<b>Debt Service Ratio</b>	2.1%	1.7%	(0.4%)
1.7% of own source revenue is spent on principal and interest payments. There is room for debt financing.			
<b>Outstanding Operating Debt</b>	0.0%	0.0%	-
This is bank indebtedness (overdraft) and the municipality has not been in overdraft at year-end since 2021/22			
<b>Undepreciated Assets</b>	59.9%	58.8%	(1.1%)
This indicator estimates that the Municipality's capital assets have 58.8% of their useful life remaining.			
<b>Reliance on government transfers</b>	5.4%	4.7%	(0.7%)
The municipality is not reliant on other levels of government to meet its service obligations.			
<b># of deficits in the last 5 years</b>	1	1	-
The remaining deficit is from 2019/20. As of 2025/26 this will no longer be reported.			
<b>Liquidity</b>	1.2	1.5	0.3
Ability to use financial assets to cover financial liabilities. 1.5 represents low risk. If the figure is greater than 1 that is a good sign.			
<b>Combined Reserves</b>	72.1%	81.6%	9.5%
Appearance that the municipality has adequate reserves. This includes all reserves and amortization expense. Amortization expense does not reflect capital asset replacement costs			

**\*These indicators are yellow and indicate moderate risk.**



**FINANCIAL IMPLICATIONS**

There are no direct financial implications resulting from this report. The key indicators suggest the municipality is in good financial health and has been improving annually over the past three years as of March 31, 2024.

The Financial Condition Indicators (FCI) serve to evaluate the financial health of municipalities. They help municipal councils identify trends and assess risks related to their financial management, including levels of reserves, debt, and liquidity. The FCI provides a transparent overview of how municipalities generate revenue, spend money, and manage their finances, allowing for better planning and decision-making regarding municipal priorities and future financial strategies. Indicators are often reviewed and help determine the municipality’s ability to borrow and its ability to respond to extraordinary circumstances.

**POLICY IMPLICATIONS**

NA

**ATTACHMENTS**

23-24 Financial Condition Report

**Prepared by:**

Paul Wills, CPA, CMA Director of Finance

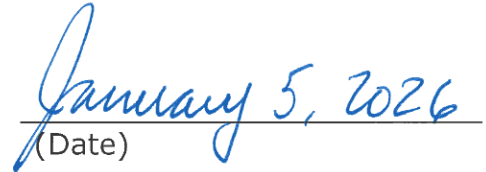
**Approved by:**



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Rob Frost  
Chief Administrative Officer

**Approval Date:**



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(Date)



# Municipal Report



## **Municipality of the County of Annapolis**

**Department of Municipal Affairs**

Municipal Profile and  
Financial Condition Indicators Results  
2023-24



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## Introduction

The Department of Municipal Affairs compiles municipal indicators on behalf of the Nova Scotia Government and the Association of Municipal Administrators of Nova Scotia (AMANS) that focus on three areas:

- financial matters;
- administration of the municipality; and
- characteristics of the community.

This report creates a snapshot from those financial and demographic statistics to help community members and decision makers better understand:

- the municipality in which they live;
- the municipality's key characteristics; and
- the municipality's financial risks.

For example, the snapshot makes it easy to:

- compare the Three-Year Change in Tax Base indicator to understand the municipality's revenue growth in comparison to cost of living; and
- use the change in population to indicate whether a community's population is growing or declining and its potential impact on municipal revenues and expenses.



## Chapter 1 - Municipal Profile

Municipalities are diverse and operate within unique demographic and economic characteristics. These characteristics have a significant impact on municipal performance and subsequent strategies required to ensure a sustainable environment. This chapter outlines the unique demographic and economic characteristics of the Municipality, specifically its composition, population trends, demographics, median household income levels, employment rates, and educational attainment. The municipal profile trends could have impacts on the current and potential future tax base for a municipality.



# Municipal Profile - Highlights

## About the Municipality

Located in: Annapolis County

Approximate size: 3,172 km<sup>2</sup>

Number of dwellings\*: 10,890

Government: 11 Elected councillors (including the Warden)

**Nova Scotia Municipality of the County of Annapolis**



*Figure 1 - Location of Municipality*

# Municipal Profile - Highlights

## Population Highlights

Municipal Population 2021 Census:	18,834
Percent of Provincial population:	1.96%
Municipal Population 5-year trend:	3.19%
County's 5-year trend:	4.46%

Since the last census in 2016, **582** more people live in the Municipality

### Population Change from 2016 to 2021

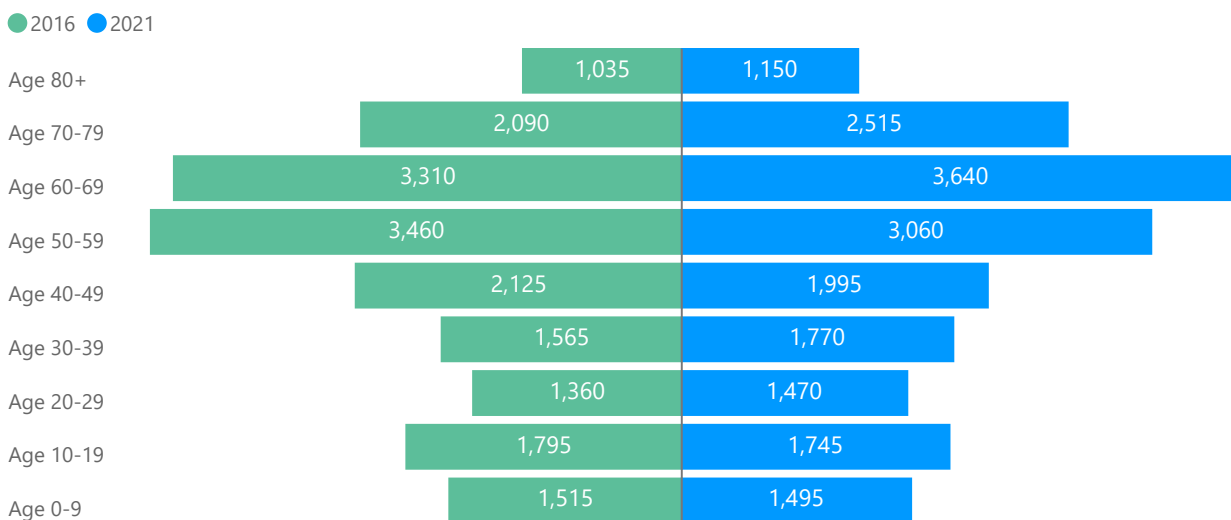


Figure 2 - Population Change from 2016 to 2021 (rounded to nearest five). Source: Statistics Canada

# Municipal Profile - Highlights

## Population Trends

20-year trend: Declining (supported by Figure 3 below)

Highest Age Bracket: 60-69 years of age (supported by Figure 4 below)

### Population Trend from 2001 to 2021

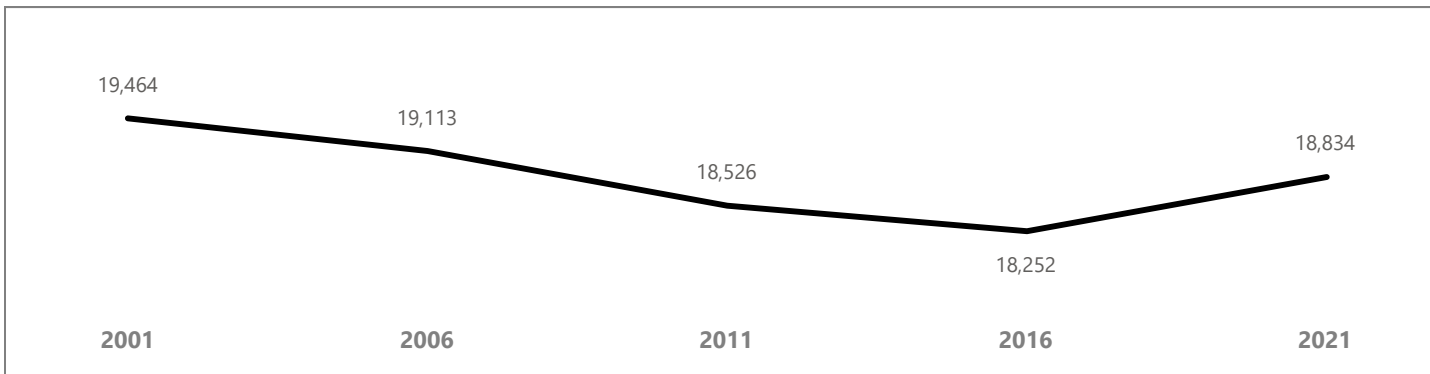


Figure 3 - Population from 2001-2021. Source: Statistics Canada

### Population Change from 2016 to 2021

Year ● 2016 ● 2021

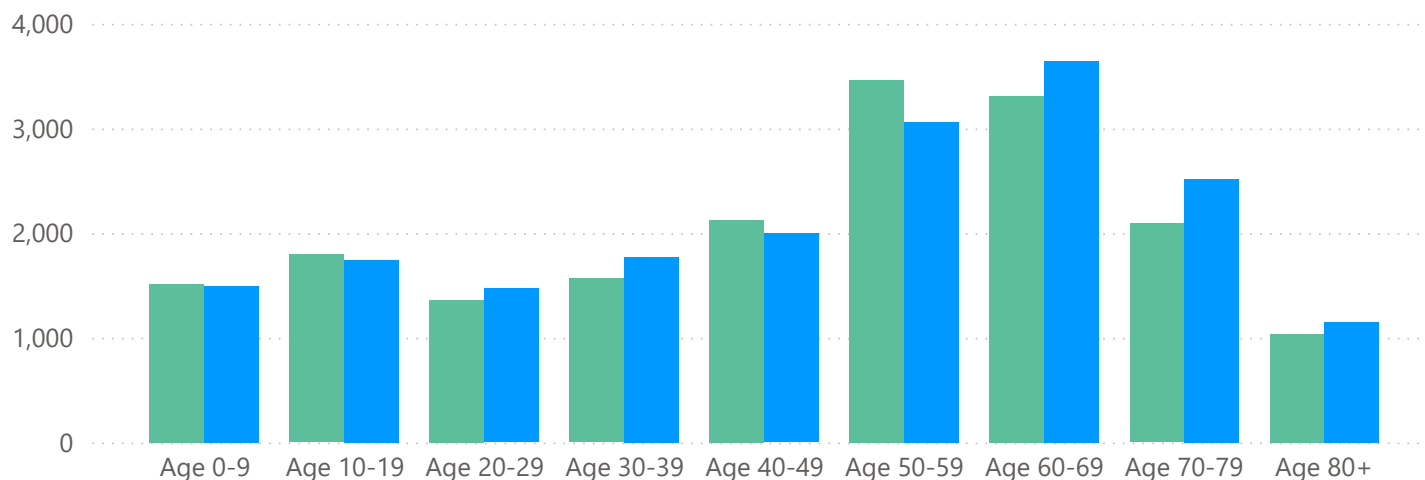


Figure 4 - Population by Age Group from 2016 to 2021. Source: Statistics Canada

# Municipal Profile - Highlights

## Population Comparison

### Comparison of the Municipality of the County of Annapolis vs. the Rural Average

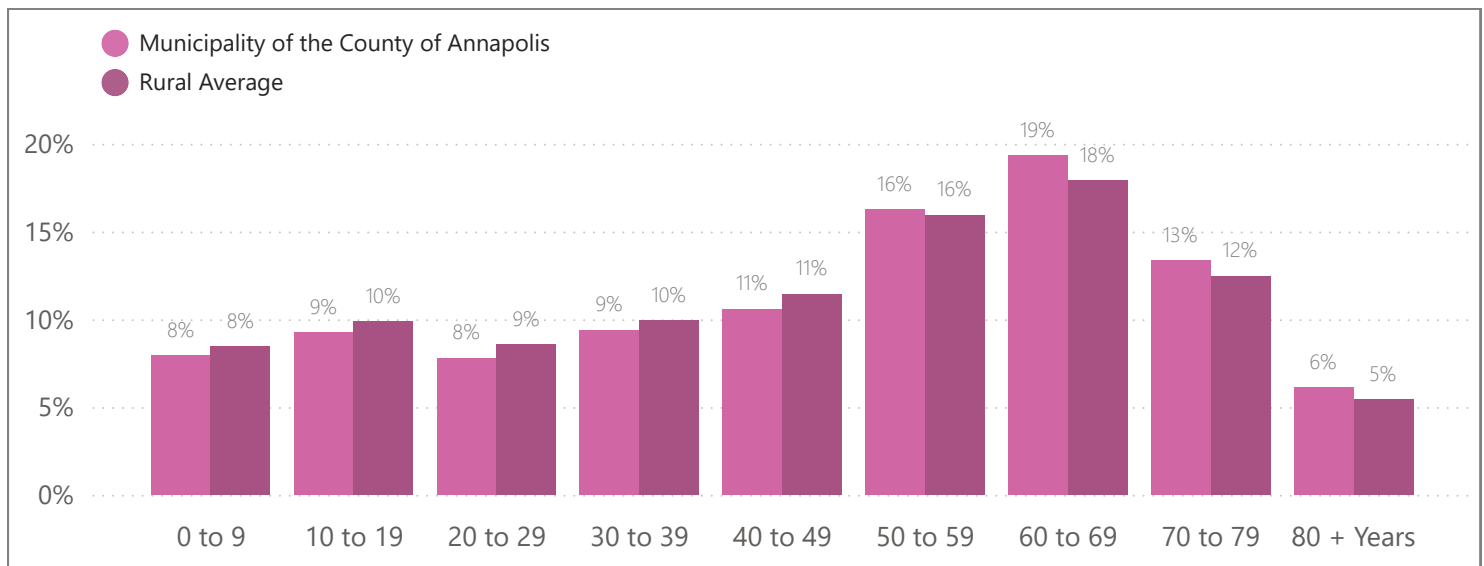


Figure 5 - Population by Age Group. Source: Statistics Canada

### Comparison of the Municipality of the County of Annapolis vs. the Provincial Average

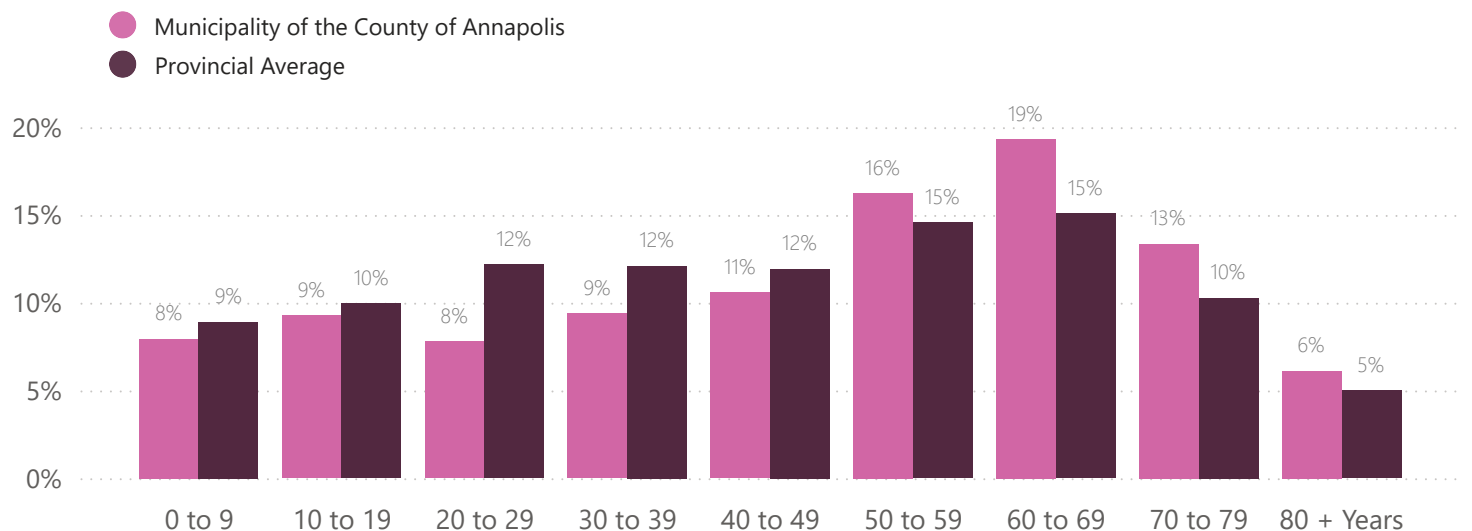


Figure 6 - Population by Age Group. Source: Statistics Canada

# Municipal Profile - Highlights

## Age Group Comparison

### Population Age Groups

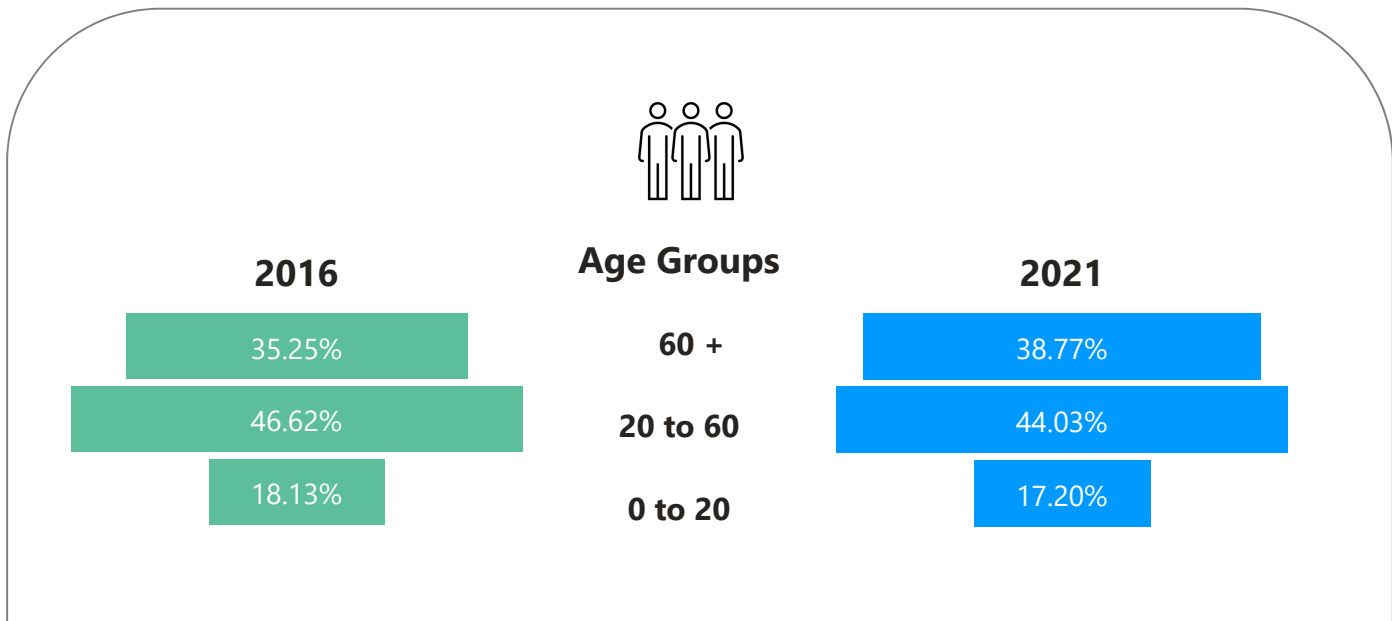


Figure 7 - Population by Age Group 2016 vs 2021. Source: Statistics Canada

### Generational Groups

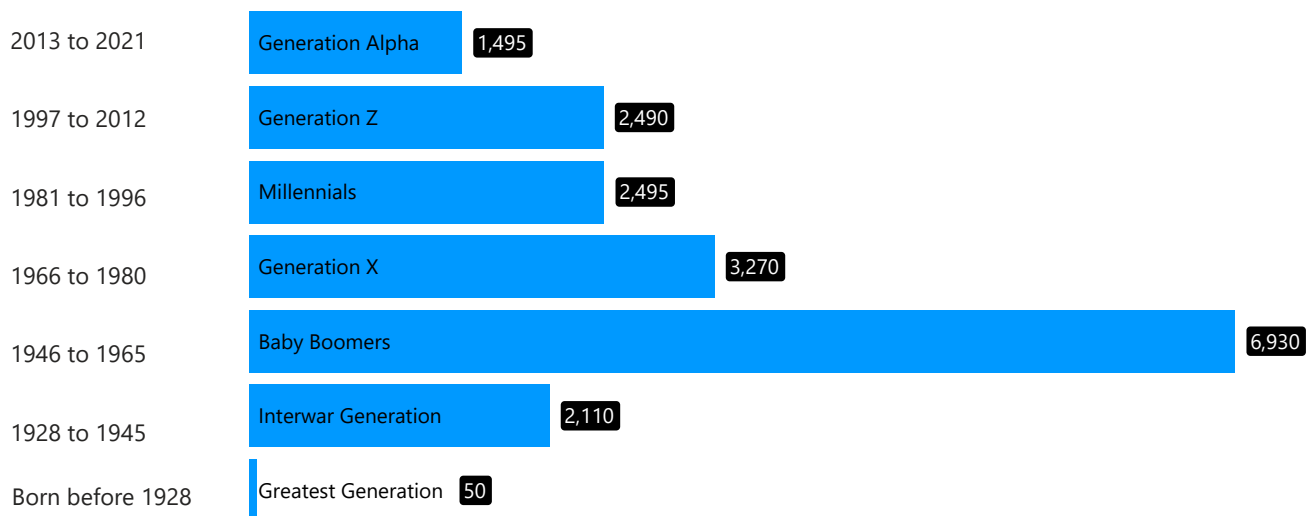


Figure 8 - Population by Generation for 2021 (rounded to nearest five). Source: Statistics Canada

# Municipal Profile - Highlights

## Population Outlook

### Population Trend 2001 to 2021 (Actuals) and 2022 to 2024 (Estimates) Municipality of the County of Annapolis

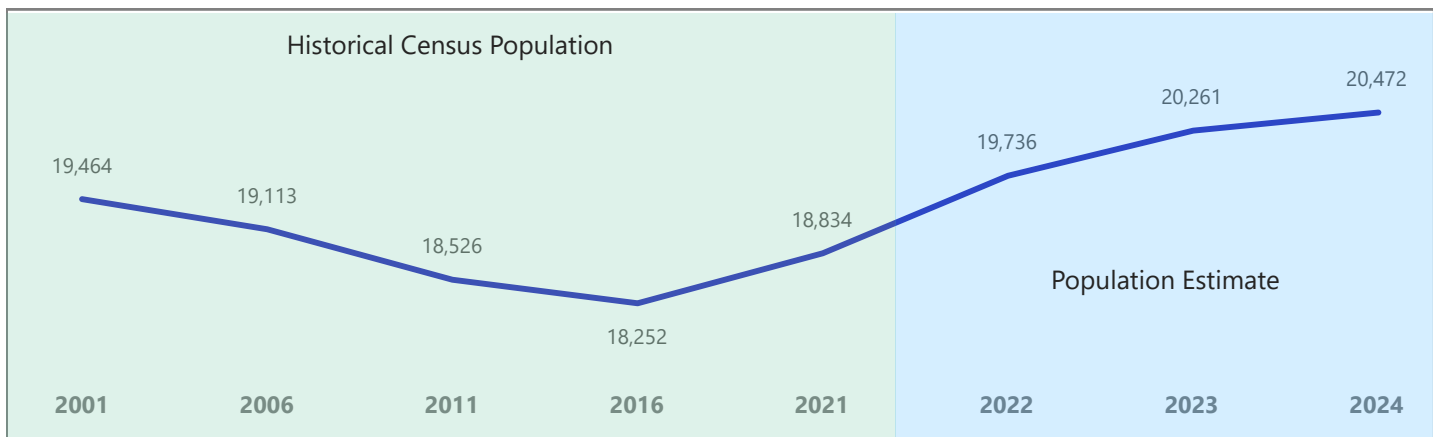


Figure 9 - Historical population from 2001 to 2021 is based on census data. Population estimates for 2022 to 2024 are based on the projections released January 16, 2025 Source: Statistics Canada

### Population Trend 2001 to 2021 (Actuals) and 2022 to 2024 (Estimates) Nova Scotia

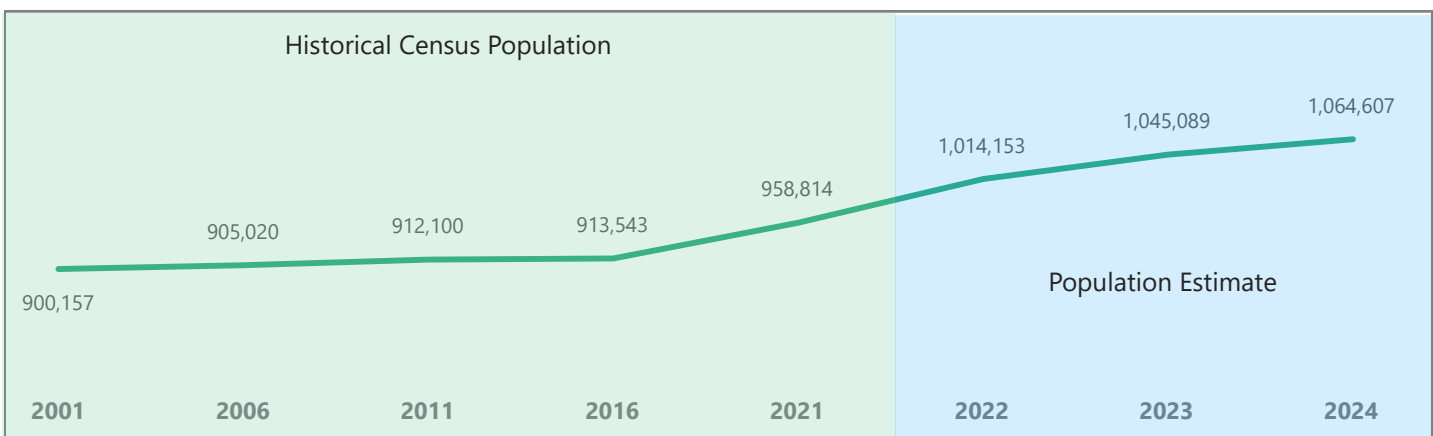


Figure 10 - Historical population from 2001 to 2021 is based on census data. Population estimates for 2022 to 2024 are based on the projections released January 16, 2025 Source: Statistics Canada

## Municipal Profile - Highlights

### Economic Indicators

Along with population trends, employment rates and median household income are important economic indicators. Education levels can also play a crucial role in economic and social progress and can help improve income distribution. These factors provide an indication of the wellbeing of the economy and labour force.

	<b>2016 Census</b>	<b>2021 Census</b>	<b>+/-</b>	<b>Provincial Average</b>
Median household Income:	<b>\$49,589</b>	<b>\$58,500</b>	<b>\$8,911</b>	<b>\$61,724</b>
Employment rate:	<b>46.5%</b>	<b>45.8%</b>	<b>-0.7%</b>	<b>46.2%</b>
Education level:	<b>50.4%</b>	<b>50.7%</b>	<b>0.3%</b>	<b>50.5%</b>

*Figure 11 - 2021 Census; Source: Statistics Canada*

Median household Income: Municipality of the County of Annapolis median household income increased since 2016.

Employment rate: The employment rate at the Municipality of the County of Annapolis decreased since 2016.

Education level: The education level at the Municipality of the County of Annapolis increased since 2016.

## Chapter 2 - Assessment Information

Since property taxes are a primary source of revenue for most municipalities, special emphasis has been placed on reviewing assessment trends. For more information about the following financial indicators, please refer to Chapter 4 - Financial Condition Indicators.

Three-year change in Tax Base (Uniform Assessment<sup>1</sup>): 24.2% Growth is keeping pace with the cost of living

Reliance on a Single Business or Institution: 2.3% Not dependent (Low Risk)

Residential Tax Effort: 2.5% Has some flexibility (Low Risk)

The line graphs below show the five-year trend of residential and commercial portion of the municipality's taxable assessment.

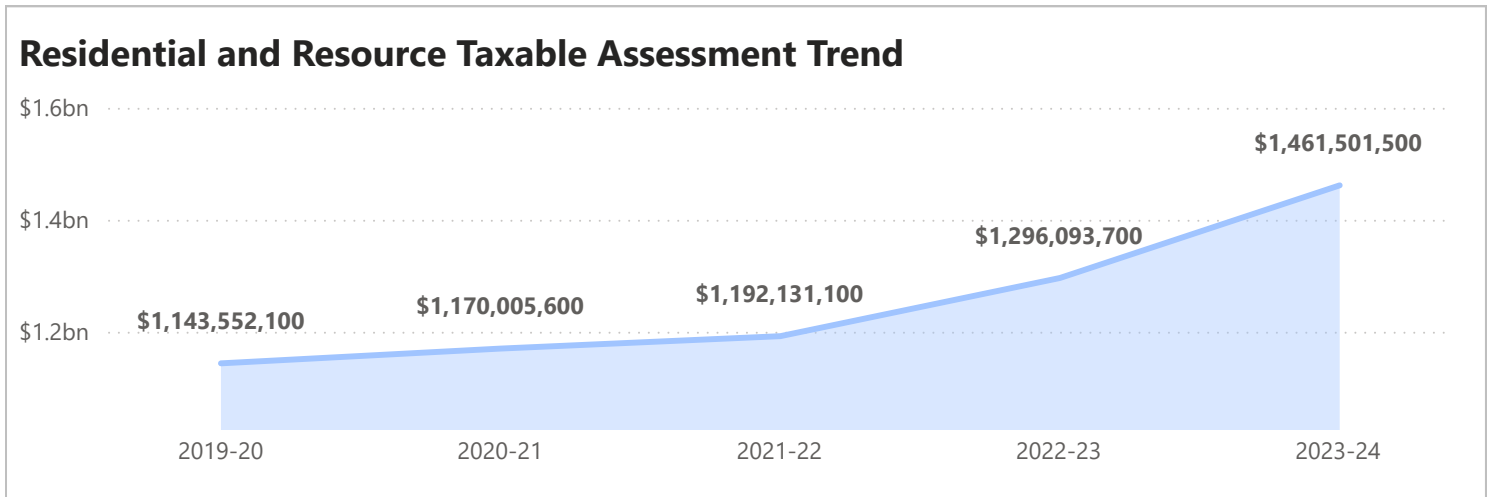


Figure 12 - Residential taxable assessment over the last five years. Source: 2019-20 to 2023-24 Statement of Estimates - Assessment

### Commercial Taxable Assessment Trend

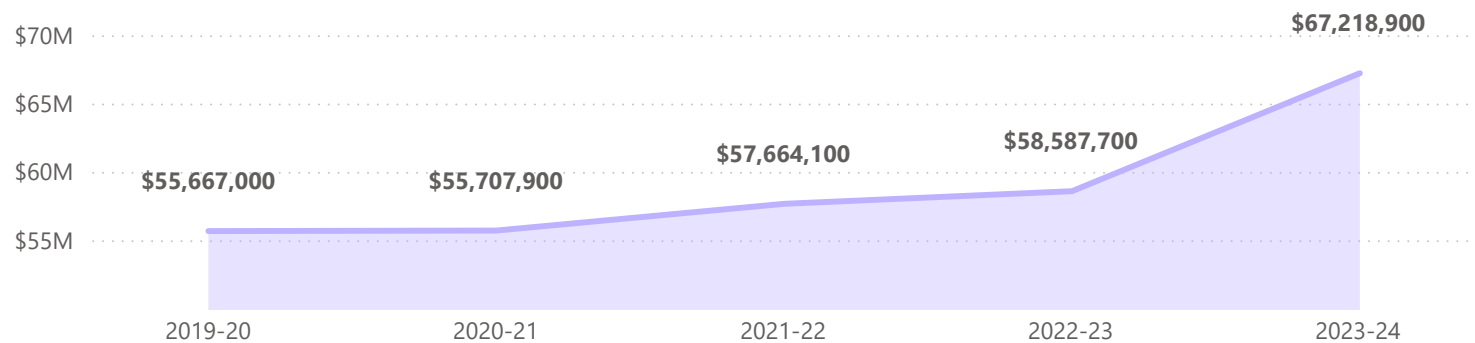


Figure 13 - Commercial taxable assessment over the last five years. Source: 2019-20 to 2023-24 Statement of Estimates - Assessment

<sup>1</sup> Uniform assessment is the value of a municipality's taxable property assessment plus the capitalized value of payments in lieu of taxes.

## Chapter 3 - Financial Information

### General Overview

Audited financial statements are presented on a consolidated basis. These consolidated financial statements present all municipal entities as one single reporting entity:

- all the individual funds managed by the Municipality
- organizations or enterprises that the Municipality owns or controls, such as:
  - Annapolis County Municipal Housing Corporation

The Municipality's non-consolidated financial statements present the individual funds managed by the Municipality, such as the General Operating Fund, General Capital Fund, Non-operating Reserve Fund, Operating Reserve Fund and, if applicable, Water Operating Fund, Water Capital Fund, Water Reserve Fund, Electric Operating Fund, Electric Capital Fund, and Electric Reserve Fund. Non-consolidated financial statements are reconciled but not audited<sup>2</sup>.

### Financial Reporting Compliance

#### Legislated Requirements

Submitted before deadline<sup>3</sup>:

- |   |            |
|---|------------|
| ◦ Audited Consolidated Financial Statements   | <b>No</b>  |
| ◦ Financial Information Return (FIR)          | <b>No</b>  |
| ◦ Statement of Estimates - Assessment (SOE-A) | <b>Yes</b> |
| ◦ Statement of Estimates - Budget (SOE-B)     | <b>Yes</b> |
| ◦ Management Letter/Internal Control Letter   | <b>No</b>  |
| ◦ Summary Report of Expenses                  | <b>No</b>  |
| ◦ Summary Report of Hospitality Expenses      | <b>No</b>  |

Financial Statements include:

- |   |            |
|---|------------|
| ◦ Unqualified Audit Opinion                   | <b>Yes</b> |
| ◦ Elected Officials remuneration and expenses | <b>Yes</b> |

Expense and Hospitality report posted online quarterly	<b>No</b>
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<sup>2</sup> Please be advised that, although the Department of Municipal Affairs reconciles, at a high level, a municipality's non-consolidated financial statements to the consolidated financial statements, the non-consolidated financial statements are usually not audited nor presented in full accordance with Canadian public sector accounting standards.

<sup>3</sup> Annually, municipalities are required to submit their financial information by Sept 30th.

# Financial Highlights

## Revenue

Total consolidated revenue:	\$22.8 Million
Revenue generated from own source revenue*:	\$20.2 Million
Total general operating revenue:	\$19.8 Million
Largest general operating revenue:	84% Net property taxes and payments in lieu of taxes

## Expenses

Total consolidated expenses**:	\$19.4 Million
Total general operating expenses:	\$16.5 Million
Largest general operating expense:	31% Protective services

## Annual Surplus

Annual consolidated surplus (deficit):	\$3.4 Million
Consolidated accumulated surplus (deficit):	\$54.9 Million
Annual general operating surplus (deficit):	\$1.3 Million

## Debt

Total consolidated long-term debt:	\$1.3 Million
Total general capital fund long-term debt:	\$823.4 Thousand
General operating fund bank indebtedness:	\$0

\* Total consolidated revenue excluding government transfers

\*\* Net of extraordinary and special revenue item(s)

# Revenue

## \$22.8M

### 2023-24 Consolidated Revenue

Total consolidated revenue: \$22.8 Million

Largest revenue: \$16.6 Million Net property taxes and payments in lieu of taxes

Revenue generated from own source revenue: 88.46%

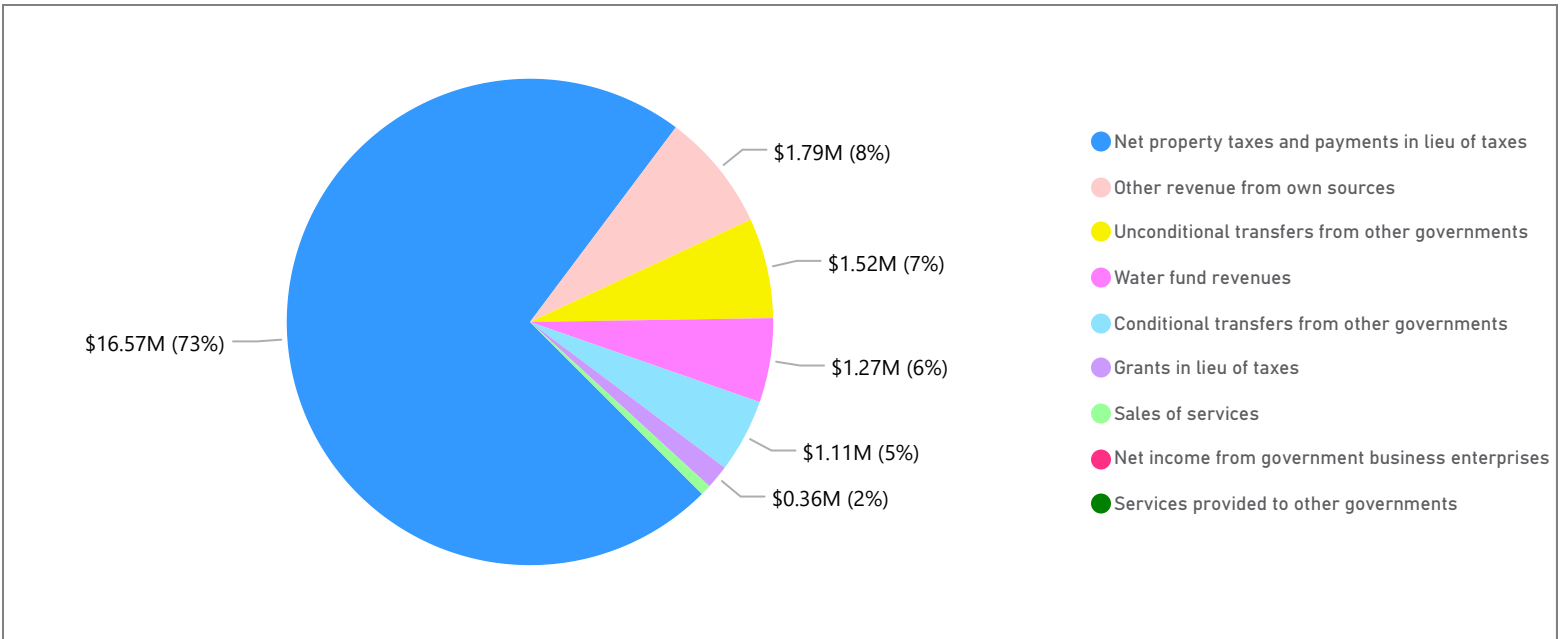
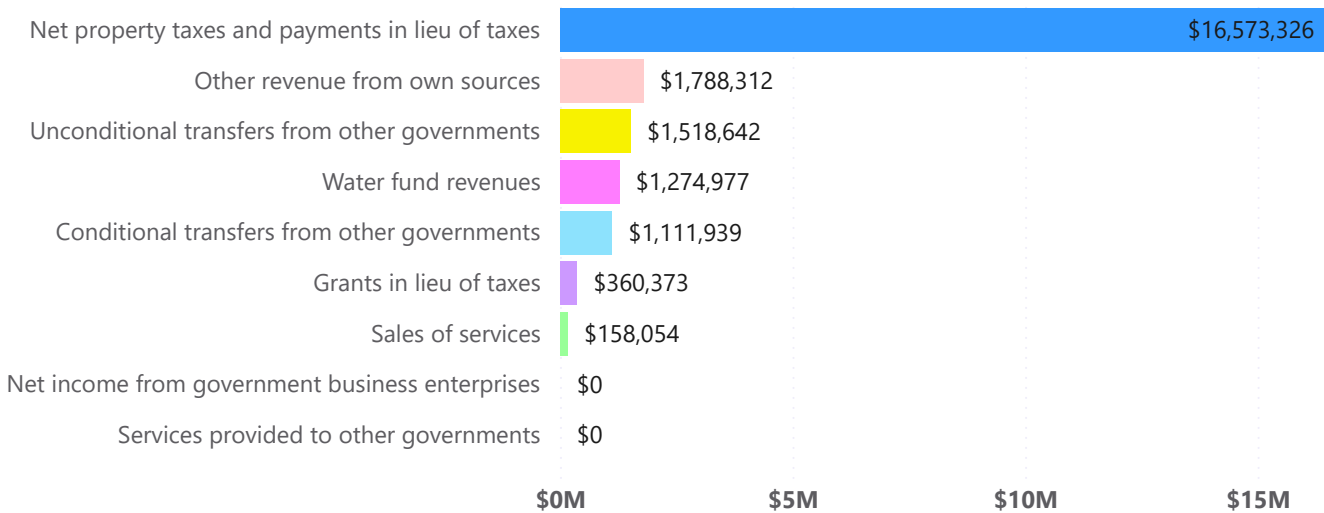


Figure 14 - Consolidated Revenue Source: 2023-24 Financial Information Return

The graphs above and below show the Municipality's consolidated revenue divided into categories.

## Consolidated Revenue



# Revenue

## \$19.8M

### 2023-24 General Operating Revenue

Total general operating revenue:	\$19.8 Million
Largest general operating revenue:	84% Net property taxes and payments in lieu of taxes
Uncollected Taxes Financial Condition Indicator (FCI):	5.0%
Reliance on Government Transfers (FCI):	4.7%

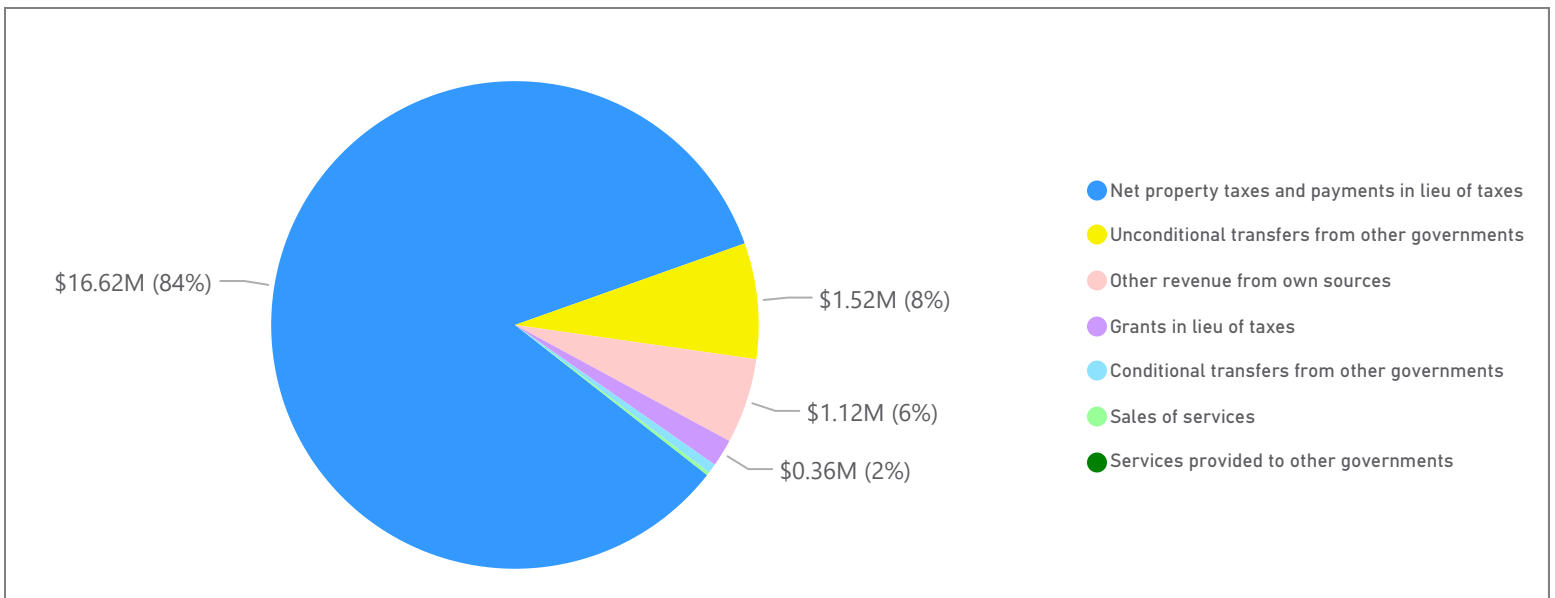
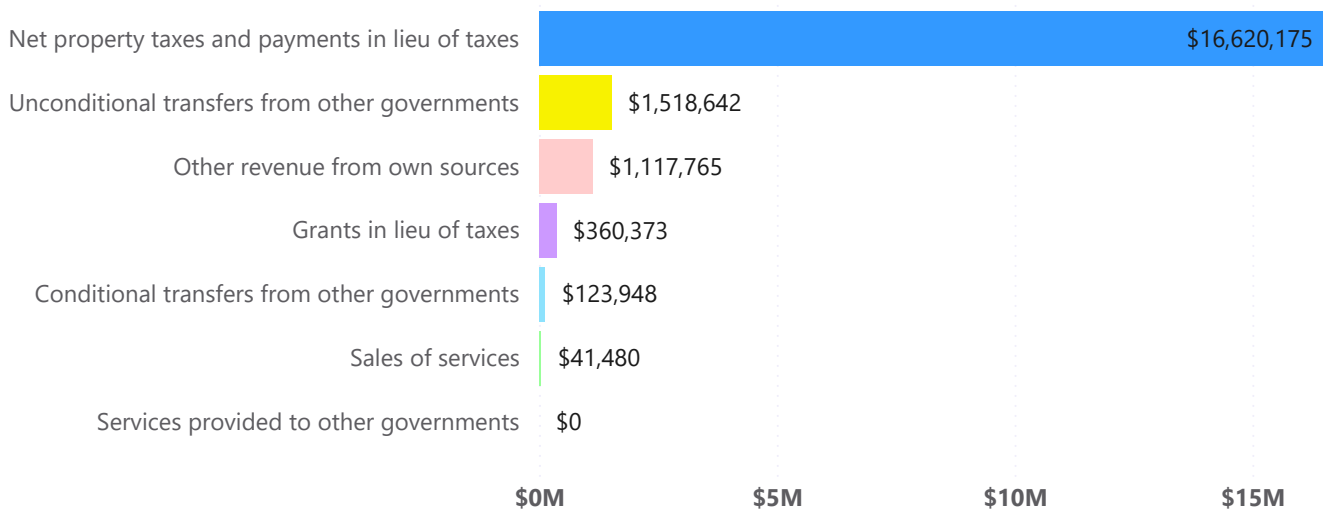


Figure 15 - General Operating Fund Revenue: 2023-24 Financial Information Return

The graphs above and below show the Municipality's general operating fund revenue divided into categories.

## General Operating Revenue



# Expenses

## \$19.4M

### 2023-24 Consolidated Expenses

Total consolidated expenses: \$19.4 Million

Largest expense: 24% General government services

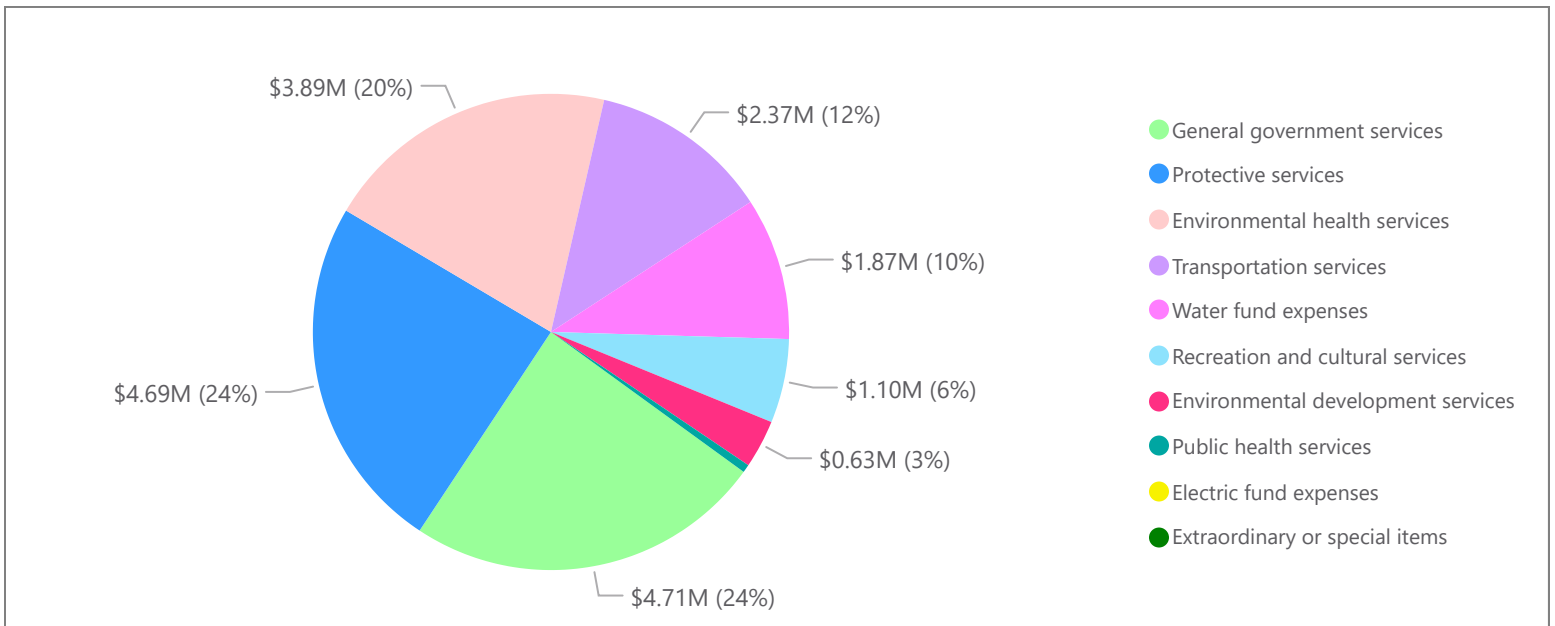
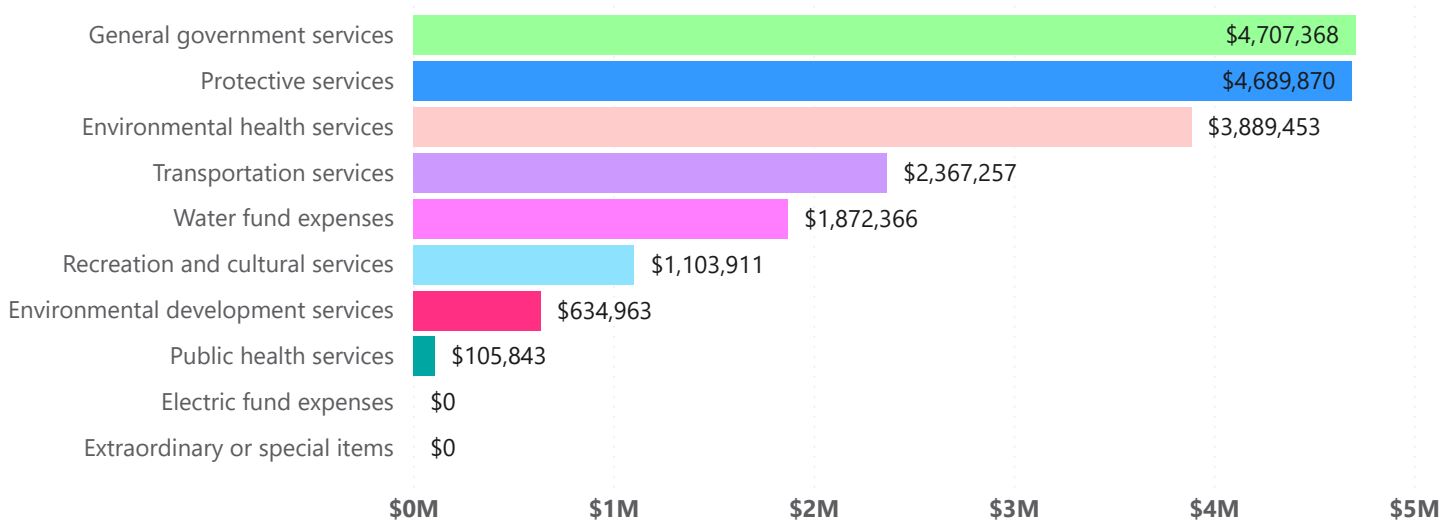


Figure 16 - Consolidated Expenses Source: 2023-24 Financial Information Return

The graph above and table below show the Municipality's consolidated expenses divided into categories.

## Consolidated Expenses



# Expenses

## \$16.5M

### 2023-24 General Operating Expense

Total general operating expenses: \$16.5 Million

Largest general operating expense: 31% Protective services

General operating reserves as a percentage of total general operating expenses: 43.0%

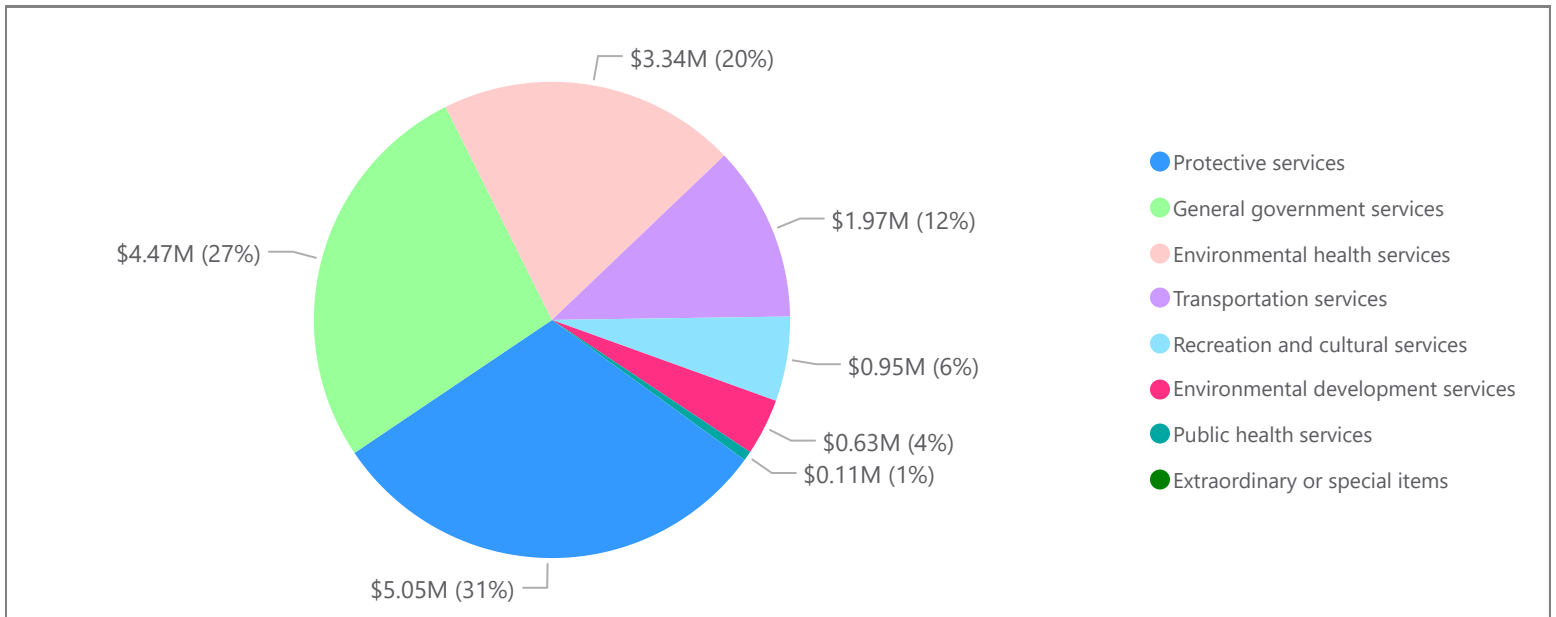
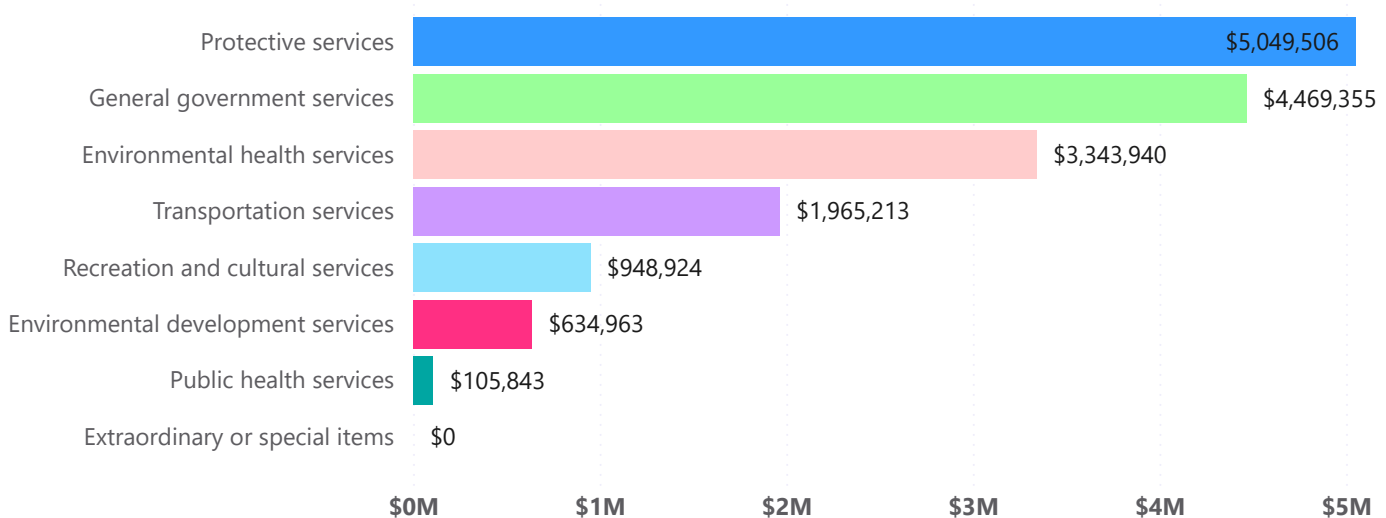


Figure 17 - General Operating Fund Expenses: 2023-24 Financial Information Return

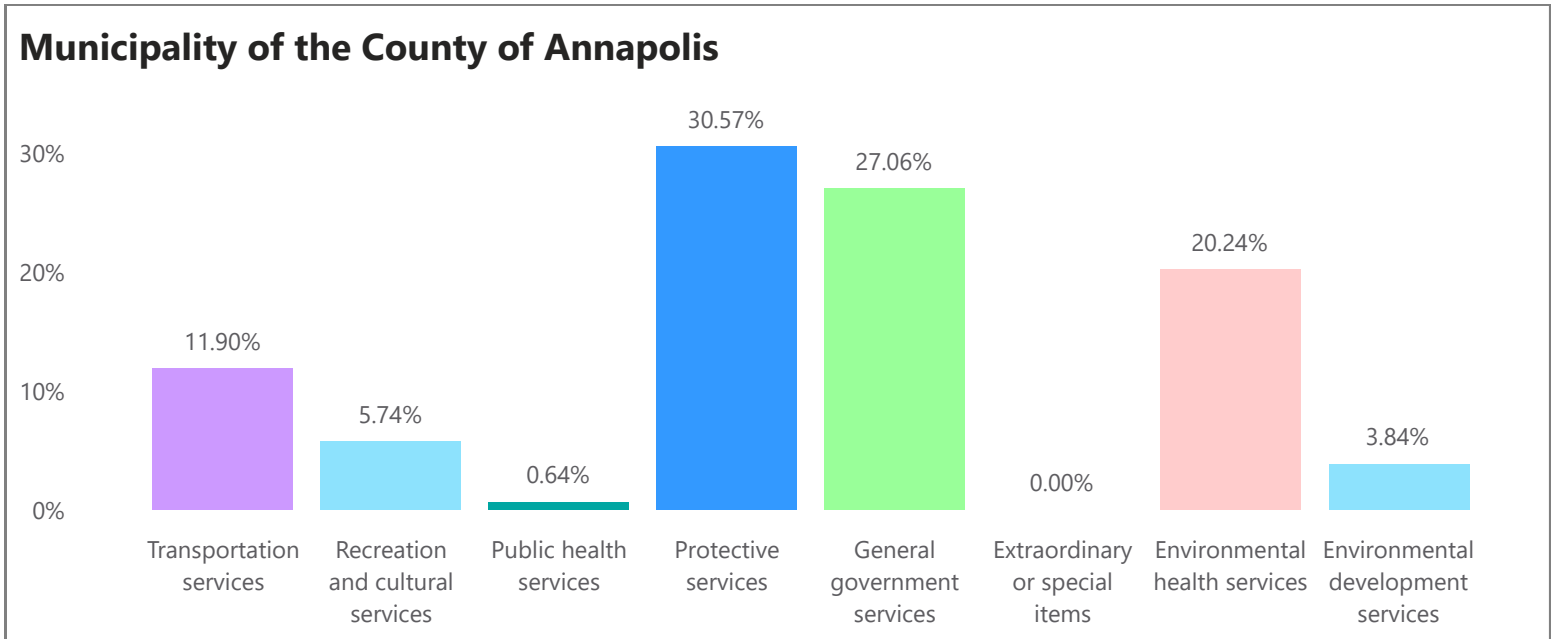
The graph above and table below show the Municipality's general operating fund expenses divided into categories.

## General Operating Expenses

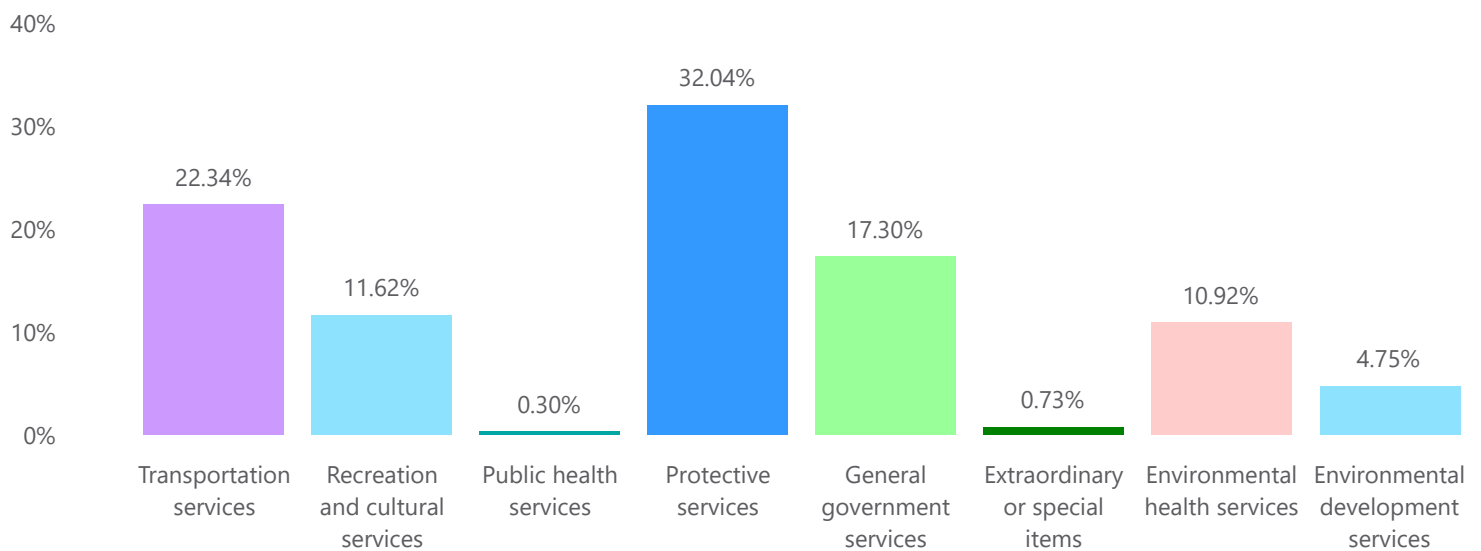


## 2023-24 General Operating Expenses Comparison to the Provincial Average

The graph below shows the expense by function for the municipal operations or General Operating Fund expenses compared to the Provincial Average.



### Provincial Average



\*Please note, these results do not include details from the Town of Mahone Bay due to outstanding financial reporting.

Figure 18 - Comparison of General Operating Fund Expenses to Provincial Average. Source: 2023-24 Financial Information Return

## Accumulated Surplus (Deficit)

Annual surplus (deficit): Revenue - Expenses

Note: Annual surplus (deficit) is added to the accumulated surplus (deficit)

Annual consolidated surplus (deficit):	\$3.4 Million
Consolidated accumulated surplus (deficit):	\$54.9 Million
Annual general operating surplus (deficit):	\$1.3 Million
Number of Deficits in the Last 5 Years Financial Condition Indicator (FCI):	1

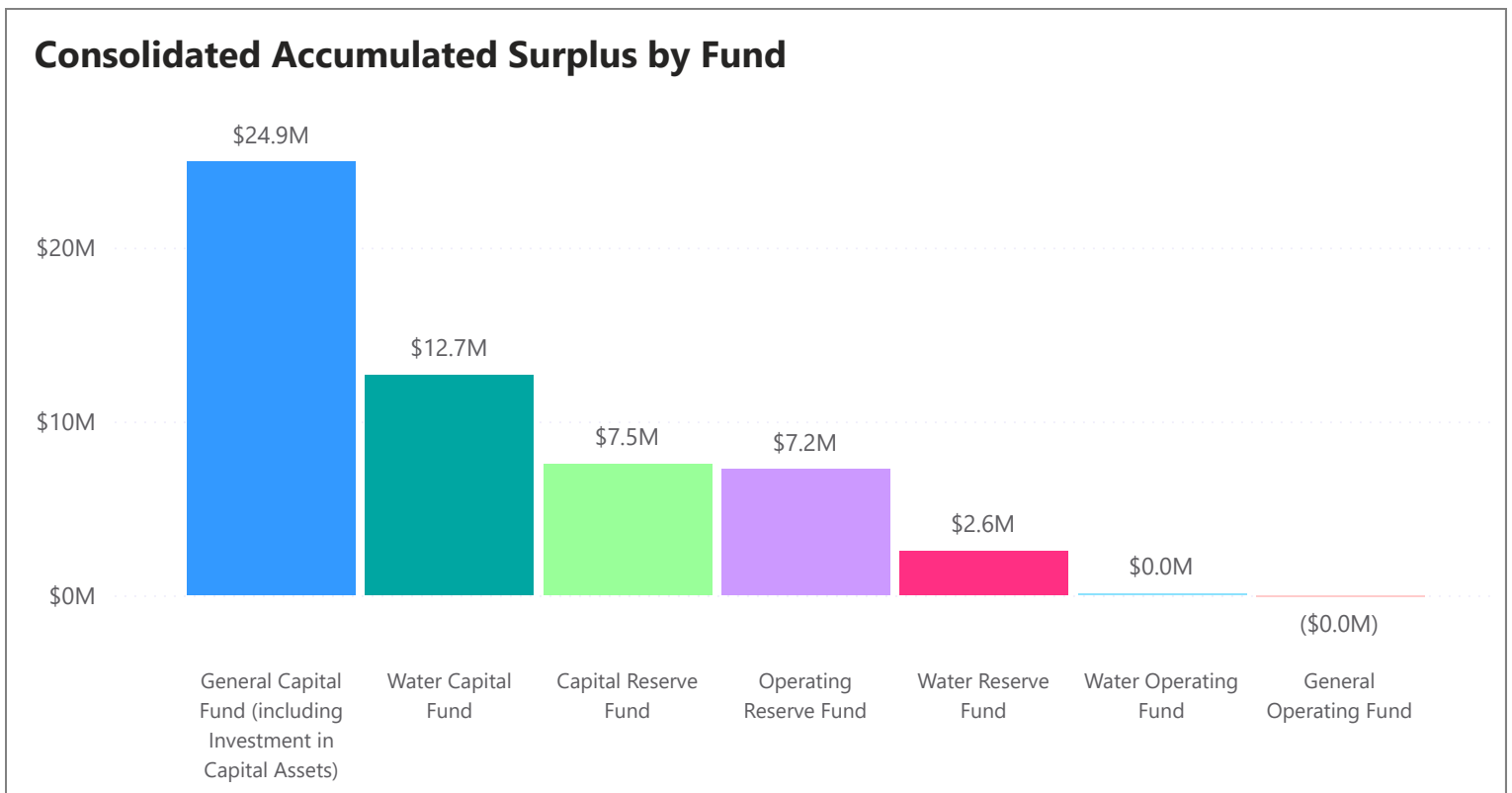


Figure 19 - Consolidated Accumulated Surplus by Fund. Source: 2023-24 Financial Information Return

**Debt**

Total consolidated long-term debt:	\$1.3 Million
Total general capital fund long-term debt:	\$823.4 Thousand
Debt Service Financial Condition Indicator (FCI):	1.7%
Operating fund bank indebtedness:	\$0
Outstanding Operating Debt FCI (as a percentage of Net Property Taxes/Payment in Lieu of Taxes, Grants in Lieu of Taxes and Government Transfers):	0.0%

## Chapter 4 - Financial Condition Indicators: House Model

The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention.

### The Model:

The Model consists of twelve indicators organized into base, structure and roof, focusing on:

- Base: Three indicators relating to internal and external factors that could impact the municipality's revenue stream.
- Structure: Five financial indicators that concern management and debt; and
- Roof: Four key performance indicators, that reflect the municipality's ability to meet current and future needs in a balanced and independent manner.

### Risk thresholds:

Each indicator is assessed against a risk threshold:

- low risk (**green**);
- moderate risk (**yellow**); and
- high risk (**red**).

### Overall assessment:

The Department calculates an overall assessment for fiscal instability:

- low risk (**green**): 9-12 FCIs meet low risk threshold;
- moderate risk (**yellow**): 7-8 FCIs meet low risk threshold; and
- high risk (**red**): 6 or less FCIs meet low risk threshold.

## Overall Assessment

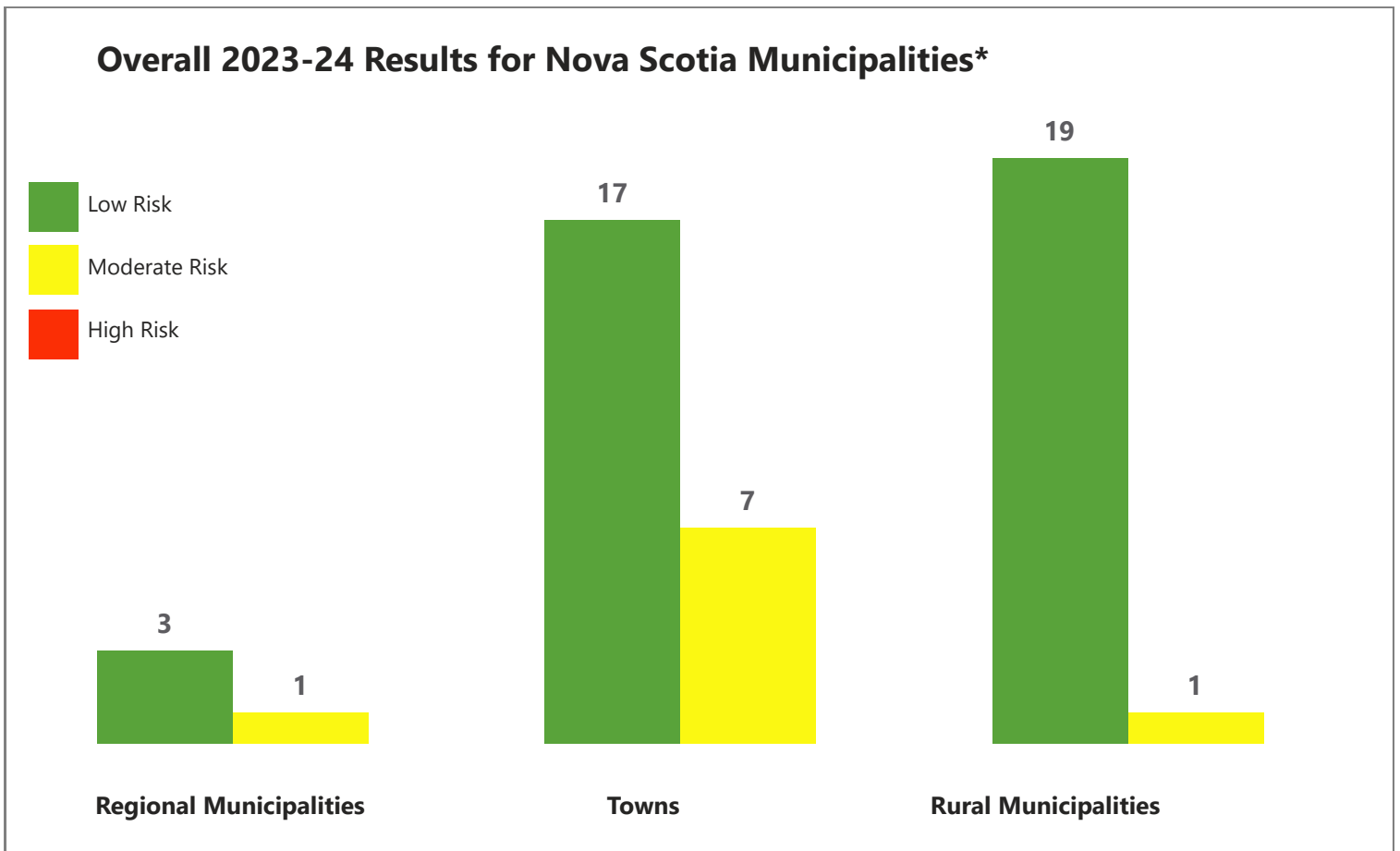
**Overall Assessment for:** Municipality of the County of Annapolis

**Financial Condition:** Low Risk

The overall Financial Conditions Index assessment for the Municipality of the County of Annapolis is Low Risk.

This means that while the Municipality might face some challenges, it is considered low risk for fiscal instability.

**Comparison:** The majority of Municipalities are at low risk (see chart below).



\*Please note, these results do not include details from the Town of Mahone Bay due to outstanding financial reporting.

# Financial Condition Indicators Highlights for 2023-24

Overall Assessment

**Green (Low Risk)**

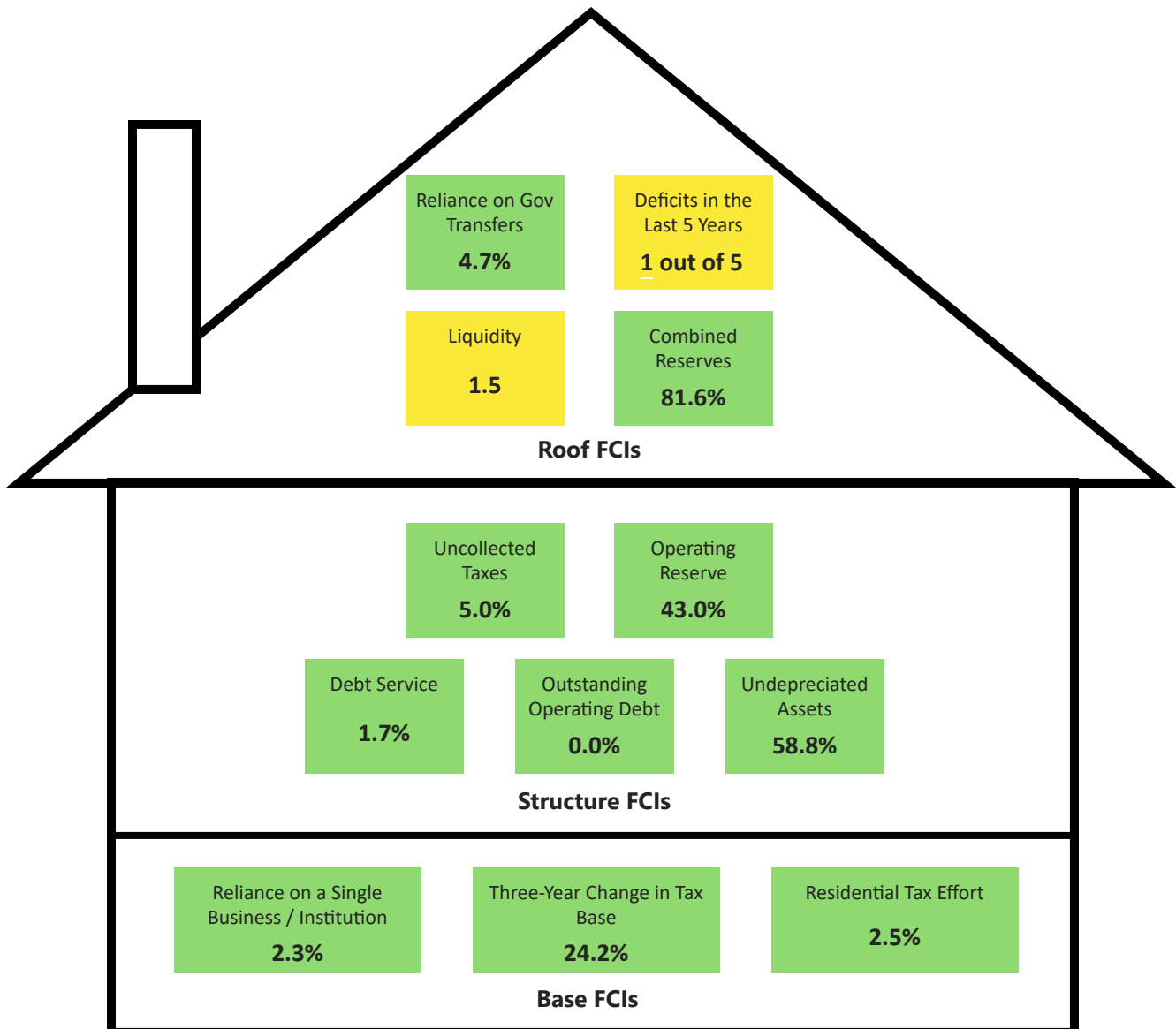
The overall Financial Conditions Index assessment for the Municipality of the County of Annapolis is Green (Low Risk).

This means that while the Municipality might face some challenges, it is considered low risk for fiscal instability.

As shown in the House model below, the Municipality of the County of Annapolis's FCIs are comprised of:

- Low Risk (green): 10 Indicators
- Moderate Risk (yellow): 2 Indicators
- High Risk (red): 0 Indicators

Individual FCI results are presented in the House below and are compared to last year's result on the next page.



## Two-Year Comparison of Financial Condition Indicators

<b>BASE</b>	<b>2022-23</b>	<b>2023-24</b>	<b>+/-</b>
Reliance on a Single Business or Institution	2.2%	2.3%	0.1%
Three-Year change in Tax Base*	8.4%	24.2%	15.8%
Residential Tax Effort	2.4%	2.5%	0.1%
<b>STRUCTURE</b>	<b>2022-23</b>	<b>2023-24</b>	<b>+/-</b>
Uncollected Taxes	5.0%	5.0%	0.0%
Operating Reserve	36.0%	43.0%	7.0%
Debt Service	2.1%	1.7%	-0.4%
Outstanding Operating Debt	0.0%	0.0%	0.0%
Undepreciated Assets	59.9%	58.8%	-1.1%
<b>ROOF</b>	<b>2022-23</b>	<b>2023-24</b>	<b>+/-</b>
Reliance on Government Transfers	5.4%	4.7%	-0.7%
Number of Deficits in the Last 5 Years	1	1	0
Liquidity	1.2	1.5	0.3
Combined Reserves	72.1%	81.6%	9.5%

\*For 3-year Change in Tax Base, CPI change for 2022-23 was 13.3% and for 2023-24 was 16.7%.

## Base FCI Indicator - Municipal Revenue Dimension

### Reliance on a Single Business or Institution

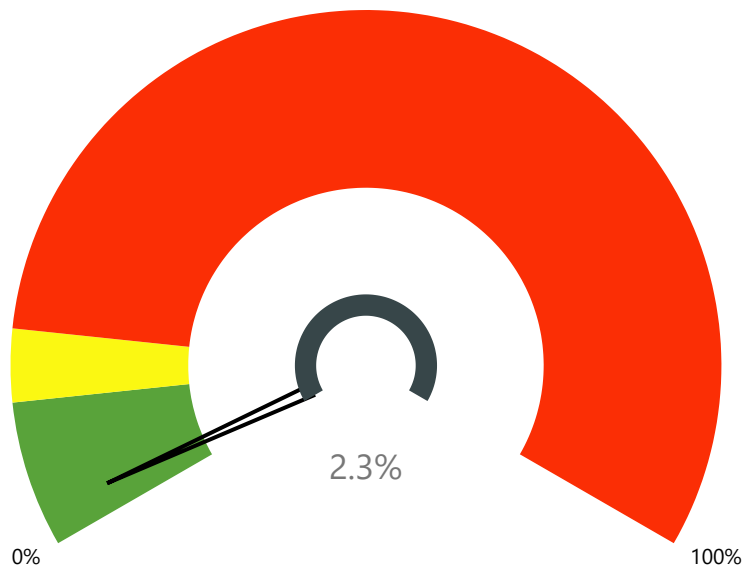
2023-24 Results: **Low Risk 2.3 %**

The largest single commercial or institutional account is 2.3 % of the Municipality's total Uniform Assessment.

What does it mean? The Municipality is showing no vulnerability in this area. The Municipality's tax base is not dependent on one single business or institution.

Calculation: 
$$\frac{\text{Taxable assessment value of the largest business or institution}}{\text{Uniform assessment}} = 2.3\%$$

- Risk Thresholds:
- Low: Less than 10%
  - Moderate: 10% to 15%
  - High: Greater than 15%



## Base FCI Indicator - Municipal Revenue Dimension

### Three-Year Change in Tax Base

2023-24 Results: **Low Risk 24.2 %**

What does it mean? Growth is above the CPI % change of 13.3%.  
The Municipality's tax base is in a strong position to cover the cost of municipal services and programs.

Calculation: 
$$\frac{\text{Current uniform assessment} - \text{Uniform assessment 3 years prior}}{\text{Uniform assessment 3 years prior}} = 24.2\%$$

- Risk Thresholds:
- Low: Equal or above CPI % change (Three Year CPI 2023-24: 16.7 %)
  - Moderate: Below CPI % change, but not negative growth
  - High: Negative growth

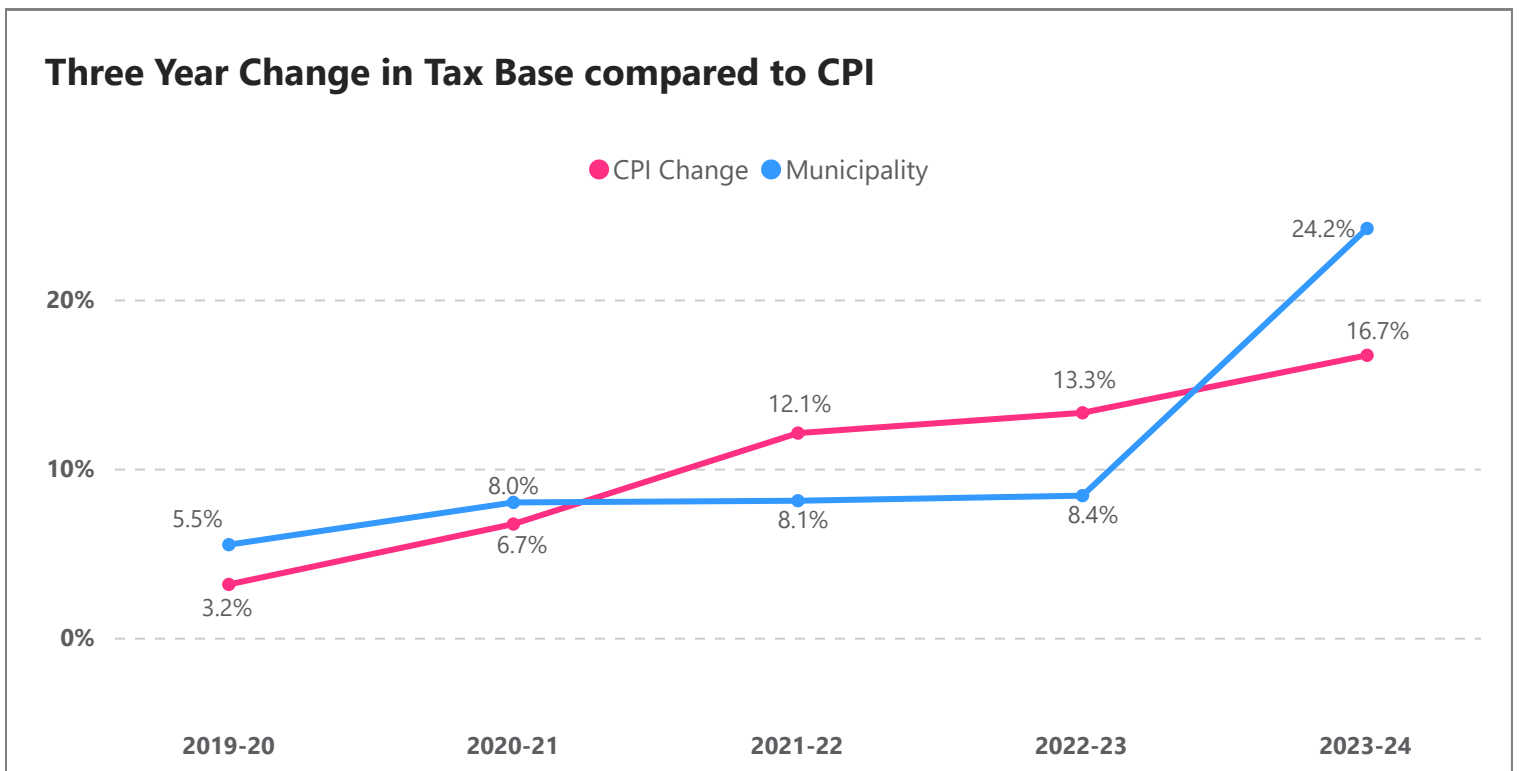


Figure 20 - Three-year change in Uniform Assessment in comparison to three-year change in CPI for the last 5 years.  
Source: Statement of Estimates-Assessment and Statistics Canada

## Base FCI Indicator - Municipal Revenue Dimension

### Residential Tax Effort

2023-24 Results: **Low Risk 2.5 %**

2.5 % of median household income is required to pay the average tax bill.

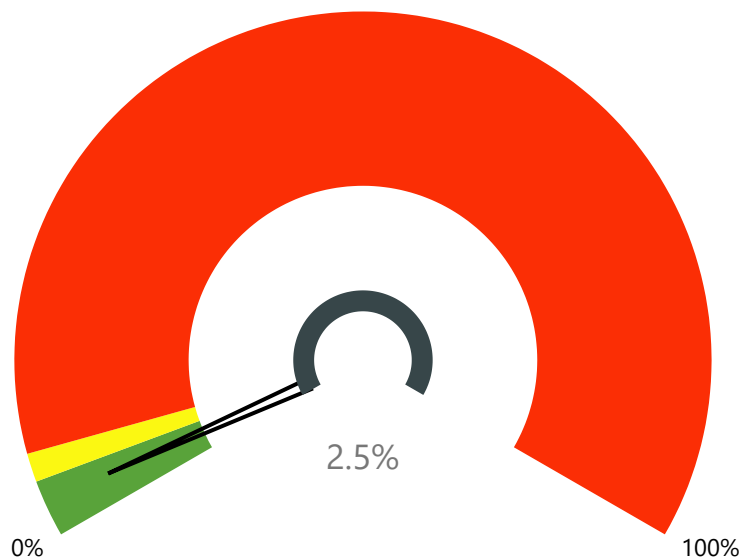
What does it mean? The Municipality has some flexibility to increase the taxes, if required.

This indicator helps council assess the affordability of municipal taxes in relation to the current service levels.

Calculation:

$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median household income}} = 2.5\%$$

- Risk Thresholds:
- Low: Less than 4%
  - Moderate: 4% to 6%
  - High: Greater than 6%



# Structure (Management) FCI Indicator - Municipal Management Dimension

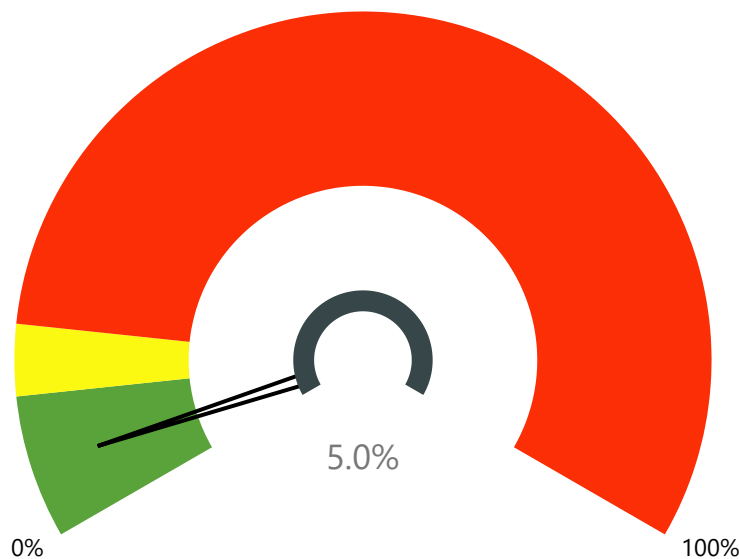
## Uncollected Taxes

2023-24 Results: **Low Risk 5.0 %**

What does it mean? The Municipality is managing tax revenue collection.

Calculation: 
$$\frac{\text{Total cumulative uncollected taxes}}{\text{Total taxes billed in current fiscal year}} = 5.0\%$$

- Risk Thresholds:
- Low: Less than 10%
  - Moderate: 10% to 15%
  - High: Greater than 15%



# Structure (Management) FCI Indicator - Municipal Management Dimension

## Operating Reserve

2023-24 Results: **Low Risk 43.0 %**

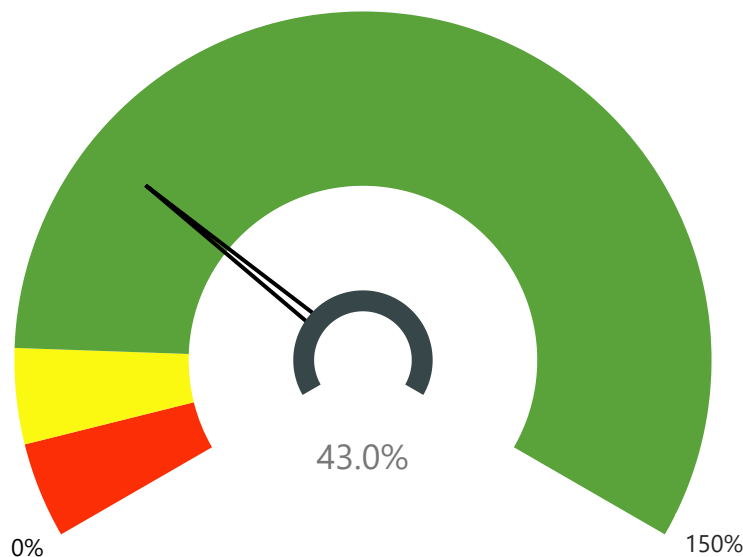
What does it mean? The Municipality is setting aside sufficient funds to help mitigate any unforeseen risks or future needs.

This indicator provides the value of funds set aside for planned future needs, to smooth expenses, or for unexpected expenses.

Calculation:

$$\frac{\text{Total operating reserve fund balance}}{\text{Total operating expenditures}} = 43.0\%$$

- Risk Thresholds:
- Low: Greater than 20%
  - Moderate: 10% to 20%
  - High: Less than 10%



# Structure (Management) FCI Indicator - Municipal Management Dimension

## Debt Service

2023-24 Results: **Low Risk 1.7 %**

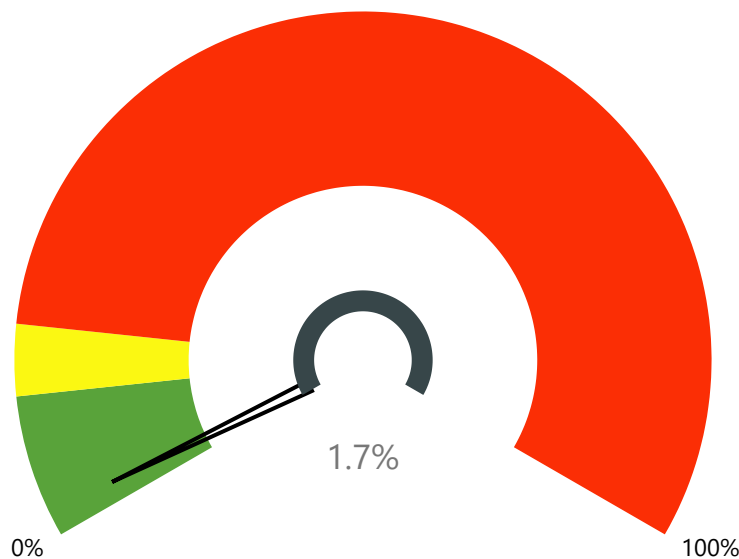
1.7% of own source revenue is spent on principal and interest payments.

What does it mean? With adequate cash flow, the Municipality may have the flexibility to increase borrowing levels to help finance future capital expenditures.

Calculation:

$$\frac{\text{Principal and interest paid on long-term debt}}{\text{Total own source operating revenue}} = 1.7\%$$

- Risk Thresholds:
- Low: Less than 10%
  - Moderate: 10% to 15%
  - High: Greater than 15%



# Structure (Management) FCI Indicator - Municipal Management Dimension

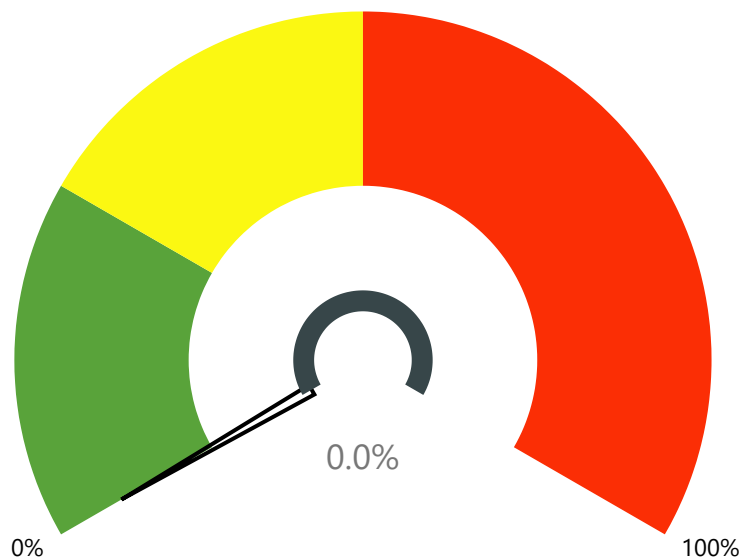
## Outstanding Operating Debt

2023-24 Results: **Low Risk 0.0 %**

What does it mean? The Municipality is not carrying any operating debt.

Calculation: 
$$\frac{\text{Total outstanding operating debt}}{\text{Total own source operating revenue}} = 0.0\%$$

- Risk Thresholds:
- Low: Less than 25%
  - Moderate: 25% to 50%
  - High: Greater than 50%



# Structure (Management) FCI Indicator - Municipal Management Dimension

## Undepreciated Assets

2023-24 Results: **Low Risk 58.8 %**

What does it mean?

This indicator estimates that the Municipality's capital assets have 58.8 % of their useful life remaining

Municipalities across Canada are facing significant infrastructure challenges. This indicates that the Municipality may be experiencing less of an infrastructure challenge than other municipalities.

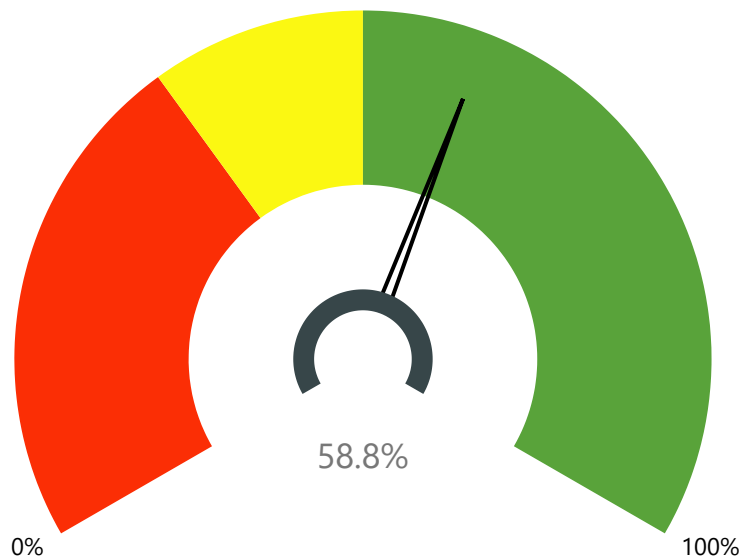
While this indicator provides an estimate of the useful life left in the Municipality/Town's recorded capital assets, it does not necessarily indicate the condition of those assets. For instance, some older assets could still be in good working condition, while the opposite could also be true.

Calculation:

$$\frac{\text{Total net book value of capital assets}}{\text{Gross costs of capital assets}} = 58.8\%$$

Risk Thresholds:

- Low: Greater than 50%
- Moderate: 35% to 50%
- High: Less than 35%



# Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

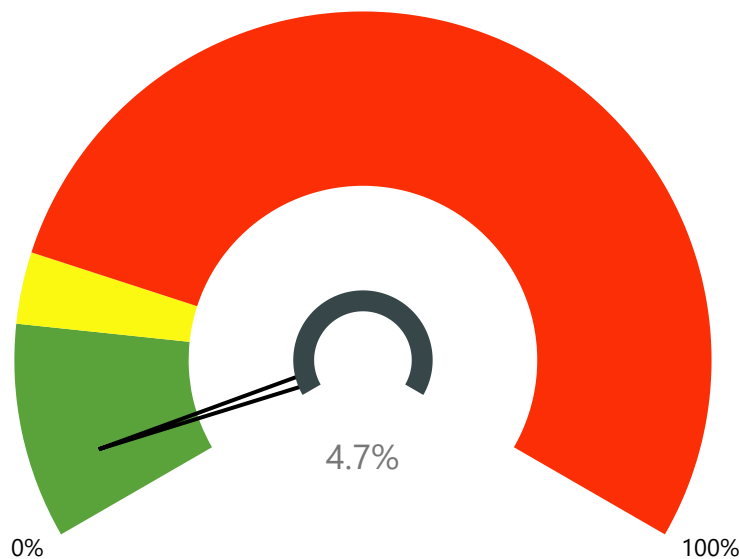
## Reliance on Government Transfers

2023-24 Results: **Low Risk 4.7 %**

What does it mean? The Municipality is not dependent on another level of government to meet its service obligations.

Calculation: 
$$\frac{\text{Total government transfers}}{\text{Total revenue}} = 4.7\%$$

- Risk Thresholds:
- Low: Less than 15%
  - Moderate: 15% to 20%
  - High: Greater than 20%



# Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

## Number of Deficits in the last 5 Years

2023-24 Results: **Moderate Risk: 1 Operating deficit in the last five years**

What does it mean? Deficits are important indications of financial health. The result indicates that the Municipality is somewhat able to meet its needs in a balanced manner and maintains a balanced budget.

Calculation: Number of non-consolidated operating deficits in the last five years = 1

- Risk Thresholds:
- Low: 0 in the last five years
  - Moderate: 1 or more in the last 5 years
  - High: 1 or more in the last 2 years with one material deficit (0.5% of operating expenses)

### Surplus/(Deficit) for the last 5 Years

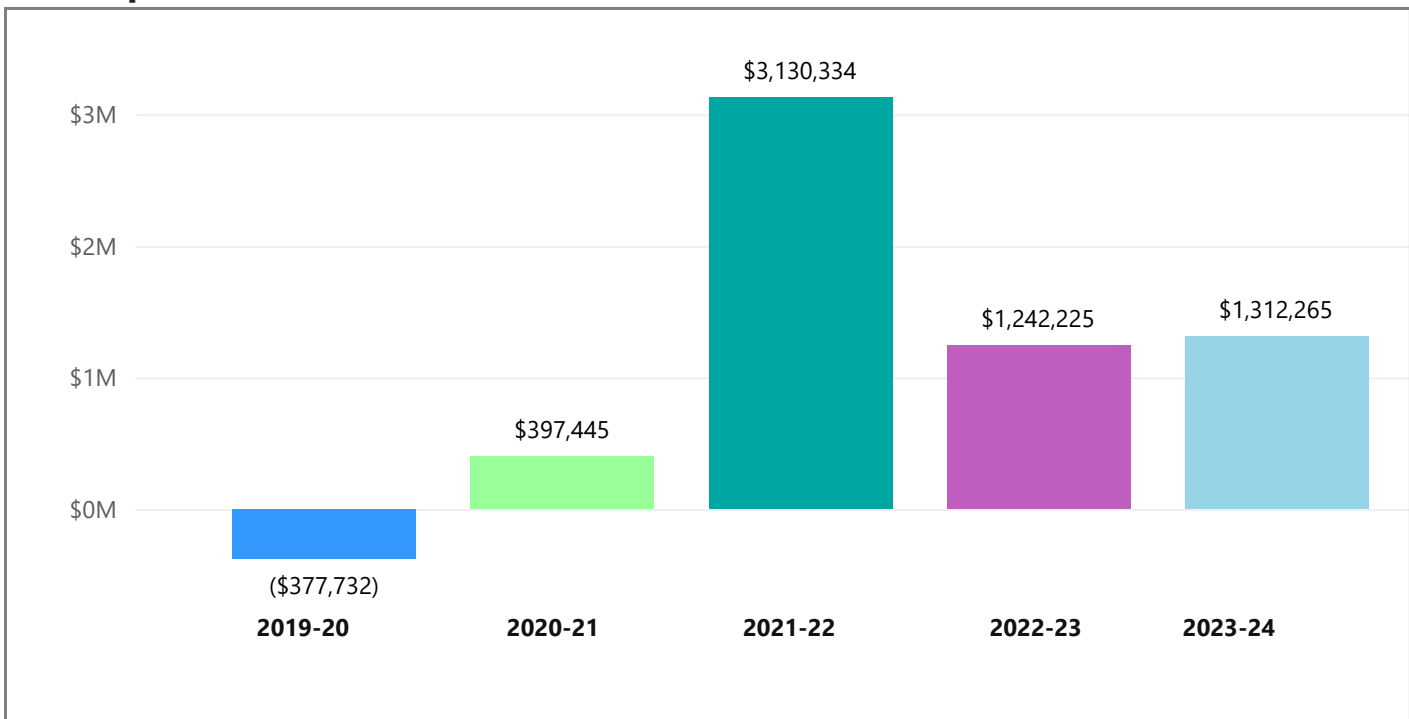


Figure 21 - Annual operating fund surplus (deficit) for the last 5 years. Source: Financial Information Return

# Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

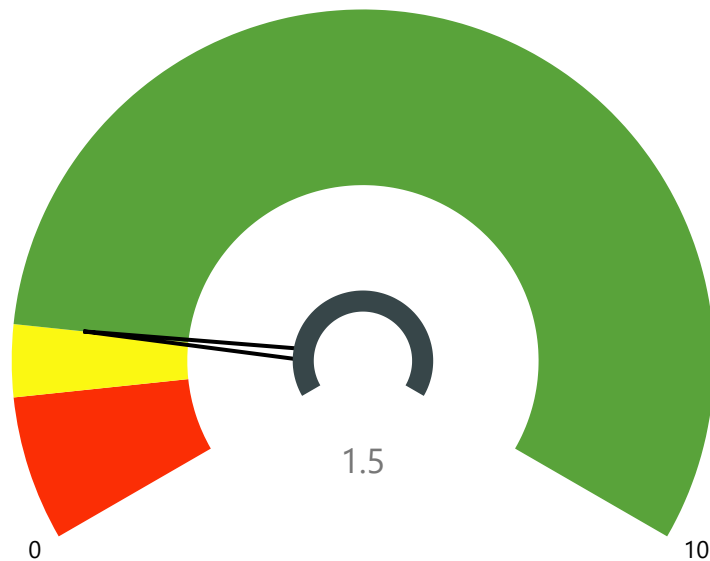
## Liquidity

2023-24 Results: **Moderate Risk 1.5**

What does it mean? Liquidity is key to financial performance. The result indicates that the Municipality is somewhat able to meet its needs in a balanced manner and maintain a balanced budget.

Calculation: 
$$\frac{\text{Total current financial assets}}{\text{Total current liabilities}} = 1.5$$

- Risk Thresholds:
- Low: Greater than 1.5
  - Moderate: 1 to 1.5
  - High: Less than 1



# Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

## Combined Reserves

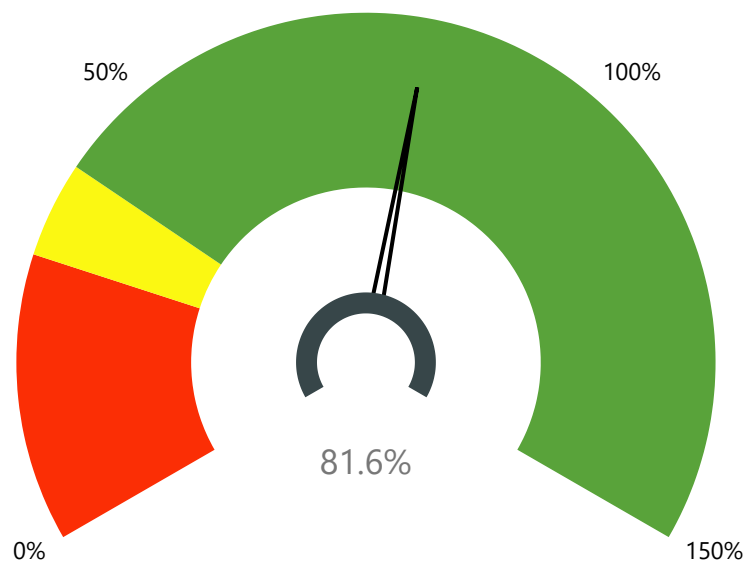
2023-24 Results: **Low Risk 81.6 %**

What does it mean? This result indicates that the Municipality does appear to have sufficient reserves needed to address unexpected events or provide flexibility to address future projects.

Calculation: Reserves are critical components of a municipality's long-term sustainability. This indicator shows the value of the funds held in the reserves compared to a single year's operation including amortization expenses.

Risk Thresholds: 
$$\frac{\text{Total operating and capital reserves}}{\text{Total operating expenses plus amortization expense}} = 81.6\%$$

- Low: Greater than 40%
- Moderate: 30% to 40%
- High: Less than 30%



## Appendix I - Additional Resources

Nova Scotia Government's Open Data Portal ([data.novascotia.ca](https://data.novascotia.ca))

This portal provides access to various government data in a free, accessible, machine-readable format.

Financial datasets currently published through the Nova Scotia Government's Open Data Portal:

- Consolidated Revenues and Expenses by Municipality
- Municipal Affairs Funding Programs
- Farm Land Grant
- Financial Condition Indicators by Municipality
- Municipal Contributions to Roads
- Municipal Financial Capacity Grant
- Municipal Operating Fund- Summary of Revenue and Expenses by Municipality
- Municipal Operating Expenses by Function - 10 Year Summary
- Municipal Operating Revenue by Source - 10 Year Summary
- Municipal Property Tax Rates
- Nova Scotia Power Grant-in-Lieu
- Uniform Assessment

## Appendix II - Municipal Website

The municipal website is [annapoliscounty.ca](https://annapoliscounty.ca)

A municipality's website can be a helpful resource to access various financial information. Currently, most municipal websites provide:

- Audited Financial Statements
- Approved Operating Budget
- Quarterly Municipal Councilor and CAO Expense Report
- Quarterly Municipal Hospitality Expense Report

## Contact Municipal Affairs

For more information, for support in action plan development, or to obtain a guide on action plan development:

[municipalfinance@novascotia.ca](mailto:municipalfinance@novascotia.ca).





# STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Linda Bent, Director of Planning & Inspection Services  
**Report Number:** SR2026-06 Approve *Bylaw 11 Building*  
**Subject:** Approve *Bylaw 11 Building*

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## RECOMMENDATION(S)

That Committee of the Whole recommend Municipal Council give first reading to approve *Bylaw 11 Building* (first reading).

## LEGISLATIVE AUTHORITY

Authority for the bylaw is provided under Section 7 of the *Building Code Act* (NS):

7 (1) *The council of the municipality may pass by-laws not inconsistent with this Act or the regulations made by the Minister*

*(a) prescribing permits or classes of permits for the purpose of this Act and the regulations including permits in respect of construction or demolition or any stage thereof, and for occupancy and change of occupancy of a building;*

*(b) providing for applications for permits and requiring the applications to be accompanied by such plans, specifications, documents and other information as is prescribed;*

*(c) requiring the payment of fees on applications for and issuance of permits and prescribing the amounts thereof;*

*(d) providing for the refunding of fees under such circumstances as are prescribed;*

*(e) providing for the inspection of construction or demolition;*

*(f) prescribing the time within which notices required by the regulations must be given to an [a] building official;*

*(g) prescribing an expiry date for construction or demolition permits.*

*(2) A by-law passed pursuant to this Section does not require the approval of the Minister but when a by-law is published, the clerk shall file a certified copy of the by-law with the Minister. R.S., c. 46, s. 7; 1998, c. 18, s. 550; 2005, c. 47, s. 3.*

## BACKGROUND

The County of Annapolis has had a building bylaw since 2006. The bylaw describes the administration and enforcement activities required for the County to fulfill its responsibilities under the Building Code Act (NS).

## DISCUSSION

This new bylaw deals with three changes.

1. Name change of bylaw to reflect our new numbering system for updated and/or new bylaws.
2. Remove mention of exemptions that exist in the *Building Code Act* and *Building Code Regulations*. Should either the *Act* or *Regulations* change, we will not be required to update our Bylaw.
3. Remove 'Schedule A' and references to it to reflect new *Policy 135 Fees*.

**FINANCIAL IMPLICATIONS** - None

**POLICY IMPLICATIONS** - None

**ALTERNATIVES / OPTIONS** - None

## STATUTORY REQUIREMENTS

Requirements for all bylaw approvals:

- Pass first reading;
- Notice of council's intent to consider 2<sup>nd</sup> reading published in a newspaper circulating in the municipality or posted on the municipality's website at least 14 days before reading 2<sup>nd</sup> time. Notice must state the purpose the bylaw, date and time it will be considered, and how a copy of the proposed bylaw may be read or obtained;
- Pass 2<sup>nd</sup> reading;
- Receive ministerial approval if required (not required for this bylaw);
- Notice published in a newspaper circulating in the municipality stating the purpose the bylaw, date and time it will be considered, and how a copy of the proposed bylaw may be read or obtained;
- Certified copy of the bylaw filed with the Minister of Municipal Affairs.

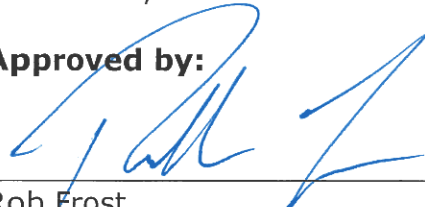
## ATTACHMENTS -

Bylaw 11 Building (proposed for approval)  
Previous S2 Building Bylaw

## Prepared by:

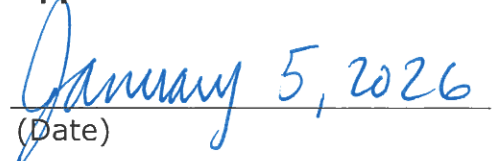
Linda Bent, Director of Planning & Inspection Services

## Approved by:



Rob Frost  
Chief Administrative Officer

## Approval Date:



(Date)

## BYLAW 11 BUILDING

### MUNICIPALITY OF THE COUNTY OF ANNAPOLIS

#### Bylaw 11 Building

Be it enacted by the Municipal Council of the Municipality of the County of Annapolis, under the authority of the *Nova Scotia Building Code Act*, Chapter 46 of the Revised Statues of Nova Scotia, 1989 and amendments thereto, as well as regulations passed pursuant to the *Act* and any amendments thereto, as follows:

This Bylaw shall be known and cited as the "*Bylaw 11 Building*."

#### Definitions

1. Unless otherwise defined herein, terms used in this bylaw shall have the same meanings as those defined in the *Building Code Act* and the regulations prescribed pursuant thereto.
2. In this bylaw:
  - (1) "***Building Code Act***" or "***Act***" means Chapter 46 of the Revised Statues of Nova Scotia, 1989, the *Building Code Act*, as amended;
  - (2) "***Municipality***" means the Municipality of the County of Annapolis; and
  - (3) "***Nova Scotia Building Code Regulations***," "***Building Code***" or "***Regulations***" refers to regulations made pursuant to the *Building Code Act*.

#### Application

3. The Municipality is responsible for the administration and enforcement of the *Building Code Act* in the Municipality.
4. This bylaw applies to all construction or demolition or any stage thereof, and for occupancy and change of occupancy of a building located in the Municipality of the County of Annapolis.

#### Permits

5. A permit is required as per the *Building Code Act and Building Code Regulations*.
6. A permit is required to be in force prior to commencing work.
7. A permit shall expire three (3) years from the date of issuance, and the permit conditions shall no longer be valid.
8. All permit applications shall be signed:
  - (1) by the owner(s) of the property (relevant to the application); or
  - (2) by an authorized agent of the owner of a property provided that the owner of the property submits a signed letter appointing the agent; and
  - (3) any other person apparently having a legal interest in the property.
9. An application for a permit shall be in such form and contain such information as may from time to time be required for the proper administration of this bylaw.

## BYLAW 11 BUILDING

10. An application form must be completed and submitted in full before any permit may be issued.
11. When an application for a permit has not been completed in conformance with the requirements of this bylaw within six months after it is filed, the application shall be deemed to have been abandoned.
12. The Municipality may withhold the issuance of a building permit until satisfied that any and all applicable provincial and municipal regulatory requirements have been met including, but not limited to, any requirements under a land use bylaw or subdivision bylaw.

### Permit Fees

13. A building permit fee will be charged to an applicant in accordance with *Policy 135 Fees*.
14. A portion of the permit fees may be refunded as per *Policy 135 Fees*.

### Inspections

15. The owner of a building, or the authorized agent of the owner, shall notify the Building Official at least forty-eight (48) hours in advance for a required inspection.
16. A permit is deemed to have expired if an inspection is not completed prior to one year from:
  - (1) the date of issuance; or
  - (2) the last inspectionand the permit conditions shall no longer be valid.

### Repeals

*S2 Building Bylaw*, adopted by the Municipality of the County of Annapolis on the 18<sup>th</sup> day of November 2025, is hereby repealed.

#### **Clerk's Annotation For Official Bylaw Book**

Date of first reading:	PENDING January 20, 2026
Notice of Intent to Consider:	PENDING January 20, 2026
Date of second reading:	PENDING February 17, 2026
Date of advertisement of Passage of Bylaw*:	PENDING February 26, 2026

I certify that this *BYLAW 11 BUILDING* was adopted / amended by Municipal Council and published as indicated above.

\_\_\_\_\_  
**Municipal Clerk**

**November 27, 2025**  
**Date**

\* *Effective Date of the Bylaw unless otherwise specified*

## **S2 BUILDING BYLAW**

**Be it enacted by the Municipal Council of the Municipality of the County of Annapolis, under the authority of the *Nova Scotia Building Code Act*, Chapter 46 of the Revised Statues of Nova Scotia, 1989 and amendments thereto, as well as regulations passed pursuant to the *Act* and any amendments thereto, as follows:**

This Bylaw shall be known and cited as the "*S2 Building Bylaw*."

### **Definitions**

1. Unless otherwise defined herein, terms used in this bylaw shall have the same meanings as those defined in the *Building Code Act* and the regulations prescribed pursuant thereto.
2. In this bylaw:
  - (1) "***Building Code Act***" or "***Act***" means Chapter 46 of the Revised Statues of Nova Scotia, 1989, the *Building Code Act*, as amended;
  - (2) "***Municipality***" means the Municipality of the County of Annapolis; and
  - (3) "***Nova Scotia Building Code Regulations***," "***Building Code***" or "***Regulations***" refers to regulations made pursuant to the *Building Code Act*.

### **Application**

3. The Municipality is responsible for the administration and enforcement of the *Building Code Act* in the Municipality.
4. This bylaw applies to all construction or demolition or any stage thereof, and for occupancy and change of occupancy of a building located in the Municipality of the County of Annapolis.

### **Permits**

5. A permit is required, prior to commencing work, if work regulated by the *Building Code* is to be done.
6. In accordance with the *Building Code*, a permit is required, prior to commencing work, for:
  - (1) the design, construction, erection, placement and occupancy of new buildings; and
  - (2) the alteration, reconstruction, demolition, removal, relocation, occupancy and change of occupancy classification of existing buildings in the Municipality.
7. Except as required by another enactment, a permit is not required for:
  - (1) accessory buildings not greater than 20 square metres (215.2 square feet) in area;
  - (2) interior and exterior non-structural material alterations and material repairs with a monetary value of five thousand dollars or less; or
  - (3) replacement or installation of a new plumbing fixture that does not increase the hydraulic load of the drainage system or require alterations to an existing water distribution system or drainage system.

**BUILDING BYLAW (S2)**

- 8. A permit shall expire three (3) years from the date of issuance and the permit conditions shall no longer be valid.
- 9. All permit applications shall be signed:
  - (1) by the owner(s) of the property (relevant to the application); or
  - (2) by an authorized agent of the owner of a property provided that the owner of the property submits a signed letter appointing the agent; and
  - (3) any other person apparently having a legal interest in the property.
- 10. An application for a permit shall be in such form and contain such information as may from time to time be required for the proper administration of this bylaw.
- 11. An application form must be completed and submitted in full before any permit may be issued.
- 12. When an application for a permit has not been completed in conformance with the requirements of this bylaw within six months after it is filed, the application shall be deemed to have been abandoned.
- 13. The Municipality may withhold the issuance of a building permit until satisfied that any and all applicable provincial and municipal regulatory requirements have been met including, but not limited to, any requirements under a land use bylaw or subdivision bylaw.

**Permit Fees**

- 14. A building permit fee will be charged to an applicant in accordance with Building Permit Fee Schedule as set out in *Schedule A*.
- 15. A portion of the permit fees may be refunded as per the Building Permit Fee Schedule.

**Inspections**

- 16. The owner of a building, or the authorized agent of the owner, shall notify the Building Official at least forty-eight (48) hours in advance for a required inspection.
- 17. A permit is deemed to have expired if an inspection is not completed prior to one year from:
  - (1) the date of issuance; or
  - (2) the last inspection
 and the permit conditions shall no longer be valid.

<b>Clerk's Annotation For Official Bylaw Book</b>	
Date of first reading:	October 14, 2025
Date of advertisement of Notice of Intent to Consider:	November 2, 2025
Date of second reading:	November 18, 2025
Date of advertisement of Passage of Bylaw*:	November 27, 2025
I certify that this <i>S2 BUILDING BYLAW</i> was adopted / amended by Municipal Council and published as indicated above.	
<u><b>Dawn Campbell</b></u>	<u><b>November 27, 2025</b></u>
<b>Municipal Clerk</b>	<b>Date</b>
<i>* Effective Date of the Bylaw unless otherwise specified</i>	

**BUILDING BYLAW (S2)**

**SCHEDULE A**

New construction of and additions to: residential buildings, community centres, cottages and churches	\$25 + 10¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to: commercial, industrial and other buildings not otherwise specified	\$25 + 15¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and addition to: sheds, decks, shell storage buildings, agricultural storage buildings	\$25 + 6¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to: barns for the primary purposes of agriculture and greenhouses (less than 50,000 sq. ft.)	\$25 + 3¢ per sq. ft. (based on all useable floor area of new construction or addition)
New construction of and additions to structures for the primary purposes of agriculture and greenhouses - 50,000 sq. ft. or greater	\$25 + 1¢ per sq. ft. (based on all useable floor area of new construction or addition)
Repairs, renovations or alterations to all existing buildings	\$25 + \$1 per \$1,000 of estimated value of construction work
Location or re-location of an existing building	\$50
Change of occupancy classification	\$50 + \$1 per \$1,000 of estimated value of construction work
Demolition of building or structure	\$25
<i>All square footage under this section shall be calculated as follows:</i>	
<ul style="list-style-type: none"> <li>a) buildings intended for human occupancy shall include all usable space;</li> <li>b) buildings not intended for human occupancy shall be based on the area of the main floor.</li> </ul>	
<b>Permit fees shall be refunded in situations and proportions as follows:</b>	
<b>Applications never completed</b>	<b>Retained fee of \$25 / balance refunded</b>
<b>Permit denied</b>	<b>Retained fee of \$25 / balance refunded</b>
<b>Permit revoked or abandoned before work commenced</b>	<b>50% of fee refunded</b>
<b>Permit revoked or abandoned after work commenced</b>	<b>No refund</b>

**NOTE: Notwithstanding the above, all permit, development and administrative fees shall be waived for rebuilding after a property has been destroyed by wildfire, hurricane, flood, storm or other natural disaster.**



# INFORMATION REPORT

**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Paula Bromley, Director of Municipal Operations  
**Report Number:** IR2026-07 2025-2026 Capital Projects Summary  
**Subject:** 2025-2026 Capital Projects Summary

## ORIGIN

This report is prepared as a projects update on the 2025-2026 capital budget for information purposes.

## BACKGROUND

Capital projects, as approved by the 2025/2026 budget have been ongoing throughout the year. Project status and cost are regularly monitored by Staff.

## DISCUSSION

All data provided is as of December 22, 2025, and serves to provide an update on the status of the 2025-2026 capital projects.

Project	Capital Budget	Expenditure to Date	Remaining	Notes
Hillside Drive Water System	\$250,000	\$ 374,770	-\$ 124,770	Complete & operational. Land transfer, SCADA remaining
Snow Plow & Vehicle Replacement	\$ 475,000	\$ 446,179	\$ 28,821	Complete
Administration Renovations - Accessible Washroom	\$ 30,000	\$ 29,284	\$ 716	Complete
Bear River Water System	\$ 300,000	\$ 131,869	\$ 168,131	SWPP, GUDI Study, Pleasant St. paving remaining
Bear River Comfort Station	\$ 35,000	\$ 29,930	\$ 5,070	Complete
Water Utility Rates & Merger Study	\$ 51,150	\$ 3,775	\$ 47,375	Ongoing - Draft expected late May/June
IT System Replacements - annual	\$ 50,000	\$ 22,146	\$27,854	Ongoing
Municipal Roads Rehabilitation	\$ 375,000	\$ 214,163	\$ 160,837	Southbroadway, Wharf St, Granville Tower Road,

				Granville Sidewalk, Pleasant Street
Tidal Beach Parking Lot Expansion	\$ 100,000	\$ 68,546	\$ 31,454	Contractor work is complete. Remaining work will be completed by Public Works
Delaps Cove Land Acquisition	\$ 100,000	\$ -	\$ 100,000	Ongoing
Hollow Mountain Rd. Park upgrades	\$ 100,000	\$ 51,425	\$ 48,575	New parks equipment yet to purchase and install.
Infrastructure Emergency Generators	\$ 250,000	\$ 37,877	\$ 212,123	Generator sizing received from electrical contractor
Bridgetown Water / Sewer - Granville Street - Design	\$ 200,000	\$ 48,340	\$ 151,660	Detailed design underway
East End Infrastructure Upgrades	\$ 500,000	\$ -	\$ 500,000	Pending agreements for development
Water System Upgrades - County-wide	\$ 100,000	\$ 40,375	\$ 59,625	Drilled test well Margaretsville, well testing
Bridgetown Sewage Lagoon Upgrade	\$2,504,532	\$1,136,737	\$ 1,367,795	Ph. 1 Construction Ph. 2 tender closed – award in progress Ph. 3 tender package is being developed
Electric Vehicle Charging Stations	\$ 100,000		\$ 100,000	I-M Electric Ltd. - Dual EV station Tender price \$27,702.
Software - Financial & Permitting	\$ 400,000	\$ 199,561	\$ 200,439	New financial software purchased.
Tennis Court Fencing - Bridgetown	\$ 75,000	\$ 37,700	\$ 37,300	Complete Received 27,600 in funding
West Paradise Public Works Facility	\$ 400,000	\$ 4,288	\$ 395,712	Tender came in over budget - assessing options
<b>TOTAL</b>	<b>\$ 6,395,682</b>	<b>\$ 2,876,965</b>	<b>\$3,518,717</b>	

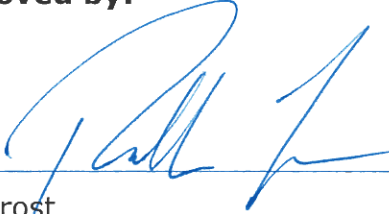
Overall, most of the projects are well within budget and are scheduled to be completed before year end. Projects that will carry over into the 2026/2027 fiscal year will include:

- Bear River Water System – SWPP, GUDI study and Pleasant Street paving
- Water Utility Rates & Merger Study – Staff are working on information required by the consultant for the report. A draft report is expected by late May.
- Municipal Roads Rehabilitation – Pleasant Street paving

- Bridgetown Sewage Lagoon Upgrade – Phase 1 and 2 contracts are to be completed by June 1, 2026. Phase 3 (UV system installation) will require capital funds from 2026/2027 in addition to the 2025/2026 capital budget.

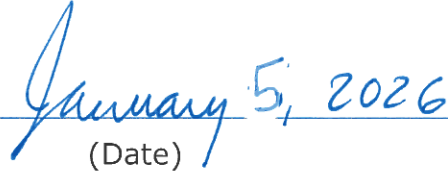
**Prepared by:** Paula Bromley, Director of Municipal Operations

**Approved by:**



Rob Frost  
Chief Administrative Officer

**Approval Date:**



(Date)



# STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Paula Bromley, Director of Municipal Operations  
**Report Number:** SR2026-08 BCRA Funding Request  
**Subject:** **BCRA Funding Request – Ice Resurfacer**

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## RECOMMENDATION

That Municipal Council authorize the procurement of a new Ice Resurfacer with funds from the Max Young Fund.

## LEGISLATIVE AUTHORITY

*Municipal Government Act – Section 65 A(4)*

## BACKGROUND

The Max Young Fund is a trust fund controlled by the Municipality. It was established in 1974 by a Bridgetown local who donated the remainder of his estate to be used for maintenance of the Bridgetown Arena. The fund has supported both operations as well as major upgrades and capital purchases at the arena since that time.

## DISCUSSION

The BCRA has requested the replacement of the ice resurfacer at the Bridgetown Arena. The current ice resurfacer has been in service for 26 years and is beyond its useful lifespan. With more frequent breakdowns, it is becoming increasingly difficult to source parts and repair.

The lead time for a new ice resurfacer is a minimum of 12 months. By initiating the procurement now, a new ice resurfacer could be in operation for the start of the 2027/2028 ice season.

The initial request is for an electric ice resurfacer. Municipal staff are currently exploring this option to determine if upgrades/modifications to the Arena building are required to accommodate an electric version and the cost that may be associated with that option. If it is determined that the best option is electric, then there will be a recommendation in the future to use additional Max Young funds for the required upgrades and installation.

## FINANCIAL IMPLICATIONS

Initial quotes are in the range of **\$140,000 to \$190,000** depending on propane or electric.

Staff recommend the expense is withdrawn from the Max Young Trust Fund.  
Max Young Trust Fund

Total value as of January 5, 2026: \$1,311,354

**POLICY IMPLICATIONS**

None known.

**ALTERNATIVES / OPTIONS**

- Do not authorize the withdrawal from the Max Young Fund in support of the equipment purchase.
- Authorize the withdrawal from another capital reserve account.

**ATTACHMENTS**

**Prepared by:**

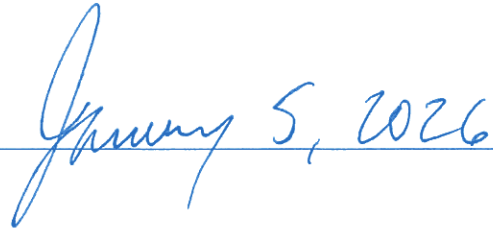
Paula Bromley, Director of Municipal Operations

**Approved by:**

**Approval Date:**



Rob Frost, Chief Administrative Officer





# STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Debra Ryan, Director of Community Development  
**Report Number:** SR2026-09 Annapolis County Joint Accessibility Plan 2026-2028  
**Subject:** Annapolis County Joint Accessibility Plan 2026-2028

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## RECOMMENDATION(S):

That COTW recommend Council approves the Annapolis County Joint Accessibility Plan 2026 - 2028 and submit to the NS Accessibility Directorate as the approved plan to guide actions over the next 3 years.

## LEGISLATIVE AUTHORITY

Nova Scotia Accessibility Act Bill 59, 2017 and Nova Scotia Dismantling Racism and Hate Act (Chapter 3 of the Acts of 2022)

## BACKGROUND

The Nova Scotia Accessibility Act Bill 59 was enacted in 2017. The provincial legislation aims to create an accessible Nova Scotia by 2030 by preventing and removing barriers for people with disabilities, requiring public bodies to create accessibility plans and have advisory committees.

In January 2022, the Municipality of the County of Annapolis approved its first accessibility plan. All plans have to be updated and approved every 3-4 years.

In 2023, discussions began between the Municipality, the Town of Annapolis Royal, the Town of Middleton, and the Village of Lawrencetown regarding the possibility of having one advisory committee and one plan to serve the four public sector bodies within the geographic boundaries of Annapolis County.

In January 2025, the four public sector bodies within the County of Annapolis approved the IDEA Terms of Reference and Strategy which would guide the development of Inclusion, Diversity, Equity and Accessibility (IDEA). The IDEA committee decided to create two separate plans to address the respective Acts.

The attached plan, Annapolis County Joint Accessibility Plan 2026-2028 was approved by the Inclusion, Diversity, Equity, and Accessibility Committee (IDEA) and the IDEA Governance Committee.

## **DISCUSSION**

The IDEA committee worked on the development of two plans with one vision, which is:

*We imagine a place where everyone is treated fairly and can take part in their community without any obstacles. Our goal is to ensure that all municipal leaders consider accessibility and inclusion in everything they do. This means everyone, regardless of background or ability, should have a voice and be respected. We want to create a community where there is no racism or prejudice, where everyone feels safe and included, and where both visible and invisible disabilities are recognized and respected.*

There are six pillars that are addressed in the accessibility plan.

**Built Environment:** making public buildings, streets, sidewalks, and shared spaces accessible to all.

**Information and Communication:** ensuring all people can receive, understand, and share the information they need. To increase awareness and education about accessibility rights and opportunities that can benefit the whole community.

**Goods and Services:** ensuring that people with disabilities have equitable access to goods and services provided by the municipality.

**Employment:** making workplaces accessible and supporting people with disabilities in finding meaningful employment.

**Transportation:** making it easier for everyone to get where they need to go.

**Implementation/Evaluation:** including a section on the plan implementation, monitoring and evaluation.

## **FINANCIAL IMPLICATIONS**

There will be annual implications to operating and capital budgets to implement items within the plan.

**POLICY IMPLICATIONS**

The plan outlines recommendations regarding respective policy reviews.

**ALTERNATIVES / OPTIONS**

Council could suggest changes to the plan.

**NEXT STEPS**

Once approved by Council, the plan will be sent to the NS Accessibility Directorate. Staff will implement the plan over the next three years and plan for respective operating and capital budgets.

**ATTACHMENTS**

See attached Annapolis County Joint Accessibility Plan 2026-2028

**Prepared by:** Debra Ryan, Director of Community Development

**Discussed with:** IDEA Committee approved and IDEA Governance Committee including respective staff of public sector bodies.

**Approved by:**

**Approval Date:**



January 5, 2026  
(Date)

Rob Frost  
Chief Administrative Officer



# Annapolis County Joint Accessibility Plan 2026 - 2028



# Introduction

In April 2017, the government of Nova Scotia passed the Accessibility Act. This law requires all towns and municipalities to develop plans to improve their services for everyone. In January 2025, the Municipality of the County of Annapolis, the Town of Annapolis Royal, the Town of Middleton, and the Village of Lawrencetown signed a Terms of Reference to work on joint plans for inclusion, diversity, equity, and accessibility for their communities.

A key aspect of any inclusion, diversity, equity, and accessibility (IDEA) plan is engaging individuals with real-life experience. This involves regularly communicating with the community to ensure their voices are heard. The plan is also intended to be adaptable, allowing for changes and improvements as new insights are gained.

**Nova Scotia has the highest rates of disability in Canada, including physical, mental, and learning challenges that make it harder for people to take part in everyday life. Municipal units can help make communities work better for everyone.**

# Overview

Before 2022, all four municipal units in Annapolis County made their first accessibility plans. This updated plan brings all those plans together into one complete document, created with help from the IDEA Committee.



**This plan focuses on looking at buildings and projects that have been completed or are planned over the next 3-4 years (See Appendices C, D, E, and F for details). We have also started our first Equity and Anti-Racism plan for Annapolis County Region, developed with help from the IDEA Committee and representatives from each municipal unit. This will be shared as a separate document.**

# IDEA Vision

We imagine a place where everyone is treated fairly and can take part in their community without any obstacles. Our goal is to ensure that all municipal leaders consider accessibility and inclusion in everything they do. This means everyone, regardless of background or ability, should have a voice and be respected. We want to create a community where there is no racism or prejudice, where everyone feels safe and included, and where both visible and invisible disabilities are recognized and respected.



**The IDEA Terms of Reference includes some important principles that are listed in *Appendix A.***

# Barriers

Our initial accessibility plans have taught us a lot. All four municipal units and their staff have had to adjust and learn new things. We've made great progress in a short time and have completed many new accessibility projects; however, we still need to do more to change the way people think about, and provide services for, improved accessibility. Our senior leaders need to involve all staff in finding new ways to improve accessibility beyond just buildings.

**BY WORKING TOGETHER, WE CAN BREAK  
DOWN BARRIERS, SHARE SKILLS, AND  
PROVIDE TRAINING TO MAKE OUR  
COMMUNITIES MORE ACCESSIBLE FOR  
EVERYONE**



# Methodology

This plan was created with help from people in our community, the IDEA Committee, and our staff. Building a fair and welcoming community takes time. It starts with listening to those who often feel left out and building trust. This plan is a continuation of our journey together.

## To help shape this plan:

- We spoke directly with residents in familiar places, such as community halls and fire halls, to hear their experiences and perspectives.
- We asked about accessibility, inclusion, belonging, and fairness, and heard many stories, concerns, and ideas.
- We held five public meetings, along with a community survey, small focus groups, and one-on-one conversations to better understand what people need and want.
- We looked inward at our own workplace through the IDEA Check-In, where staff shared what inclusion, diversity, equity, and accessibility mean to them, what helps them feel included, and what changes could improve the workplace.
- We engaged Council members and staff across departments to gather diverse internal perspectives.



By combining community voices and municipal input, we are building a plan grounded in real experiences, thoughtful reflection, and a shared commitment to making Annapolis County a more inclusive, fair, and welcoming place for everyone.

You can find summaries of the surveys and public meetings in Appendix B, along with action items under each category. We also looked at related plans and research. Reports from the [Nova Scotia Accessibility Directorate](#) guided us in developing this plan.

# IDEA Committee

The Partners would like to thank the Association of Municipal Administrators group and the Inclusion, Diversity, Equity and Accessibility (IDEA) committee members for their support and advice in creating the plan.

## The IDEA members include:

- Cameron Stiff, Vice Chair
- Elizabeth Mason-Squires, Member
- Larry Peters, Member
- Catherine Jean Voysey, Member
- Tina Hiltz, Member
- Brenda MacDonald, Member

## Staff Support

- Rob Frost, CAO County of Annapolis
- Sandi Millet-Campbell, CAO Town of Annapolis Royal
- Ashley Crocker, CAO Town of Middleton
- Melissa Roscoe, Village Clerk, Village of Lawrencetown
- Debra Ryan, Director of Community Development, County of Annapolis
- Alyssa Blais, Strategic Initiatives Coordinator, County of Annapolis
- Lisa Fenton, Active Living Coordinator, Town of Middleton

# Accessibility Plan

The five areas of focus that all municipalities must address in their accessibility plans include:

- **Built Environment:** making public buildings, streets, sidewalks, and shared spaces accessible to all.
- **Information and Communication:** ensuring all people can receive, understand, and share the information they need. To increase awareness and education about accessibility rights and opportunities that can benefit the whole community.
- **Goods and Services:** ensuring that people with disabilities have equitable access to goods and services provided by the Municipality. .
- **Employment:** making workplaces accessible and supporting people with disabilities in finding meaningful employment.
- **Transportation:** making it easier for everyone to get where they need to go.
- **Implementation/Evaluation:** including a section on the plan implementation, monitoring and evaluation.



# Built Environment

The four municipal units will work to improve their buildings and spaces to meet the requirements for accessibility, as outlined in the Nova Scotia Built Environment Accessibility Standards. *Appendices C, D, E, and F* show what has been finished and what still needs to be done. All new construction and renovations, both indoor and outdoor, must meet Nova Scotia's accessibility requirements.

## Actions

- Provide training and education on the Nova Scotia Built Environment Standards to all staff, including those in recreation, parks, public works, procurement, planning, and building inspections, to ensure guidelines are well understood and applied.

# Built Environment

- County staff person to be trained in Rick Hansen Foundation Accessibility Standards to support improved accessibility across municipal spaces.
- Share best practices among staff from the four municipal units through training sessions and collaboration.
- Plan, design, and upgrade buildings, parks, trails, and other outdoor spaces with accessibility and universal design in mind, including consulting accessibility experts when designing new buildings or additions.
- Provide seasonal maintenance for accessible spaces, including clearing pathways of weeds, grass, leaves, debris, and snow, and monitoring for erosion to ensure safe access year-round.
- Ensure Council chambers and meeting rooms are accessible for everyone, including those who use wheelchairs and need audio support.

# Built Environment

- Include accessibility and equity considerations when planning active transportation (like walking and biking) in our communities.
- Link sidewalks to pathways and include rest stops to make our community more livable for everyone.
- Install clear signs along main roads to help people easily find accessible parks and parking.





# Information & Communication

In 2026, additional guidelines to improve website and technology accessibility will be released by the province.

## Actions

- Use simple, clear language in all municipal documents so everyone can understand them easily, including websites, social media, posters, advertisements, brochures, speeches, contracts, policies, and reports.
- Provide training for municipal staff on plain language, accessible communication, and serving people with disabilities, including those with hearing or vision challenges and people who use service animals.

# Information & Communication

- Create a simple way for residents to share their thoughts on what is working and what needs improvement in the accessibility plan over the next three years.
- Teach communities, businesses, and developers on the importance of providing accessible services.
- Highlight completed and upcoming accessibility projects through the municipal budget to keep everyone informed.
- Address the need for American Sign Language (ASL) interpreters by exploring training options and providing training in Computer-Aided Real-Time Transcription (CART).
- Include people with disabilities in community publications, especially in materials related to recreation and tourism.

# Information & Communication

- Add Quick Response (QR) codes to new signs in parks and trails to make it easier for people to access information.
- Design signs with high-contrast colours (like black on white) and avoid putting text over confusing backgrounds or images.
- Review all wayfinding and information signs to ensure they meet accessibility standards.
- Create a list of municipal parks and trails that shows the accessibility features available at each location.
- Explore technologies such as speech-transfer systems and hearing loops to help at reception desks, meeting rooms, and Council chambers with proper setups for ASL interpreters.





# Goods and Services

## Actions

- Municipal planning for emergency services, such as the Regional Emergency Management Organization (REMO), will consider the needs of people with disabilities when preparing for disasters and local emergencies.
- Provide recreation programs, projects, and events for everyone, regardless of age or ability, and regularly check whether they meet these needs.
  - Provide accessible equipment, like personal flotation devices (PFDs), available at Raven Haven to help people with disabilities enjoy water activities.
  - Create and share lists of accessible recreation equipment and make it easy for each municipal unit to borrow them.

# Goods and Services

- Council, Committee, and public meetings will be accessible to everyone. These meetings will be held in welcoming spaces that are easily accessible, with on-site washrooms.
- Place Mobi Mats at Raven Haven Beachside Family Park, Annapolis Basin Tidal Beach Park, and other beaches during the summer so everyone can have easy access.
- Develop and share a list of funding opportunities and resources for communities and businesses to help improve accessibility. This includes options from federal, provincial, municipal, and foundation sources.
- Ensure front desks and payment services are accessible and welcoming, provide accommodations for residents with disabilities, and post advance notice of any closures at entrances, on the website, and on social media.

**To ensure that people with disabilities have equitable access to goods and services provided by the Municipality.**



# Employment

To make workplaces accessible and supporting people with disabilities in finding meaningful employment.

## Actions

- Create a culture of belonging for everyone by having leaders, senior staff, and managers work together to find ways to improve and support inclusion, diversity, equity, and accessibility (IDEA).
- Job postings will state that people with disabilities are welcome to apply and that they can request any accommodations or support they may need in the workplace.
- Review hiring processes to ensure there are no barriers that prevent people with disabilities from applying.

# Employment

- Actively invite people with disabilities to join various municipal committees, not just those focused on IDEA, to ensure our groups represent the whole community.
- Hire a Promotions, Accessibility, and Diversity Facilitator to help with these efforts.





# Transportation

To make it easier for everyone to get where they need to go.

## Actions

- Improve sidewalks and trails by adding resting areas, ensuring timely snow removal, and putting in features that help people with visual impairments.
- Find out what people with disabilities need to use Kings Transit and Trans County Transportation and provide recommendations to the agencies.
- Make sure transit stops and sitting areas are cleared of snow and have staff check them throughout the winter, making recommendations for improvements as needed.

# Implementation/ Evaluation

The plan is part of the Inclusion, Diversity, Equity, and Accessibility (IDEA) Terms of Reference. The Chief Administrative Officers (CAOs) from each municipal unit will manage it. Each unit will need to create its own budget based on the money it has available. They will use two types of budgets: operating budgets for day-to-day expenses and capital budgets for long-term projects.

Like all budgets, municipal units will look for funding from different levels of government to help make the region easier to access and more inclusive for everyone. The plan will be reviewed at least every three years, following rules from the Province and the Accessibility Act.

**The plan will undergo an annual review and will be updated based on the insights we gain from our partners and within our organizations.**

# 2025 Facility Accessibility Assessments

# Appendix C: Municipality of the County of Annapolis

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## Appendix C: Municipality of the County of Annapolis

### Annapolis County Facility Accessibility Assessments 2025

In January 2022, the Municipality of the County of Annapolis created an assessment of accessibility in municipal assets including buildings, parks, and trails.

Accessibility assessments were done again in October 2025. This document provides an update of facility improvements and additions that have been made since 2022.

In addition to assessments of existing facilities, three new parks were added:

- Upper Clements Trails
- Annapolis Basin Tidal Beach Park
- Hollow Mountain Community Park (in progress in 2025)

An accessible addition to the Nictaux Park and Playground was completed in 2025. The new fully accessible Bear River Comfort Station was also completed in 2025.

This report includes a list of recommended improvements to County facilities to be considered in the next 5 years, pending budget allocations.

An accessibility assessment for the Town of Annapolis Royal is found in Appendix D; for the Village of Lawrencetown in Appendix E; and for the Town of Middleton in Appendix F. The Town of Middleton created a new park called the Middleton Wetland Restoration Trail which has accessible features. The Town of Annapolis Royal has made upgrades to

## Appendix C: Municipality of the County of Annapolis

their active transportation links and upgraded their playground with accessible opportunities. The Comfort Station in the Town of Annapolis Royal Comfort Station is a fully accessible facility.

These assessments give a general overview of the state of the region's infrastructure with respect to accessibility, as well as evaluating and recognizing successes. As new indoor and outdoor facilities are upgraded or as new facilities are built, they will have to conform with the Nova Scotia Built Environment Accessibility Standard, which is now law in Nova Scotia and follows along the regulations under the Nova Scotia Accessibility Act.

From the Built Environment Accessibility Standard Overview:

“The Built Environment Accessibility Standard is a new set of regulations that are different than the Nova Scotia Building Code Regulations. This standard addresses parts of the built environment that the Building Code does not - such as outdoor spaces, recreational spaces, and maintenance.”<sup>1</sup>

Municipalities and organizations in Nova Scotia have new requirements for designing, constructing, and managing their built environments in accessible ways.

“The built environment means human-made spaces in which people live, work, learn and play. This includes inside and outside buildings as well as outdoor spaces such as trails, parks, and beaches.”<sup>2</sup>

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<sup>1</sup> Built Environment Accessibility Standard Overview

<sup>2</sup> Built Environment Accessibility Standard Overview

## Appendix C: Municipality of the County of Annapolis

Compliance with the Built Environment Accessibility Standard regulations will not be enforced until April 1, 2026. After April 1, 2026 people in Nova Scotia may make complaints about non-compliance. The Built Environment Accessibility Standards mostly applies to new construction.

Upgrades to existing infrastructure, such as parks, trails and other outdoor spaces, need to be assessed through an accessibility lens during planning, design, and implementation. The NS Standards make reference to the Transportation Association of Canada and rules in the CSA/ASC B651, which is also referenced by the National Building Code of Canada, so a thorough understanding of those regulations is also necessary.

This report focuses on publicly owned facilities that are open to the public. Municipal sites such as Municipal Operations (Public Works) work sites, storage areas, and the animal control facility were not included in this assessment. These facilities will need to be evaluated in future assessments.

### Guidelines and Principles

Several general principles, discussed in the following section, were used to guide assessments. The interim guidelines give some common measurements to be included in the general assessments, which include, but are not limited to the following:

- A 1:20 ratio (5 %) slope is recommended for new trail installations, including pathways, with a maximum cross-slope of 1:50 (2 %). (Cross-slope allows drainage from trails and pathways.)

## Appendix C: Municipality of the County of Annapolis

Some facilities do not meet the new criteria, but did meet the building code requirements of the day. Not all parks can be made fully accessible, but accessible additions and improvements can be made.

The NS Built Environment Accessibility Standard Regulations are grounded in the following three core principles that are key to all accessible planning and future training:

### 1. Whole Journey Approach

All parts of the journey, from arrival to destination, are interlinked and equally important. A single obstacle can make it impossible to complete the journey, even if the rest of the way is accessible.

### 2. Universal Design

Environment should be designed to meet the needs of anyone wishing to use it, regardless of their age, size, ability, or disability.

### 3. Seasonal Maintenance

Seasonal conditions, such as snow and ice, can create barriers to accessibility. Seasonal maintenance can help to ensure that public spaces are made and remain accessible when conditions change.

## Additional guidance for accessible spaces

- Signage, wayfinding, ramps, stairs, and handrails are to be strategically located to allow individuals of different sizes, ages, and abilities to manage a journey.
- Accessible parking spaces must be located close to the accessibility entrances.

## Appendix C: Municipality of the County of Annapolis

- In newer facilities, exterior pathways and entrances must be designed with minimal level changes, so that people of all abilities may easily enter or leave.
- Where there are other pathways and/or road crossings, clear directional signage is required.
- Seating should be provided along the trailway and at key points where possible.
- In outdoor parks, all exterior pathways that connect parking areas with facilities and amenities must comply with the accessibility routes criteria outlined for sidewalks, including grade.
- Area playgrounds, parks, parking areas and other facilities should be connected by at least one accessible route.
- Adequate space should be provided for children and their caregivers to move through, in, and around the play space.
- There should be equipment in the playground that can be enjoyed by individuals with sensory, visual, or physical disability.
- There should be quiet areas, with seating, to support those who prefer to play alone.
- Waste receptacles must be secure, colour-contrasting, of appropriate height, and reasonably close to structures.
- Picnic tables that meet the accessible picnic table guidelines should be provided. (Not all tables need to be accessible in a park setting; however, depending upon the size of the park, there should be more than one, dispersed throughout the park).

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- Signage must use clear, simple font in large sizes, printed on a high-contrast background. Where appropriate, Braille lettering should be included.

A Quick Response (QR) code is a small marker that can be read with a smartphone to provide information such as read-aloud capability or additional resources. QR codes for both information signs and interpretive signs at county facilities can provide additional accessibility for users.

Many of the parks, trails and open spaces owned by the County of Annapolis were not designed with accessibility in mind, although upgrades have been made to many of these.

A municipal site accessibility checklist will be developed that is based upon provincial standards.

### General Observations

The County is planning for each park or trail facility to have at least one accessible parking space and an accessible picnic area with signage by the end of year three of the plan. The County is working to assess the cost of including an accessible toilet or portable toilet at each park location over time.

There are plans to upgrade and promote County parks and trails, showcasing accessible features and including the universal accessible sign in our publications.

## Appendix C: Municipality of the County of Annapolis

### 2025 County-Owned Facility Assessments

The general assessments that follow include completed improvements, as well as planned or recommended improvements. Upgrades and improvements will meet current accessibility standards.

#### 1. Queen Elizabeth 11 Jubilee Park

##### Facility improvements completed 2022-2025

- Accessible pathway from Granville Street to the playground.
- Procured a lift for the pavilion stage (to be installed in 2026)
- Paved boat launch area to improve water access.

##### Planned facility improvements

- Updates to natural playground to include accessible pathways, structures, and quiet areas.
- Improved access and safety features around the stage area.
- Improved accessible signage throughout the park.
- Accessibility improvements to interior washroom layout.
- Accessible parking spaces in both upper and lower parking areas.
- Improve access from the parking lot to the accessible pathway on the waterfront.
- Assess the floating dock system for potential accessible options.
- Safety and accessibility improvements to the bridge structure at Soloman Creek.
- Improved lighting along accessible pathway and in playground.

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### 2. Bridgetown Memorial Ballfield

#### Planned facility improvements

- Create accessible parking space and signage near the bleachers.

### 3. Hebbs Landing Park and Boat Launch

#### Planned facility improvements

- Create an accessible parking space.
- Create accessible picnic space.
- Upgrade to an accessible portable toilet.
- Improved accessible signage throughout the park.
- Improved boat launch that is wider with improved surface.

### 4. Bridgetown Regional Outdoor Sports Hub

#### Facility improvements completed 2022-2025

- Three accessible washrooms with change stations.
- Improved accessibility in canteen area.
- Accessible ramp and decking with railing on the east side.
- Paved accessible parking spaces (2) at tennis courts.
- Accessible entrance to tennis courts.
- Three accessible picnic tables.
- Paved area from pathway on east side fence to synthetic track for wheelchair accessibility.

#### Planned facility improvements

- Pave area between perimeter pathway and accessible parking.
- Improved accessible signage throughout the park.

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The new planned building for storage, meeting and announcing on west side will be fully accessible. This will be a cooperative project between the County and the Annapolis County Outdoor Sports Society (ACOSS).

### 5. Annapolis County Municipal Building

An accessibility assessment was completed in October 2025.

#### Facility improvements completed 2022-2025

- Marked accessible parking spaces (4).
- New accessible counter at reception.
- Improvements to accessible washroom upstairs.
- Accessible bathroom and shower downstairs.

#### Planned facility improvements

- Improved accessible parking.
- Replace ramp to main entrance.
- Improve ramp to downstairs entrance.
- Exterior signage with accessibility features.
- Improve interaction with reception in lobby area.
- Public accessible washroom in lobby area.
- Improved upstairs washroom layout.
- Improved accessible kitchen layout.

### 6. Upper Clements Trails

Upper Clements Trails is a multiuse nonmotorized recreational trail network that includes a 500 metre accessible trail loop.

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### Facility improvements since opening in 2023

- Created a new 500 metre flat looped accessible trail that is five feet wide and has wood perimeter board to define trail for those in wheelchair and for those that are seeing impaired with accessible picnic areas and rest areas.
- Improved signage throughout the park.
- Two accessible parking spaces with signage.
- Accessible portable toilet (year-round).

### Planned facility improvements

- Regrade and compact accessible parking areas.
- Ongoing maintenance of pathways to prevent weeds and leaf blowing on accessible pathways.

## 7. Upper Clements Picnic Park

### Facility improvements completed 2022-2025

- Accessible portable toilet (seasonal).
- Accessible picnic table.

### Planned facility improvements

- Create picnic space that meets accessibility standards.
- Sheltered roofed picnic area in the park.
- Accessible parking space.

## 8. Annapolis Basin Tidal Beach Park

Annapolis Basin Tidal Beach Park is a new fully accessible park that was opened in 2023.

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### Facility improvements completed 2022-2025

- Accessible portable toilet (seasonal).
- Accessible perimeter pathway with seating and rest areas.
- Expanded parking area with accessible parking spaces (2).
- Mobi-Mat for beach access (seasonal).

### Planned facility improvements

- Improved accessible signage throughout the park.
- Assess the need in future for two paved accessible parking spaces.

### 9. Raven Haven Beachside Family Park

Raven Haven had accessible washrooms, parking areas, and ramps to the washhouse and canteen area prior to the initial facility assessment in 2022.

### Facility improvements completed 2022-2025

- Two accessible picnic tables on site.
- Accessible PFDs available in a variety of sizes.
- Mobi-Mat in place for beach and water access.
- Floating Mobi-Chair available for use on site.
- Change tables purchased for washrooms.

### Planned facility improvements

- Improved accessible pathways to connect parking, canteen building, and beach and water.
- Improved accessible signage throughout the park.
- Replace the ramp to the canteen building.
- Install change tables in washrooms.

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- Create accessible canoe/kayak launch and fishing options.

### 10. Annapolis River Causeway Park

#### Planned facility improvements

- Improve dock accessibility.
- Resurface accessible pathway from parking to dock.
- Create accessible picnic area south of parking.
- Accessible portable toilet (seasonal).
- Accessible link to pathway.
- Improved accessible signage throughout the park.

### 11. Delaps Cove Wilderness Trail

The Delaps Cove Wilderness Trail is not accessible due to terrain constraints. The trailhead and parking area are now accessible.

#### Facility improvements completed 2022-2025

- Updated trailhead area with accessible parking, picnic area, information kiosk, and toilet.

#### Planned facility improvements

- Improved accessible signage throughout the park.

### 12. Youngs Cove Coastal Access Park

The pathway to the shore is compact and even, but does not meet accessibility standards due to grade.

#### Facility improvements completed 2022-2025

- Accessible parking area established
- Improved signage.

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### Planned facility improvements

- Improved accessible signage including grade and trail length.
- Accessible picnic table.
- Maintain pathway surface to retain accessibility.
- Regrade and compact surface on viewing area at shore.

### 13. Youngs Cove Coastal Access Park ( adjunct )

This small adjunct park has no parking, due to the size of the property, it cannot be designed for wheelchair accessibility but the pathway is flat with no protruding rocks. There is a steep incline at the roadside start. It is primarily accessed along the beach from the Youngs Cove Coastal Access Park.

### 14. Nictaux Park & Playground

Nictaux Park & Playground comprises two play structures (one red & yellow, one brown & green) with a compacted gravel pathway, picnic tables, and benches.

### Facility improvements completed 2022-2025

- Accessible pathway leading from Old Runway Drive to the playground.
- Accessible parking spaces (2), portable toilet (seasonal), and picnic table.
- Improved accessible signage throughout the park.

### Planned facility improvements

- Create accessible pathway to swings.

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### 15. Nictaux Scotney Pathway

The Nictaux Scotney Pathway is an active transportation link that connects two neighbourhoods. It does not meet grade requirements for accessibility.

#### Planned facility improvements

- Maintain pathway surface to retain accessibility.
- The route could be extended westward to reduce grade.
- The flat gravel area at the Orchard Drive access could accommodate an accessible parking spot and a picnic table.

### 16. Old Mill Trail

The Old Mill Trail has been accessible since completion in 2000, with a compacted aggregate surface with wooden edging.

#### Planned facility improvements

- Improved accessible signage throughout the park.
- Maintain pathway surface, including approaches to bridges, to retain accessibility.
- Replace wooden edging where it has deteriorated.
- Accessible portable toilet (seasonal).
- Replace benches along trail.

### 17. Lake Pleasant Park and Boat Launch

A large parking area with a boat launch suitable for trailers.

#### Planned facility improvements

- Improved accessible signage throughout the park.
- Provide an accessible picnic site.

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- Upgrade shoreline access trail and create accessible lakeside picnic site.

### 18. Shannon River Canoe Access Park

A small park with a steep pathway to the lake shore for launching kayaks or canoes.

#### Planned facility improvements

- Improved accessible signage throughout the park.
- Improve picnic site to accessible standard.

### 19. Cornwallis Park Veterans Park

#### Planned facility improvements

- Improved accessible signage throughout the park.
- Maintain pathway surface to retain accessibility.
- Provide accessible entry to gazebo.

### 20. Bridgetown Happy Tails Dog Park

The park was not included in the 2025 facility assessments. No amenities are provided.

### 21. Hollow Mountain Community Park

This is a new park currently under development in Port Royal. Accessible parking has been completed.

#### Planned facility improvements

- Accessible signage throughout the park.
- Accessible loop pathway with seating and picnic area.
- Playground with accessible opportunities.

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### Other County-owned Amenities

#### Bridgetown and District Centennial Pool

This facility was assessed in September 7, 2021 and no upgrades have been made. The County will assess additional accessibility needs of the pool in the next 3-4 years.

#### Bridgetown and District Memorial Arena

This facility was assessed in October 6, 2021 and no upgrades have been made.

#### Annapolis County Sidewalks, Crosswalks, and Parking

Capital improvements to sidewalks, crosswalks, and municipal parking lots in Bear River, Cornwallis Park, and Granville Ferry will meet all accessibility standards.

#### Bridgetown sidewalks, crosswalks and parking

Queen Street redevelopment including accessible sidewalks, crossings, lighting, and seating areas was completed in 2023.

A new paved accessible parking area was created east of the former town hall which includes designated accessible parking spaces.

A sidewalk upgrade to meet accessibility requirements along western Granville Street in Bridgetown is planned.

#### Bridgetown Library

The Bridgetown Library was previously assessed for accessibility, and a number of improvements have been made. Additional accessibility needs will be assessed in the next 3-4 years.

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### Other County of Annapolis Accessibility Initiatives

#### Education

- Provided workshops on plain language training by Inclusion NS for committee and offered to municipal staff.
- Advised businesses and community on accessibility funding, including on-site presentations of the whole journey approach and first-person lived experiences.
- Educational sharing and presentations from building inspectors, public works, information technology (IT), recreation staff, and community groups.

#### Communications

- AccessAbility Awareness Event: an annual event in partnership with towns, RCMP, and libraries to showcase national accessibility week with displays, activities, and programs.
- Annapolis County Website additions included a WIDGET called AccessiBe, making it easier for people to access our website.
- Proclamation additions to municipal policy to mark National Accessibility Week in the spring and the International Persons with Disabilities Day in early December.

# Town of Annapolis Royal

## Facility Accessibility Assessments

### 1. Built Environment

#### Achievements: General

- Accessibility inventory on all municipal buildings.
- Construction of the Community Hub, including a new library, which is largely accessible.
- Construction of the Comfort Station accessible washroom.
- Entrance ramp and accessible washroom at Town Hall.
- Accessible portable toilet (seasonal) at French Basin trailhead.
- Renovations at Town Hall to improve accessibility: automatic door opener, dual-height service counter, and improved access to the accessible washroom.
- Sidewalks in Town have recently been smoothed to ease mobility.
- Installed auditory, visual, and tactile markers at three intersections.

#### *Planned Improvements*

- Install auditory, visual, and tactile markers at additional intersections.
- Improve sidewalks and curb cuts to accessible standards.
- Contrast strips on the stairs at the Amphitheatre.

## The Hub

The Hub houses a café, the public library, a “maker space”, a music room, and the Food Bank.

### *Achievements*

- Braille and Large-Print signage

### *Planned Improvements*

- Interior wayfinding
- An emergency signal in the accessible washroom
- Improvements to “flow” in the library

## Town Hall

The Town Hall is a 100-year-old two-story building. The second floor is not accessible; thus, accessibility improvements are mostly on the ground floor.

### *Achievements*

- Interior wayfinding.
- Increase in width of cased opening leading to the accessible washroom.
- Installation of an automatic opener on the front door.
- Lowering of evacuation maps and fire extinguishers.

### *Planned Improvements*

- An emergency signal in the accessible washroom.
- Braille signage.

## Comfort Station Public Washrooms

The Comfort Station is the newest municipal building, designed to be accessible.

### *Planned Improvements*

- Improved accessible parking.
- Curb cut and crosswalk re-located to be in line with the accessible parking.
- An emergency signal in the individual washrooms.

## Market Square

Market Square is a large open event space.

### *Achievements*

- Accessible parking improvements.

### *Planned Improvements*

- Improvements to the stairs from the parking lot.
- Flatten and level the surface of Market Square.

## French Basin Trail

The Trail is a 45-minute walk around a Ducks Unlimited wetland. While the trail-bed is compacted gravel, it is not up to current standards in all areas. Other improvements to the area will include:

### *Achievements*

- Accessible parking.
- A consistently wide trail of compacted gravel.

### *Planned Improvements*

- An accessible path to the off-leash dog park.

- An accessible path to the picnic tables.

### Temporary disruptions / Construction mitigation

Public Works makes every effort to create accessible pathways around sidewalk disruptions or construction. These include high-visibility signage, protective barriers and ramps.

## 2. Information and Communications

Standards in this area will help to ensure all Nova Scotians can receive and share the same information. These may include accessible formats (for example, braille, American Sign Language, or large print), accessible websites and technologies, and standards for communicating with persons with disabilities.

### *Achievements*

- Town Council and Committee of the Whole meetings are now available via Facebook live. This facilitates municipal participation for those with various accessibility challenges including mobility or hearing. Other advisory committees also have the option of meeting via Zoom which offers location flexibility and auditory support to include automatic subtitling.
- The newsletter, The Town Crier, is now available through multiple channels: email via MailChimp and through the website (as PDF) which facilitate access for those with vision challenges and large print hardcopy via free subscription or walk-in at Town Hall for those who may not be connected.

- The Town's website is of current design and is kept up to date. While improvements can be made, it scores moderately well on accessibility assessment software.
- The Town has installed an auditory loop which connects with hearing devices to support communication for those with impairment.

### *Planned Improvements*

- Ensure the Town's web presence meets the latest Web Content Accessibility Guidelines (WCAG).
- Develop and implement a public awareness program (for Town staff and the public) to build awareness around barriers to accessibility and what an accessible community means.
- Improve wayfinding within the Town to be high-visibility and include braille as appropriate.
- The Municipal Government requires the use of printed notices in newspapers for certain public meetings. This format is not accessible to all.
- Improved accessible signage throughout the Town.

### 3. Employment

Standards in this area will support persons with disabilities in finding meaningful employment.

#### *Achievements*

- The Town's HR policy is being updated to include language which explicitly supports a culture of inclusion.
- Members of Council receive iPads to access all documents. The flexibility of the display supports those who may need larger fonts or increased contrast.

#### *Planned Improvements*

- Update the employee training manual to include a section on respecting diversity. This will include training in working with people of all ages and abilities. All Town employees will be required to take the Working with Abilities online training provided free by the Nova Scotia Human Rights Commission ([workwithabilitiesns.ca](http://workwithabilitiesns.ca)).
- Share opportunities for accessibility training with residents and local businesses—online or in person with Town of Annapolis Royal staff training.
- Investigate strategies to reach a wider and more diverse audience with job postings. Include statements in the job postings to ensure applicants are aware that accommodation can be provided.

## 4. Goods and Services

Standards for delivering and receiving goods and services address how service providers interact with and are trained to serve person with disabilities.

### *Achievements*

- The service counter at Town Hall will soon be dual-height making it wheelchair accessible and will have an auditory loop to support those with hearing aids. (Completed)
- Town Council and Committee of the Whole meetings are broadcast via Facebook Live. Other advisory committees also have the option of meeting via Zoom which offers location flexibility and auditory support to include automatic subtitling.
- The Active Living program oversees the maintenance of sporting facilities, play areas, and the trail system. The gym is accessible with a ramp and automatic door.
- The playground on lower St. George Street has been reconfigured and is now accessible.

### *Planned Improvements*

- Provide an adapted listing of recreation programs and services for people of all ages and abilities and update it annually.
- Where applicable, include an “Accessibility Lens”/Impact Analysis in reports to council and in consultant reports delivered to staff and Council.

## 5. Transportation

Standards in this area will help make it easier for everyone to travel.

### *Achievements*

- The Town works with King's Transit, whose buses are equipped with Global Positioning and Active Location technology for use with the DoubleMap app. This enables passengers to have accurate arrival times. The buses also have automatic voice announcements and low-floor kneeling capabilities and electric ramps.
- The Town removes snow at transit stops and in parking lots.
- The Town has a private taxi service for point-to-point travel, although it has no capacity to support accessibility options for its users.

### *Planned Improvements*

- Town staff to work with Kings Transit staff to review snow removal at transit stops and steps (including costs) required to improve snow removal timelines.
- Ensure all transit stops are designed to meet or exceed Canadian Standards Association (CSAA) Standard B651-18, Accessible Design for the Built Environment.

## Village of Lawrencetown

### Facility Accessibility Assessments

#### Achievements

- Prioritized winter maintenance of Village-owned parking areas and sidewalks.
- The Village office, medical center and pharmacy are all barrier free.
- Village Commission meetings are held at the library which is accessible.
- Improved sound projection for village annual general meetings.
- Barrier-free workplace

#### Planned improvements

- Install crosswalk lighting and truncated domes at sidewalk cutouts.
- No staff members are trained in alternative communication methods, such as ASL.
- Investigate a railing option for the boat launch as well as improving signage
- Paint clearer sidewalk markings
- Update existing HR policies to include language which supports a culture of inclusion.
- Training for Commission & staff on equity & inclusion

## Town of Middleton

### Facility Accessibility Assessments

#### Progress to Date (2022–2025)

Significant achievements have been made across multiple accessibility domains:

##### 1. Built Environment

- Installed new sidewalks on portions of Main Street, Gates Avenue, and Church Street.
- Repaired uneven surfaces by grinding high spots and replacing bricks with concrete on Commercial Street.
- Installed accessible pathways to key recreation amenities including the basketball and tennis courts at Rotary Park.
- Added new accessible picnic tables at Centennial Park and Rotary Park.
- Installed additional benches — six throughout town plus several at Rotary Park and along the trail.
- Created new accessible pathways and improved surfacing at Centennial Park.
- Upgraded the front service counter at Town Hall to be accessible.
- Replaced doorknobs in Town Hall with lever handles; added tactile signage for washrooms and offices.
- Purchased reflective tape to install at crosswalks and replaced high-visibility flags.
- Installed an evacuation chair for Town Hall's upper floor.

- Eliminated parking on Main Street (Queen Street westward) to improve pedestrian safety.
- Planned for new accessible parking along Main Street during our next street painting program.

## 2. Recreation & Community Assets

- Installed a pool lift at the Middleton Swimming Pool.
- Continued offering Para Sport “Try It” sessions including wheelchair basketball and sledge hockey.
- Added accessible picnic tables and seating areas at public parks.
- Created accessible education posters with QR codes in community kiosks.

## 3. Information & Awareness

- Established the *Middleton Accessibility Facebook Page* and *Middleton Neighbours Helping Neighbours* group to share resources, promote inclusion, and encourage mutual support.
- Hosted *Accessibility Awareness Weeks* annually (2021, 2022, 2024, and 2025) featuring education activities, flag raisings, colouring contests, and regional events in partnership with Bridgetown and Valley accessibility partners.

## 4. Policy and Administrative Improvements

- Integrated accessibility considerations into all new park and trail planning (e.g., Wetland Trail project).
- Incorporated accessibility checkpoints into procurement and signage design.

## Planned Improvements (2025–2028)

### 1. Built Environment

**Goal:** Ensure all municipal buildings, parks, and public spaces barrier free and accessible as possible.

Actions:

- Conduct accessibility reviews for all municipal buildings and parks with costed recommendations.
- Include accessibility upgrades in the Capital Improvement Plan (e.g., tactile plates, ramps, auditory signals, and curb cuts).
- Install additional accessible parking spaces and clear year-round snow removal protocols.
- Incorporate accessibility design into new trail signage, benches, and park amenities.

### 2. Goods and Services

**Goal:** Provide equitable access to municipal services and programs for residents and visitors of all abilities.

Actions:

- Develop a public “Accessibility in Recreation” guide outlining adapted and inclusive programs.
- Provide staff training in accessible customer service and communication.
- Continue para-sport programming and expand adaptive recreation offerings.

- Establish an accommodation fund for ASL or CART services at public meetings and events if needed and purchase microphones for council chambers so audio is clear so closed captioning will be more accurate.

### 3. Information and Communication

**Goal:** Ensure that Town information is accessible and available in multiple formats.

Actions:

- Redesign the municipal website to meet Web Content Accessibility Guidelines (WCAG 2.1).
- Offer accessible documents (large print, plain language, or Braille) on request.
- Standardize the use of sans-serif fonts and clear layout in print and digital materials.
- Add an accessibility statement to all Town communications.
- Develop internal training for staff on accessible communication practices.

## 4. Employment

**Goal:** Create an inclusive and barrier-free workplace for all Town employees and volunteers.

Actions:

- Review recruitment materials to ensure inclusive language and visibility for persons with disabilities.
- Provide assistive technologies or workplace accommodations as needed.
- Offer staff and Council training on disability awareness and inclusive leadership. Encourage intermunicipal training, when possible, to reduce cost and encourage shared experience.
- Track and report progress on inclusive hiring and workplace adjustments.

## 5. Transportation

**Goal:** Improve mobility and access for all ages and abilities.

Actions:

- Partner with Kings Transit and Trans County Transportation Society to research options for accessibility at stops, including shelters and benches.
- Maintain priority snow removal at bus stops and curb cuts.
- Collaborate with Bicycle Nova Scotia to complete the Blue Route accessible cycling connection.
- Continue repairs to sidewalks, crosswalks, and curb cuts for safe mobility.

## 6. Awareness and Capacity Building

**Goal:** Foster a community culture of inclusion, understanding, and accessibility leadership.

Actions:

- Continue annual Accessibility Week celebrations and awareness campaigns.
- Host accessibility training and information sessions and invite businesses and community groups.
- Work with local media and schools to share accessibility success stories.
- Encourage and recognize accessibility improvements by local businesses through social media promotion.

## 7. Cross-cutting Policy

### **Accessible Procurement**

The Town will apply an accessibility lens to all procurements. RFPs will include accessibility requirements where relevant (e.g., WCAG 2.1 for software/web, CSA B651/NS standards for built works) and evaluate vendors on accessibility criteria.

### **Accessible Meetings & Events**

Staff will use an event checklist covering venue access, wayfinding, assistive listening, clear audio/mics, seating, quiet space, and how to request ASL/CART or other accommodations. Accessibility features will be communicated in advance in plain language.

## **Temporary Disruptions & Detours**

When accessibility features are temporarily unavailable (e.g., sidewalk under construction, lift (elevator) outage), the Town will: (1) notify the public promptly, (2) provide an accessible alternative route/service, and (3) post expected timelines and contacts.

## **Emergency Management & Snow Plan (access-first)**

Snow clearance at curb cuts, crosswalks, and transit stops will be prioritized. Emergency communications will follow plain language and accessible format practices, and staff will coordinate with transit partners on accessible access during storms and outages.



# STAFF REPORT

**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2025  
**Prepared By:** Alyssa Blais, Strategic Initiatives Coordinator  
**Report Number:** SR2026-10 Approval of the Equity, Diversity and Inclusion Plan  
**Subject:** Approval of the Equity, Diversity and Inclusion Plan

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## RECOMMENDATION

That Council approve the 2026–2029 Equity, Diversity, and Inclusion (EDI) Plan.

## LEGISLATIVE AUTHORITY

Nova Scotia’s Dismantling Racism and Hate Act (S.N.S. 2022, c. 3).

## BACKGROUND

In 2022, the Province of Nova Scotia passed the Dismantling Racism and Hate Act (S.N.S. 2022, c. 3), which establishes the provincial framework for addressing systemic racism, hate, and inequity. Recognizing the important role municipalities play in addressing racism, hate, and inequity, the Equity and Anti-Racism Strategy identified municipalities as the first public sector bodies required to develop equity and anti-racism plans. It requires municipalities to undergo a process to identify actions that will promote equity and anti-racism by considering the needs of underrepresented and underserved communities.

Underrepresented and underserved communities are groups that have historically experienced systemic barriers, discrimination, and exclusion from full participation in social, economic, and civic life. The Province of Nova Scotia’s Equity and Anti-Racism Strategy highlights that equity work must meaningfully engage and address the unique experiences of communities most impacted by systemic hate, inequity, and racism, including Mi’kmaw and persons of Indigenous descent, African Nova Scotians and persons of African descent, the 2SLGBTQIA+ community, newcomers (including immigrants and refugees), persons with disabilities, and other racialized and marginalized groups.

In response, the Municipality of the County of Annapolis, in partnership with the Village of Lawrencetown, Town of Annapolis Royal, and Town of Middleton created a Terms of Reference for Inclusion, Diversity, Equity, and Accessibility (IDEA). This document sets up an IDEA Committee to provide governance, guidance, and oversight.

The Committee included representatives from underrepresented and underserved communities across Annapolis County. Its purpose and vision are to articulate each local government’s commitment to IDEA principles, and to ensure municipal programs, services, and infrastructure are inclusive, equitable, and accessible. The first priority of the IDEA Committee was to collaborate to develop a joint Equity and Accessibility Plan.

## **Annapolis County IDEA Vision**

We envision a community where everyone is treated fairly and can fully participate without obstacles. All municipal leaders consider accessibility and inclusion in every decision and action. Everyone, regardless of background or ability, has a voice and is respected. Our goal is a community free from racism and prejudice, where people feel safe and included, and where both visible and invisible disabilities are recognized and supported.

The plan was developed with guidance from community voices, the IDEA Committee, and municipal staff. Engagement activities included five public consultations held in accessible community locations, a community-wide survey, focus groups, and one-on-one conversations with residents. Internal engagement was also conducted with staff, Council members, and municipal departments to identify organizational strengths, gaps, and opportunities.

While one of the original action items from the IDEA Committee was to create a joint Equity and Accessibility Plan, throughout the process, the IDEA Committee decided to develop two separate plans to address equity and accessibility individually.

The resulting plan, Equity, Diversity and Inclusion plan, outlines a series of practical actions to build relationships, provide education, and promote accountability. It is intended to be a living document, with annual reviews and public reports conducted by the IDEA Committee.

## **DISCUSSION**

The Equity, Diversity and Inclusion plan has been reviewed and approved by the Inclusion, Diversity, Equity and Accessibility (IDEA) Committee and the Governance Committee.

Approval of the Equity, Diversity and Inclusion plan demonstrates Council's commitment to advancing inclusion, equity, and diversity across municipal operations and community engagement. Approval does not commit Council to specific expenditures; individual actions will be considered through regular work planning and annual budgets.

Governance and accountability are provided through the IDEA Committee, which will conduct annual reviews and publicly report on progress, ensuring the plan remains a living, evolving document.

## **FINANCIAL IMPLICATIONS**

The Chief Administrative Officer will oversee the integration of Equity, Diversity, and Inclusion activities into municipal budget recommendations across the 3-year plan.

## **POLICY IMPLICATIONS**

All municipal units are directed to review existing and future municipal policies through an Inclusion, Diversity, Equity, and Accessibility (IDEA) lens, in alignment with this Plan and in accordance with applicable provincial legislation, including the Dismantling Racism and Hate Act.

## **ATTACHMENTS**

Equity, Diversity and Inclusion plan 2026-2029

**Prepared by:** Alyssa Blais, Strategic Initiatives Coordinator

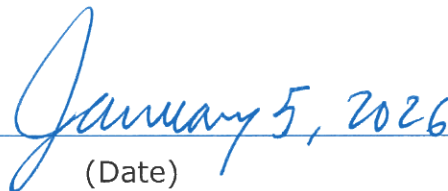
**Reviewed by:** Debra Ryan, Director of Community Development

**Approved by:**

**Approval Date:**



Rob Frost  
Chief Administrative Officer



(Date)

# Equity, Diversity, & Inclusion Plan 2026 - 2029





# Acknowledgement

The Municipality of the County of Annapolis, the Town of Annapolis Royal, the Town of Middleton and the Village of Lawrencetown acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This land is governed by the treaties of Peace and Friendship, first signed by the Mi'kmaq, Wolastoqey, Peskotomuhkatiyik, and the British Crown in 1726.

These treaties did not surrender or transfer land to the British but recognized Mi'kmaq and Wolastoqey title and established the rules for a long-standing relationship between nations, initially aimed at preventing war and facilitating trade. We recognize that we are all treaty people, with responsibilities to each other and to this land.

**We also recognize the 400+ year history of communities of African descent and the 52 African Nova Scotian communities that exist throughout the region today.**

**Nova Scotia is home to many diverse communities that have enriched the province. We acknowledge that many residents of Nova Scotia hold intersecting identities, which may expose them to multiple forms of discrimination.**

# Collaboration

The Municipality of the County of Annapolis has partnered with the Village of Lawrencetown, Town of Annapolis Royal, and Town of Middleton, further referred to as “the Partners”, to develop and implement an Equity and Anti-Racism Plan, as well as an Accessibility Plan.

The first Equity Diversity and Inclusion (EDI) Plan was made possible through hard work and teamwork, dedication, and collaboration of community organizations, leaders, residents, and the Partners.



**We express our gratitude for their contributions and input in developing this strategy. Special thanks to the many individuals and groups who took the time and had the courage to share their voices and experiences during community engagement sessions.**

# IDEA Committee

The Partners would also like to thank the Association of Municipal Administrators group and the Inclusion, Diversity, Equity and Accessibility (IDEA) committee members for their support and advice in creating the plan.

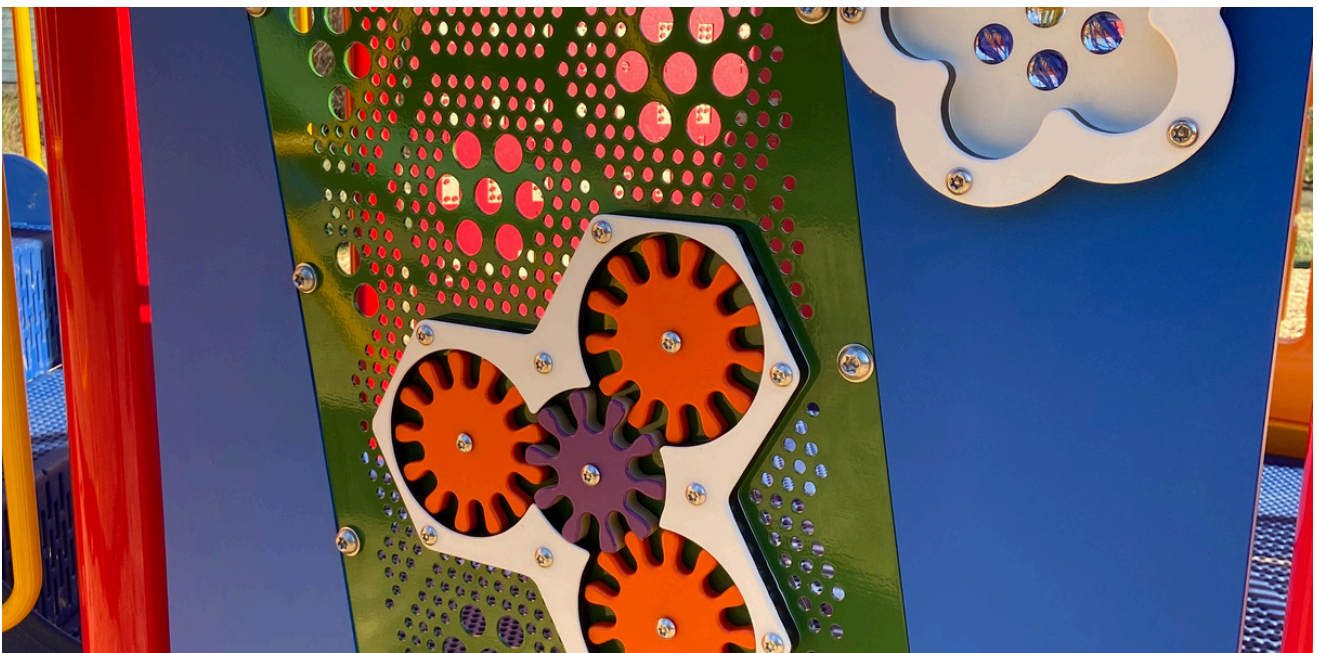
## The IDEA members include:

- **Cameron Stiff, Vice Chair**
- **Elizabeth Mason-Squires, Member**
- **Larry Peters, Member**
- **Catherine Jean Voysey, Member**
- **Tina Hiltz, Member**
- **Brenda MacDonald, Member**

# Background

Our province is on a journey to become more inclusive and equitable. In 2022, the Province of Nova Scotia passed the Dismantling Racism and Hate Act. The legislation explains how the government will deal with racism, hate, and unfair treatment.

The Act recognized that sometimes rules and policies that look fair can still hurt some groups of people.



**Recognizing the important role municipalities play in addressing racism, hate and inequity, the Equity and Anti-Racism Strategy identified municipalities as the first public sector bodies required to develop equity and anti-racism plans.**

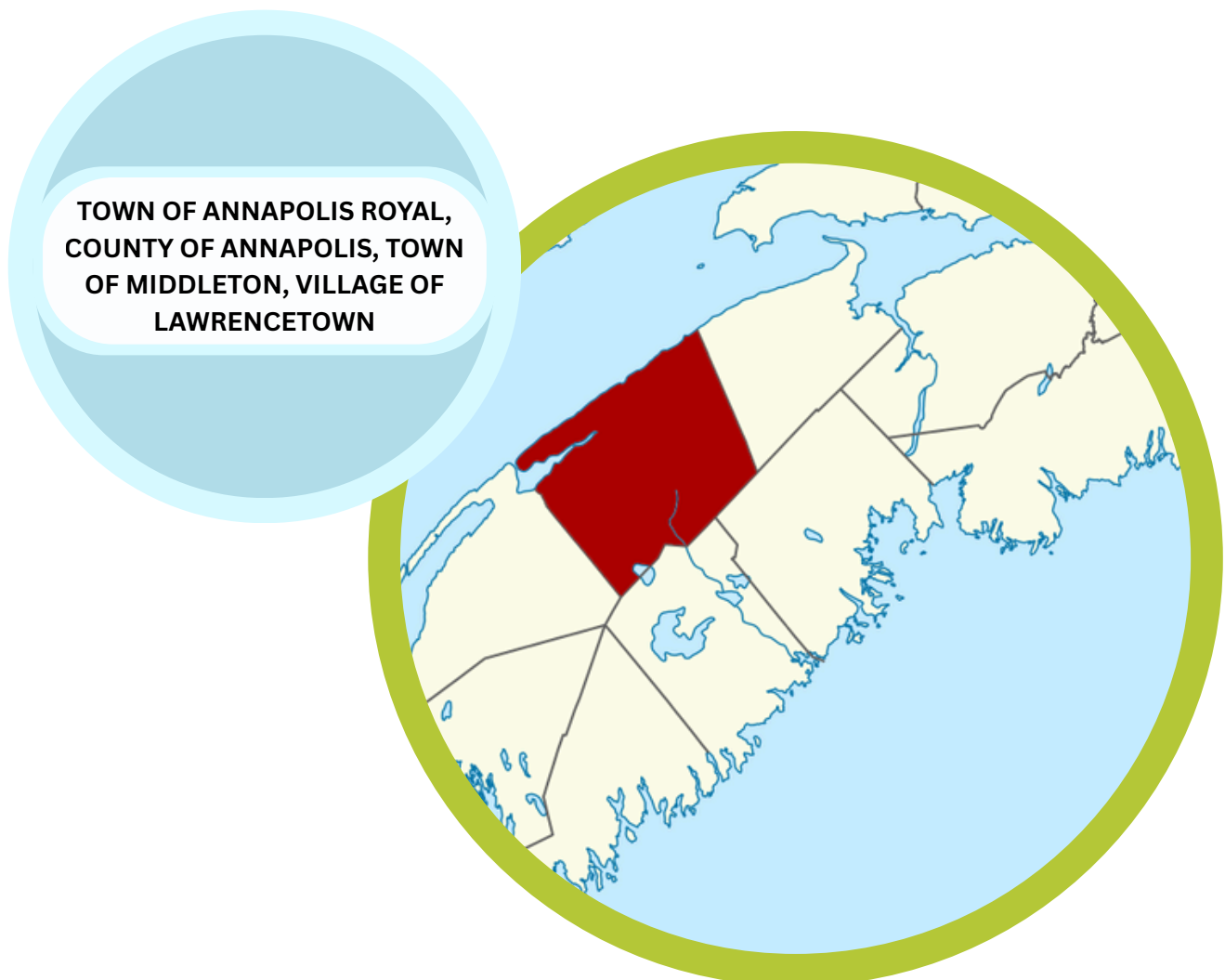
# Municipalities' Role in Equity and Anti-Racism Initiatives

It requires municipalities to undergo a process to identify actions that advance inclusion by considering the needs of underrepresented and underserved communities. The IDEA committee will play a role in helping the region become an accessible community to meet its obligations under Nova Scotia's Act, Bill 59 and to update Accessibility plans in 2025. In addition, the committee will also support the development of equity and anti-racism plan in accordance with the Dismantling Racism and Hate Act.

**The Partners acknowledge and recognize the value of diversity and the importance of fostering a community where everyone feels valued, heard, included, and at home. This plan shows the start of our commitment to removing barriers, promoting equitable opportunities, and supporting underserved communities in Annapolis County and beyond.**

# About the Region

This area is located between the Bay of Fundy and the Annapolis Basin to the north and the South Mountain to the south, with the fertile Annapolis Valley in the center. It has a rich mix of cultures, including Mi'kmaq, Acadian, Scottish, British, 2SLGBTQIA+ and African-Nova Scotian influences. The Bear River First Nation community, known as L'sitkuk, is located here at the beginning of the tidal Bear River, which marks the boundary between Annapolis and Digby counties.





This region is known for its natural beauty and strong agricultural output, producing apples, berries, and a variety of other crops thanks to its fertile soil. It also supports forestry, fishing, and tourism related to its heritage and coastline.

One notable spot is Delaps Cove, a remote community in Annapolis County on the Bay of Fundy, famous for its rugged shoreline, stunning bay views, tidal changes, and beautiful natural scenery which has a history of early Black settlement and Medabankeajetc (Little Red Bank).

# EDI Plan

The EDI (Equity, Diversity & Inclusion) Plan is about fairness, respect, and making sure everyone feels they belong. Our goal is a community where no one is left out or held back because of racism or exclusion.

## Through this work, we promise to:

- Take action in our policies, leadership, workplaces, and community services.
- Listen to people's experiences, especially from groups who often face unfair treatment, including Mi'kmaw, African Nova Scotian, Acadian, and 2SLGBTQIA+ communities, and use those voices in our decisions.
- Make our county more accessible in our buildings, transportation, and the way we share information.
- Celebrate and respect cultural diversity, honouring the many backgrounds and identities of our residents.

# How the Plan was Developed

This plan was created with guidance from community voices, our IDEA Committee, and staff. Building an equitable community takes time. It begins with listening to people who are often left out and developing trust. This plan is just the start of our journey together.



**To guide the plan, we went out into the community to hear directly from residents. We met people in familiar and accessible places like community centres and our local firehalls. We asked questions about inclusion, belonging, and fairness, and heard many stories and ideas.**

# Let's Talk Inclusion, Diversity, Equity, and Accessibility!

We also held five public consultations, one community survey, smaller focus groups, and one-on-one conversations. This gave us a broad picture of people's needs, wants, and experiences.

We also looked inward. Through the IDEA Check-In, staff shared their perspectives on what Inclusion, Diversity, Equity, and Accessibility mean in the workplace, what helps them feel included, and what changes could make our workplace better. We also spoke with council members and municipal departments. These conversations helped us identify possible action items and focus areas for the plan.

By bringing together community voices and municipal input, we are building a plan rooted in lived experience, reflection, and a shared commitment to making Annapolis County more inclusive, fair, and welcoming for all.

# Our Commitment

We understand that achieving meaningful inclusion and reconciliation requires time, trust, and continuous dialogue. This EDI Plan represents the beginning of a collective journey across the County of Annapolis, towards creating a more equitable and welcoming community.

We recognize the importance of listening, particularly to Mi'kmaw communities, African Nova Scotians, and other marginalized residents, before moving towards solutions. Therefore, this plan commits us to learn, build relationships, and take initial actions together.

**The plan will undergo an annual review and will be updated based on the insights we gain from our partners and within our organizations.**



# Building Relationships

Strong relationships are essential for fostering trust, collaboration, and reconciliation. Our aim is to establish lasting and respectful connections with Indigenous, African Nova Scotian and Acadian communities, ensuring that these relationships guide all municipal decisions.

## Objectives

- Engage in ongoing and respectful communication with First Nations, African Nova Scotian, 2SLGBTQIA+, and all diverse communities.
- Create clear pathways for collaboration and shared decision-making.
- Treat relationship-building as a core municipal responsibility, not a one-time project.

# Building Relationships

## Listening and Engagement

- Hold regular meetings with representatives from the Mi'kmaw and African Nova Scotian communities to identify suggested Municipal actions.
- Support, promote, and attend cultural and community events when invited, fostering relationships through active participation and learning.
- Develop municipal engagement guidelines that emphasize early and ongoing dialogue with these communities.

# Building Relationships

## Co-Development and Collaboration

- Invite representatives from Mi'kmaw and African Nova Scotian communities to co-develop policies and initiatives focused on culture, heritage, planning, and naming.
- Establish partnerships to create recreation, youth, and arts programming that is culturally relevant.
- Collaborate on an annual calendar of cultural and commemorative events, such as Treaty Day, African Heritage Month, Mi'kmaq History Month, Pride Month, and promote awareness and education related to these special events.

# Building Relationships

## Representation and Recognition

- Strive to create more inclusive municipal committees and advisory bodies, by developing designated seats.
- Review public names and symbols to ensure they reflect a shared history and show respect for Mi'kmaw and African Nova Scotian heritage.
- Support visual representation using flags, art, and signage, developed in partnership rather than through assumption.



# Education & Awareness

Education serves as the cornerstone for meaningful change. It is essential that we educate ourselves, staff, Council members, and partners, to ensure our policies, programs, and decisions are guided by principles of equity and cultural understanding.

## Objectives

- Foster a deeper understanding of equity, diversity, and anti-racism principles within our organization.
- Integrate Inclusion, Diversity, Equity, and Accessibility (IDEA) training into the professional development framework for staff and Council, with annual budget allocations to ensure consistent delivery and participation.

# Education & Awareness

## Internal Education and Capacity Building

- Dedicate a portion of the annual HR training budget to EDI and accessibility training.
- Offer mandatory annual sessions on inclusion, anti-racism, cultural awareness, and accessibility.
- Develop internal learning resources (plain language guides, accessibility checklists, inclusive communication tools).
- Integrate EDI principles into all municipal policies, planning, and communications.

# Education & Awareness

## Learning Through Action

- Conduct regular accessibility and inclusion audits of municipal spaces and programs.



# Cross-Cutting Commitments

Our initiatives focus on two main themes: Building Relationships and Education, with overarching commitments applicable to all municipal work. We understand that meaningful change can only occur once we have taken the time to learn and build relationships within our communities.

We aim to create Safe and Welcoming Spaces, where safety, respect, and a sense of belonging are paramount.



**Additionally, we are committed to Continuous Learning. This plan will evolve each year, reflecting our progress, lessons learned, and renewed commitments.**



The IDEA Committee will conduct an Annual Review to assess progress and update our plan as necessary. Transparency will be a guiding principle; our municipal partners will publicly share progress reports, celebrating milestones and achievements.

Success will be measured not just by completed tasks, but also by the strength of our relationships, community feedback, participation levels, and staff adaptability. This comprehensive evaluation reflects our commitment to our values and the well-being of our community.



# STAFF REPORT

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**Report To:** Committee of the Whole  
**Meeting Date:** January 13, 2026  
**Prepared By:** Nadine McCormick, Public Relations Officer  
**Report Number:** SR2026-11 Adoption of Communications Strategy  
**Subject:** Adoption of Communications Strategy 2026-28

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## RECOMMENDATION(S):

That Municipal Council approve the Municipality of the County of Annapolis Communications Strategy 2026-28, as presented.

## LEGISLATIVE AUTHORITY

N/A

## BACKGROUND

In 2012, the County of Annapolis adopted a Communications Plan to guide how information was shared with the public. This renewed and updated Communications Strategy builds on that foundation and reflects a long-term commitment to continuous improvement in how the County communicates, listens to residents, and represents its corporate identity.

## DISCUSSION

Effective communication builds trust, understanding, and collaboration between the Municipality of the County of Annapolis, its residents, community partners, and staff. This Communications Strategy (2026–2028) provides a framework for clear, consistent, and inclusive communication that supports the County’s VISION 2027 Strategic Priorities. It aligns with the County’s commitment to transparency, accountability, and community engagement, ensuring residents are informed, included, and inspired to participate in local governance.

## FINANCIAL IMPLICATIONS

Implementation of the Communications Strategy will have financial implications, which will be reflected in the 2026–27 operating budget. Any associated costs will be considered through the annual budget process and aligned with Council priorities and available resources.

## POLICY IMPLICATIONS

This Strategy reflects *Policy 1.2.4 Respecting Coat of Arms, Flag, and Logos* and *Policy 120 Code of Conduct of Elected Officials (Section 18)*

## ALTERNATIVES / OPTIONS

Approve Communications Strategy 2026-28, as presented  
Approve Communications Strategy 2026-28, with amendments  
Not approve Communications Strategy 2026-28

## NEXT STEPS

Upon approval, commence implementation of Communications Strategy 2026-28.

**ATTACHMENTS**

The Municipality of the County of Annapolis Communications Strategy 2026-28

**Prepared by:** Nadine I. McCormick, Public Relations Officer

**Approved by:**

**Approval Date:**



Rob Frost  
Chief Administrative Officer





# Municipality of the County of Annapolis Communications Strategy 2026–2028

Prepared by:

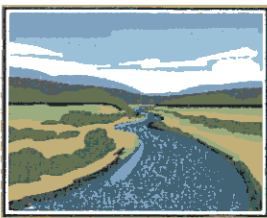
**Nadine I. McCormick**  
Public Relations Officer

January 2026

# COMMUNICATIONS STRATEGY

2026-2028

Building trust, inclusivity,  
and pride in our  
communities.



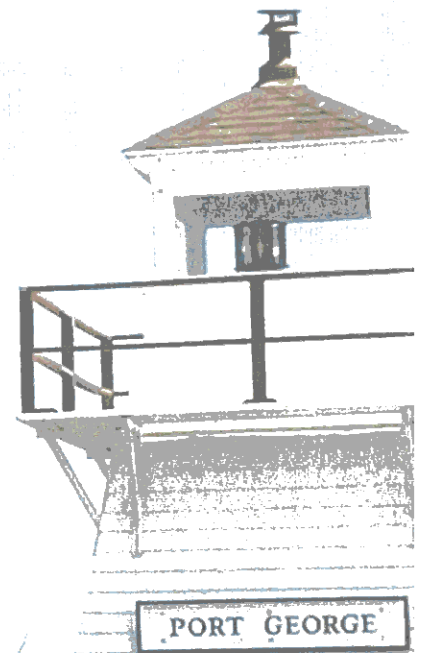
COUNTY of ANNAPOLIS  
NATURALLY ROOTED

## Introduction & Purpose:

Effective communication builds trust, understanding, and collaboration between the Municipality of the County of Annapolis, its residents, community partners, and staff. This Communications Strategy (2026–2028) provides a framework for clear, consistent, and inclusive communication that supports the County’s VISION 2027 Strategic Priorities. It aligns with the County’s commitment to transparency, accountability, and community engagement, ensuring residents are informed, included, and inspired to participate in local governance.

This strategy is both a practical guide and a long-term commitment to continuous improvement in how we share information, listen to residents, and represent the County’s identity. It builds upon the foundation of the 2012 Communications Plan, while integrating the values and direction of the 2023–2027 Strategic Priorities Plan (“VISION 2027”).

This Communications Strategy will be reviewed every two years, and amended as needed, to ensure it continues to reflect the evolving needs of our residents, staff, and Council, while responding to emerging trends and incorporating proven best practices.



## Vision

A connected, informed, and engaged Annapolis County where communication builds trust, inclusivity, and pride in our communities.

## Mission

To communicate openly, clearly, and consistently to build confidence in local government and strengthen relationships with residents, community partners, and staff.

## Purpose

To ensure every message from the Municipality reflects the County's values, priorities, and commitment to serving its residents with transparency and respect.

## Values

Transparency – Open and honest communication.

Inclusiveness – Engaging diverse voices and perspectives.

Collaboration – Working together with residents and partners.

Accountability – Communicating decisions and outcomes clearly.

Respect – Listening to and valuing all viewpoints.

This Communications Strategy supports the County's VISION 2027 framework and its five strategic priorities:

- Investing in Housing and Housing Infrastructure
- Investing in Community Infrastructure
- Investing in County-wide Community Facilities
- Investing in Our People
- Investing in Partnerships and Accountability

These priorities emphasize growth, community strength, and transparency – values reflected in all County communications.

## Communication Principles:

Our communications reflect who we are as a local government and as a community. The following principles guide every message and interaction

**Inclusiveness** – Ensure all residents have access to information and opportunities to engage.

**Trust** – Communicate with integrity and consistency.

**Transparency** – Share information proactively, not just reactively.

**Collaboration** – Promote teamwork across departments, Council, and communities.

# Audiences & Stakeholders:

Understanding our audiences ensures that messages are clear, relevant, and accessible. Different audiences require different approaches and channels.

## Primary Audiences:

- Residents of Annapolis County
- Municipal Council and Staff
- Community groups and volunteers
- Businesses and local entrepreneurs

## Secondary Audiences:

- Media and regional partners
- Provincial and federal government representatives
- Visitors and potential residents
- Educational institutions and advocacy organizations

According to 2021 Census...

11,053 residential tax accounts

616 commercial tax accounts

60 Full-time staff

11 Councillors

We have a total population of **18,834** (excluding Towns); **21,252** (including Towns)



# Communication Goals (External)

## Goal #1:

Build public trust through transparency and engagement.

## Outcome:

Residents understand County decisions and feel their voices are valued.

## Strategies:

- Share Council updates, project milestones, and budget summaries in plain language.
- Publish “Council Highlights” after each Council meeting.
- Host in-person meet and greets, and livestream “ask Council” sessions on the YouTube Annapolis County Channel.

# Communication Goals (External)

## Goal #2:

Increase awareness of  
Annapolis County

## Outcome:

Residents recognize  
the impact and value  
of municipal  
initiatives.

## Strategies:

- Share success stories.
- Enhance youth involvement to promote a better understanding of municipal government.
- Maintain a consistent posting schedule across social media.
- Partner with community groups (i.e. community grant recognition) and local media for joint storytelling.
- Educate the public to better understand the responsibilities within the different levels of government.
- In addition to annual newsletter (hardcopy), distribute a digital newsletter highlighting ongoing projects and happenings.
- Revive monthly "*Warden's Words*".

# Communication Goals (External)

## Goal #3:

Strengthen partnerships  
and regional collaboration.

## Outcome:

The County is  
recognized as a  
proactive and reliable  
partner.

## Strategies:

- Coordinate joint announcements with community partners, neighbouring municipalities, provincial, and federal partners.
- Highlight partner contributions in press releases and events.
- Maintain regular updates with business, tourism, and volunteer networks

# Communication Goals (External)

## Goal #4:

Promote a unified and recognizable County brand.

## Outcome:

County communications consistently reflect professionalism, trust, and community focus.

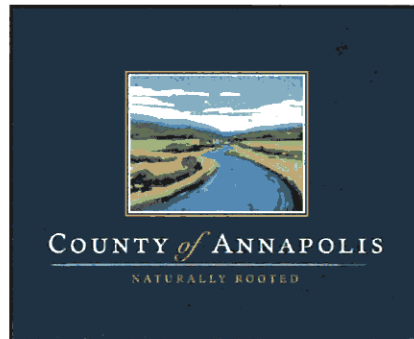
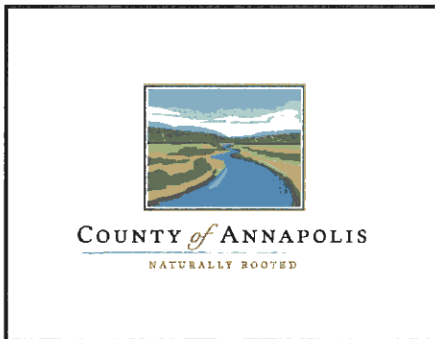
## Strategies:

- Apply approved templates, tone, and visual identity across all materials.
- Conduct quarterly brand audits for consistency.
- Offer website, brand, and tone refresher sessions for staff and Council.

## Brand & Identity:

### Importance of a Unified County Brand

The County's brand is more than a logo or slogan, it represents who we are as a community. Our image, words, and actions should consistently reflect a County that is 'Naturally Rooted' in its people, landscape, and shared values. Maintaining a unified brand ensures the Municipality's identity remains trusted, professional, and community-driven.



#### References for proper use:

- Policy 1.2.4 Respecting Coat of Arms, Flag, and Logos
- Brandmark Guidelines

### PSSST....

Municipal staff are often the first and most direct representatives of the County to residents, visitors, and business partners. Whether greeting the public at the front desk, conducting inspections, maintaining public spaces, or hosting a public meeting, these employees reflect the values, professionalism, and approachability of our organization. When possible, staff should wear County clothing and travel in marked vehicles to represent the municipality.



# Communication Goals (Internal)

## Outcome:

Staff and Council operate cohesively with timely, accurate communication.

## Goal #1:

Strengthen collaboration and information flow across departments and Council.

## Strategies:

- Maintain *Council Connect* weekly updates of relevant news articles.
- Maintain an internal SharePoint hub for cross-departmental news.
- Create locations (upstairs and downstairs) where internal information can be easily shared and accessed (i.e. bulletin board in lunch rooms).

# Communication Goals (Internal)

## Outcome:

Employees feel informed, engaged, and aligned with County values.

## Goal #2:

Promote a culture of openness, innovation, and shared purpose.

## Strategies:

- Recognize communication excellence in staff evaluations.
- Host staff idea sessions.
- In cooperation with HR, celebrate staff achievements internally and publicly.

# Communication Goals (Internal)

## Outcome:

All staff and Council communicate with one voice grounded in respect and accountability.

## Goal #3:

Reinforce the County's mission, values, and brand Internally.

## Strategies:

- Integrate communications values into onboarding and training.
- Provide a concise Communications Style Guide for everyday use.
- Conduct internal surveys to measure communication effectiveness and satisfaction.

**Communications Platform schedule:**

	Daily	Weekly	Monthly	Quarterly	Annual	As Needed
<b>Social Media</b>						
<b>Website</b> (Rotator)						
<b>Press Releases</b>						
<b>Council Highlights</b>						
<b>Public Service Announcements</b>						
<b>Newsletters</b> (Mailed out)						
<b>Newsletter</b> (Digital)						
<b>Newsletter</b> (Internal)						
<b>Council Meeting videos</b>						
<b>Council Connect</b> (Local news items)						
<b>The Community Table: Conversations with Council</b> (In-person)						
<b>In Conversation: Connecting Council &amp; Community</b> (Video sessions)						

## Social Media



The Municipality primarily uses Facebook, BlueSky, YouTube, and Instagram to share information with external audiences; less frequently, LinkedIn is utilized. Currently, there are three active Facebook Pages - Annapolis County, Annapolis County Recreation, and Annapolis County Navigator (temporary page created for wildfire response). The Public Relations Officer (PRO) has admin access to all social media platforms, and can assign/delete users as appropriate.

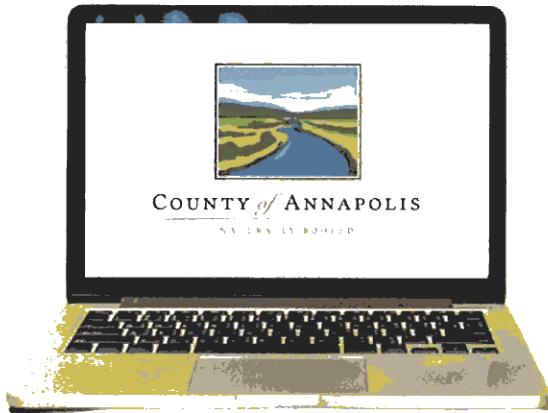
## Media

The media plays a vital role in telling the Municipality's stories, supporting transparency, building a sense of community, and sharing information throughout the Annapolis County region. The PRO is responsible for building strong media relations, organizing media events, media monitoring, and preparing press releases. All interview requests received by staff should immediately be directed to the PRO who, in turn, can offer the following support as needed:

- 1) Identification of the appropriate spokesperson or subject matter expert for the interview.
- 2) Develop key messages and/or responses.
- 3) Interview preparation.
- 4) Gather visual or audio pieces to support the interview, as needed.
- 5) Verify credentials of reporter and/or news agency.



## Website



The County website serves as a primary and trusted source of information for residents, visitors, and businesses. It provides timely access to services, resources, municipal updates, and opportunities to learn more about the region.

In 2024, the website was refreshed with a new visual design and improved functionality to ensure a more user-friendly experience. A key enhancement is the homepage rotator, which allows Public Relations Officer (PRO) to feature important announcements and time-sensitive information without overwhelming the homepage layout. This ensures that critical updates are visible and easy to locate.

The site also features a public calendar that highlights municipal meetings, events, and other community-based activities, making it easier for users to stay informed and engaged.

Each County department is responsible for maintaining the content on its respective webpage(s). Designated staff within each department are tasked with updating information and ensuring content remains accurate and relevant. The PRO works collaboratively with departments to ensure the website reflects a consistent voice and visual identity that aligns with the County's brand standards.

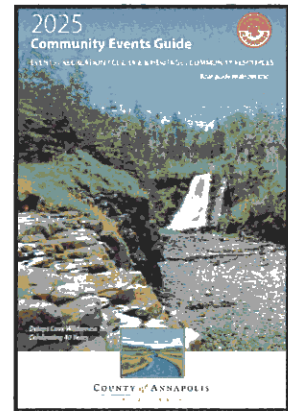
Access to administrative controls is managed to ensure the security and integrity of the website. Only the PRO, IT Manager, and the contracted web designer have Super Administrator access. Departmental staff maintain content through designated user access accounts. The PRO will provide website refresher training every two years, or as needed, to ensure staff remain confident and consistent in website content management practices.

To request placement of content in the homepage rotator, departments must submit the item to the PRO for review and inclusion.

The website also incorporates accessiBe, an AI-powered accessibility enhancement tool. This software supports the County's commitment to accessible and inclusive digital communications by helping the site meet and maintain accessibility compliance standards.

## Advertising/Promotion:

There is no single communications approach that can effectively reach every resident, business, or community within Annapolis County. Our population is diverse in geography, age, interests, literacy levels, and access to technology. As such, the Municipality strives to employ a balanced, multi-channel advertising and promotional strategy designed to reach people where they are, using formats they are most likely to access and trust.



The Municipality utilizes online communication methods, but also continues to rely on credible, community-based communication mediums, including local radio stations, newspapers, posters, event pamphlets, mail-out flyers, and newsletters. These channels remain essential for residents who engage primarily offline and for areas of the County where internet service is insufficient or unavailable. The Municipality also values the role of free information sources, such as community bulletin boards, free local print publications, County electronic sign, and on-air radio messaging (PSA's), to ensure that essential information is accessible to all at no cost.

Statutory advertising is carried out in accordance with the Municipal Government Act (MGA) and any other legislated requirements. For non-urgent matters where discretion allows, and where audiences can be clearly defined, the Municipality will prioritize cost-effective digital advertising, particularly the use of boosted social media posts. These campaigns allow targeted outreach, efficient use of resources, and the ability to measure engagement and reach.



The Municipality also recognizes the importance of encouraging public participation and engagement. To support this, Annapolis County leverages its website, email list serves, and social media platforms, as well as its networks with community groups, partner organizations, and key local stakeholders. Staff continue to strengthen relationships within communities to support word-of-mouth communication, which remains a highly effective method of information sharing in rural settings.

Additionally, the Municipality participates in public-facing events and tradeshow to meet residents and visitors where they gather. These opportunities enable two-way communication, promote County initiatives, and build stronger awareness of municipal services and programs.

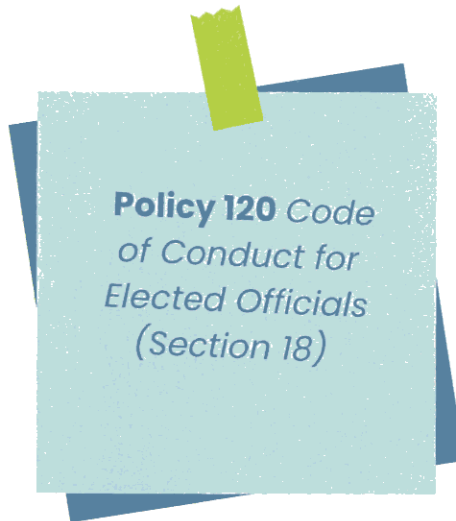
This multi-channel approach ensures that important information is delivered consistently, accessibly, and respectfully across Annapolis County, supporting an informed and engaged public.

## Roles & Responsibilities

Clear roles and responsibilities support consistent communication and reinforce accountability across all levels of the Municipality.

### Council:

The Warden is the official spokesperson for Council and is responsible for representing the Municipality on behalf of Council in all public communications, including media interviews, official statements, and public announcements. The Warden may, at their discretion, designate another Councillor to speak on their behalf when appropriate. This approach ensures consistency, accuracy, and clarity in messaging, and supports a unified voice in all municipal communications.



### Staff:

The Chief Administrative Officer (CAO) serves as the primary spokesperson for the Municipality on operational and administrative matters. The CAO may designate another staff member or subject-matter expert to speak on behalf of the County when appropriate to ensure clarity and accuracy of information.

Communications should:

- Ensure all messaging aligns with the County's tone, brand, and values.
- Provide accurate, clear, and timely information to residents and Council.
- Use approved templates, logos, and style guides for all written and visual communications.

## Measuring Success – How We Evaluate and Adapt

Evaluation ensures that communications are effective and aligned with the County's goals. Measurement allows for transparency, accountability, and continuous improvement.



### Performance Indicators:

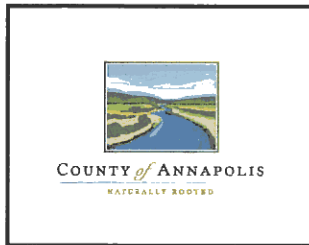
- Website traffic and engagement analytics.
- Social media reach and sentiment.
- Media coverage quality and accuracy.
- Employee and resident satisfaction surveys.
- Timeliness and clarity of information shared.
- Public participation levels in County programs and events.

## Conclusion

Clear, consistent, and thoughtful communication is essential to how the Municipality of the County of Annapolis serves its residents and represents itself to the wider region. This strategy recognizes the important role communication plays in building trust, strengthening relationships, and fostering community pride. Central to this work is the Public Relations Officer (PRO), who supports Council and staff in presenting information in a professional, coordinated, and engaging manner.

Whether preparing publications, updating the website, coordinating media inquiries, organizing public meetings, or developing key messages, the PRO works collaboratively across departments to ensure that the County speaks with one voice. This role helps maintain a consistent brand identity and tone, while ensuring that information shared is accurate, accessible, and aligned with the County's values and strategic priorities.

Every interaction, whether online or in person, contributes to how the County is understood and respected by residents, partners, and visitors. By working together, Council and staff, we ensure the County is represented in its best light: professional, welcoming, and responsive. This collaborative approach strengthens our reputation, builds confidence in local government, and supports the County in achieving its vision of a connected, informed, and engaged community.



**Nadine I. McCormick**  
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