

DEPARTMENT REPORT FOR THE MONTH OF JANUARY 2026 - ONGOING PROJECTS

OPERATIONAL SERVICES	PROJECT/ACTIVITY	BRIEF DESCRIPTION	LEAD STAFF	FUTURE WORK BARRIERS	STRATEGIC GOAL	STATUS UPDATE - NOVEMBER 2025	STATUS UPDATE - JANUARY 2026	EXPECTED DATE OF COMPLETION	COMMENTS ABOUT PROGRESS
	PS 5 Overflow controls	Red Cap Lift Station/ Currently design Phase	Kyle	Budget / Workforce	Keeping Residents and Businesses safe	<div style="width: 60%;">60</div>	<div style="width: 85%;">85</div>	Nov-25	Constriction ongoing
	Tusket Brewery Wastewater Solution	Investigation and testing currently happening	Kyle	Budget	Keeping Residents and Businesses safe	<div style="width: 20%;">20</div>	<div style="width: 30%;">30</div>	Apr-26	Grant Received working on design proposals
	Tusket Waste Water Expansion	Design and completed expansion	Kyle		Plan/deliver modernized service	<div style="width: 95%;">95</div>	<div style="width: 95%;">95</div>	Ealy Nov 2025	Commisioning stages
	JE Hatfield Court Expansion	Extend JE Hatfield court	Kyle	Potential Wetlands	Supporting Economic Growth	<div style="width: 95%;">95</div>	<div style="width: 95%;">95</div>	01-Nov	Waiting on decsion around wetlands. Had to Build up road with more suitable material
	FOIPOP	FOIPOP Requests	Kyle	Ongoing Requests	Improving Governance	<div style="width: 95%;">95</div>	<div style="width: 95%;">95</div>	Ongoing	
	Mariners Centre Expansion	Support Mariners centre project manager	Kyle		Supporting Economic Growth	<div style="width: 50%;">50</div>	<div style="width: 60%;">60</div>	September 2026	

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					50	50	10	10		
PROTECTIVE SERVICES	Creating Safe Work Procedures (SWP)	René	Workload/Budget	Keeping Residents and Businesses safe	<div style="width: 50%;"></div>	50	<div style="width: 50%;"></div>	50	December 2025	Working on training opportunities
	Subdivision By-Law	Multiple People	WSP	Supporting Economic Growth	<div style="width: 10%;"></div>	10	<div style="width: 10%;"></div>	10	December 2025	WSP is concentrating on J.E. Hatfield zoning and other developments
	Explore Exit 31 Business Park	Multiple People	Council/Public	Supporting Economic Growth	<div style="width: 0%;"></div>	0	<div style="width: 0%;"></div>	0	December 2025	No new progress yet
	Upgrading Permitting system	Multiple People	Current permitting process	Plan/deliver modernized service	<div style="width: 75%;"></div>	75	<div style="width: 80%;"></div>	80	December 2024	We are live with the permitting system, still working with TownSuite for the mobile portion of the software
	Parking Accessibility at 5 J.E. Hatfield	René	Workload/Budget	Providing a healthy/inclusive environment	<div style="width: 20%;"></div>	20	<div style="width: 0%;"></div>	0	Postponed	Not included in this years budget
	Private Road Signage	Multiple People	Workload/Budget	Keeping Residents and Businesses safe	<div style="width: 80%;"></div>	80	<div style="width: 95%;"></div>	95	December 2025	As per Article C25 Naming of Municipal Streets and Private Roads -This will be completed in 4 Phases over 3 Years*Signs and posts recived and installation on hold until weather changes.
	Fire Services Review	Multiple People	Budget/Worforce & Volunteers	Keeping Residents and Businesses safe	<div style="width: 30%;"></div>	30	<div style="width: 30%;"></div>	30	December 2027	Improving our fire departments - OH&S Contractor contacted to begin work on the requirements
	Fire By-Law/Polocies	René	Workload/Budget	Keeping Residents and Businesses safe	<div style="width: 40%;"></div>	40	<div style="width: 40%;"></div>	40	February 2028	This will help establish guidance for our volunteers and staff.
	Pubnico Library	René	Workload/Budget	Plan/deliver modernized service	<div style="width: 70%;"></div>	70	<div style="width: 100%;"></div>	100	December 2026	Location was chosen at 292 HWY 335 Pubnico. Working with Property owner and WRL on planning and construction plans.

	Pubnico Library	Establishing a construction-ready design to support leasehold improvement negotiations.	Rene	Workload/Budget	Providing a healthy/inclusive environment	<div style="width: 10%; background-color: #f0e68c;"></div>	10		Dec-26	Establishing a construction-ready design to support leasehold improvement negotiations.
	JE Hatfield Court Expansion LUB review	Reviewing current LUB to ensure new development does not require amendments	René	Workload/Budget	Supporting Economic Growth	<div style="width: 70%; background-color: #f0e68c;"></div>	70	100	December 2025	LUB amendments may be required, but it would be more cost-effective to make those changes on an as-needed basis.
	Coastal Planning Support Program (CPSP)	Funding application to support land use planning by adoption of coastal planning strategies and bylaws, public engagement and communications.	Rene	Workload/Budget	Keeping Residents and Businesses safe	<div style="width: 10%; background-color: #f0e68c;"></div>	10		2026-03-01	Working with WSP to complete a funding application to add language to our Land Use By-law and Municipal Planning Strategy that will help protect residents along our coastlines and in areas that are prone to flooding.
	Streetlight	Our policy currently conflicts with Nova Scotia Power Inc.'s policies, as they will not install any additional lights unless the municipality assumes responsibility for all lights within the municipality, including those installed by non-profit groups.	Rene	Workload/Budget	Keeping Residents and Businesses safe				01-May	No progress to report. I expect to begin work at the end of the month once the funding application is complete.

	Project/Activity	Brief Description	Lead Staff	Future Work Barriers	Strategic Goal	Status Update - November 2025	Status Update - January 2026	Expected Completion Date	Comments About Progress
FINANCE	Financial Reporting	Improving the way the Finance Dept delivers Operating & Capital financials to council	Marsha	workload	Plan/deliver modernized service	<div style="width: 50%;">50</div>	<div style="width: 50%;">50</div>	Mar-26	Looking into and working with Townsuite to get the financial report we want and need to present to Council
	Auditing Policy & Procedures Manual	To create a manual of auditing policies & procedures	Marsha	Workload	Improving Governance	<div style="width: 75%;">75</div>	<div style="width: 75%;">75</div>	Mar-26	Still in progress
	Improvements of internal controls	working at improving and strenghtening internal controls within the Finance Dept	Marsha	workload	Improving Governance	<div style="width: 95%;">95</div>	<div style="width: 95%;">95</div>	Mar-26	Made changes in townsuite to better improve internal controls and presented to the Audit committee
	Software updates with Townsuite	Working with Townsuite to add in employee portal	Marsha	none noted	Improving Governance	<div style="width: 75%;">75</div>	<div style="width: 95%;">95</div>	Dec/Jan	Waiting on Townsuite to begin the process
	HR online folder	Reorganize/update online HR folder to make more user friendly for CAO and Director of Finance	Marsha	Workload/Budget	N/A	<div style="width: 60%;">60</div>	<div style="width: 60%;">60</div>	December 2025	Process has begun
	Tax Sale	Yearly Tax Sale	Bonnie	none noted	N/A	<div style="width: 30%;">30</div>	<div style="width: 75%;">75</div>	Feb-26	Tax Sale scheduled for Feb 11, 2026
	2026-2027 Budget	Yearly Operating, Capital Reserve and Operating Reserve Budgets	Marsha	none noted	Plan/deliver modernized service	<div style="width: 10%;">10</div>		May-26	Budget spreadsheets have been forwarded to department heads
	Year End	Year end March 31st	Marsha	none noted	N/A	<div style="width: 30%;">30</div>		May-26	Work has begun
	2025-2026 Audit	Yearly audit	Marsha	none noted	N/A	<div style="width: 10%;">10</div>		Sep-26	Preliminary audit planning/prep has begun

RECREATION	PROJECT/ACTIVITY	BRIEF DESCRIPTION	LEAD STAFF	FUTURE WORK BARRIERS	STRATEGIC GOAL	STATUS UPDATE - NOVEMBER 2025	STATUS UPDATE - JANUARY 2026	EXPECTED COMPLETION DATE	COMMENTS ABOUT PROGRESS
	Connect2 Funding application	Hire a consultant firm to create a functional design	Natalie	RFP development	Providing a healthy/inclusive environment	95	95	March 2025	First community engagement held Jan 7/25. No report seen. Meeting with EXP on April 17. Final Report received but we will be asking for changes / modifications. No changes in October. No change since last report. Public engagement session schedule for Feb 25 from 6 to 7pm in Council
	Multi-use pathway Plymouth	Hire a consultant firm to create a functional design	Natalie	none noted	Plan/deliver modernized service	85	90	March 2025	Public engagement session 1 of 3 is complete. Change in Project lead for RV Anderson. Waiting for more public consultations. Next public consultation will take place June 26 at 6pm at the Plymouth School. Reached out to RV Anderson several times. They are telling us the next public engagement will be in 3 weeks as of October
	Physical Activity Strategic Plan	5 year Strategic Plan. Required for the MPAL position	Joel	Time	Plan/deliver modernized service	75	75	March 2027	A couple of focus group we done with students from Drumlin. Survey developed. Focus groups at PEB school completed in October. Rough draft reviewed by REc staff. Next step is to survey seniors and general public. Goals done. Seniors surveyed. Next step is a public survey. Public survey completed. Waiting for the report from the
	Glenwood Park Swimming area	Improve swimming area for safety	Joel	Funding	Providing a healthy/inclusive environment	20	30	01-Nov-26	Detailed design and environment permits are done. Joel met with DRN staff for removal of large rocks. Next step is a plan for removal. Expression
	Summer students	Funding/hiring /training for Office and Day camp staff	Natalie/Joel	Lack of applicants	Supporting Economic Growth	20	60	01-Apr-26	Application to Canada Summer Jobs funding sent Nov 19/25. Young Canada works grant applications was submitted Dec 22/25
	Recreation succession planning	Natalie retiring March 27/26	Natalie/Alain	none noted	N/A		60	01-Mar-26	Natalie is mentoring Joel

OFFICE OF THE CAO	PROJECT/ACTIVITY	BRIEF DESCRIPTION	LEAD STAFF	FUTURE WORK BARRIERS	STRATEGIC GOAL	STATUS UPDATE - NOVEMBER 2025	STATUS UPDATE - JANUARY 2026	EXPECTED COMPLETION DATE	COMMENTS ABOUT PROGRESS
	EPC - Mariners Center	Participation in MC expansion action committee	Alain	none noted	Improving Governance	<div style="width: 80%;">80</div>	<div style="width: 95%;">95</div>	March 2026	Multiple meetings, long term commitment, expected tender to be end of October 2024.
	Recreation succession planning	Work alongside Department to determine proper succession and course of action	Alain	Reliant on department meetings	Improving Governance	<div style="width: 95%;">95</div>	<div style="width: 95%;">95</div>	September 2025	Joel d'entremont hired as new Physical Activity coordinator
	Mariners Center finance transition	direct assistance to MC in transition of new finance manager	Alain	Assisted by third party bookkeeper, town	Plan/deliver modernized service	<div style="width: 50%;">50</div>	<div style="width: 75%;">75</div>	12-Nov-25	Interim assistance as acting director to establish internal control and replace director
	Regional governance streamlining	Work with TOY and MODY CAOs and province to recommend major changes to the service delivery and governance of our intermunicipal corporation	Alain	Funding, funding assistance, negotiations	Improving Governance	<div style="width: 50%;">50</div>	<div style="width: 90%;">90</div>	February 28,2026	Council presentation on the early work related to modernizing governance and operations regionally\
	Sidewalk/Pathways - Plymouth and Tusket	With their near completion, CAO to discuss details and options for future funding or design alteration	Alain	Time availability from staff and consultants	Plan/deliver modernized service	<div style="width: 60%;">60</div>	<div style="width: 75%;">75</div>	October 2025	Initial meetings with Exp and province of NS on Tusket plan, Plymouth plan not yet drafted
	Capital Reserve Policy	Develop policy on how Council allocates to future capital projects, new wind turbine revenues	Alain	Expected work in Fall 2024	Improving Governance	<div style="width: 0%;">0</div>	<div style="width: 0%;">0</div>	June 2026	Work to begin in July 2025
	Oyster Aquaculture-applications -ADA	Establish effective communication with residents, province	Alain	Council decisions required	Supporting Economic Growth	<div style="width: 90%;">90</div>	<div style="width: 90%;">90</div>	June 2024	Outstanding Ombudsman complaint on public engagement, completed interviews. There remains work on the 47 unissued sites
	Negotiations - Waste park and circular materials	Establish 3 year contract with Circular materials for EPR support - waste park operations	Alain	All 3 CAO's are required	Plan/deliver modernized service	<div style="width: 95%;">95</div>	<div style="width: 100%;">100</div>	November 2025	Victoria Brooks leading contract negotiations, CAO support
	Pension plan review	Adjust pension plan for staff, old pension requiring revamping	Alain	third party review, timing dependent on their execution	Plan/deliver modernized service	<div style="width: 95%;">95</div>	<div style="width: 100%;">100</div>	September 2024	Eckler completed their review on Sept 18th, staff to review, presentation to council in the near future
	NS Guard - New Provincial EMO department	Asked to join a strike force for the province to set the required work to create	Alain	Ad hoc committee work	Keeping Residents and Businesses safe	<div style="width: 90%;">90</div>	<div style="width: 0%;">0</div>	January 2026	last meeting held Sept 18
Tangible capital assets		Assist Operations in entering initial data for asset management software	Alain	software limitations	Plan/deliver modernized service	<div style="width: 20%;">20</div>	<div style="width: 85%;">85</div>	November 2025	Requires focused time to complete
Joint Council Meeting		Regional presentation on governance and operational improvements on regional assets	Alain	Funding from province, availability of staff	Plan/deliver modernized service	<div style="width: 50%;">50</div>	<div style="width: 100%;">100</div>	November 2025	Council regional meeting November 19, 2025

	Fire Services improvements	Commence improvements to training, equipment, safety	Rene/Alain	Dependent on funding and fire departments	Keeping Residents and Businesses safe	<div style="width: 85%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 100%; background-color: #f0a0a0; height: 20px;"></div>	November 2025	Fire coordinator application closed, interviews in the coming weeks. This item shall be considered completed by CAO once that position is filled
	Local Doctor Recruitment	Local physician requests for office	Alain	early stages of conversation with potential new service	Keeping Residents and Businesses safe	<div style="width: 40%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 70%; background-color: #f0a0a0; height: 20px;"></div>	June 2026	recent decision by council to get CAO to commence negotiations
	Council orientation and training	ongoing orientation and training plans for councillors	Chantalle	coordinate internal and external training	Improving Governance	<div style="width: 50%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 50%; background-color: #f0a0a0; height: 20px;"></div>	Assigned	ASSIGNED TO CHANTALLE NEWELL
	Dog control SPCA changes	SPCA renegotiating shelter services with MODA	Alain/Rene	dependent on third party negotiation	Keeping Residents and Businesses safe	<div style="width: 90%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 100%; background-color: #f0a0a0; height: 20px;"></div>	June 2025	Negotiations completed, awaiting contract details, ongoing transition issues
	Housing opportunities	Engaging Eilidh in fact finding exercise on housing options for Argyle	Alain/Rene/Eilidh/Kyle	Funding	Plan/deliver modernized service	<div style="width: 75%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 75%; background-color: #f0a0a0; height: 20px;"></div>	December 2025	Initial meetings with developers planned, provincial housing in discussion, special incamera meeting October 2
	Extended Producer Responsibility transition	Determine transition of recycling materials for Argyle	Alain/kyle	Agreement from Circular materials	Plan/deliver modernized service	<div style="width: 95%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 100%; background-color: #f0a0a0; height: 20px;"></div>	October 2025	Final negotiations with Circular Materials for transition of recycling materials
	Dog control - bylaw review	Review bylaw for potential amendments	Alain	access to other bylaws in the province	Keeping Residents and Businesses safe	<div style="width: 5%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 10%; background-color: #f0a0a0; height: 20px;"></div>	April 2026	comparative review to occur in Feb 26
	Mariners Center Acting Director of Finance	Acting in position until the position can be filled	Alain	timing and quality of resumes	Plan/deliver modernized service	<div style="width: 30%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 75%; background-color: #f0a0a0; height: 20px;"></div>	March 31, 2026	Should transition in the coming month, assist with training new person
	Records keeping management and modernization	To develop an electronic and paper recording and retention procedure for Argyle	Kyle/Chantalle	Cost - third party required	Plan/deliver modernized service	<div style="width: 5%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 10%; background-color: #f0a0a0; height: 20px;"></div>	December, 2026	Early stages of planning
	Communications strategy and improvements	To establish improved, consistent and positive communication on the municipal operations	Chantalle	Time, other priorities	Plan/deliver modernized service	<div style="width: 5%; background-color: #f0a0a0; height: 20px;"></div>	<div style="width: 10%; background-color: #f0a0a0; height: 20px;"></div>	June, 2026	Early stages of planning