

August 19, 2026

Attention: Mayors and CAOs/CEO of Valley REN Partner Municipalities and Glooscap First Nation

Re: Valley REN Governance Model Review and Next Steps

Dear Mayors, CEO Peters, and CAOs,

Following the Special Liaison and Oversight Committee (LOC) meeting held on July 27, 2026, I am writing on behalf of the Board of Directors of the Valley Regional Enterprise Network (Valley REN) to provide an update on the Board's recommended governance model and outline next steps toward a renewed regional economic development framework.

We appreciate the engagement and feedback provided by LOC members during the meeting. Discussions demonstrated broad support for a public-private governance structure, informed largely by the success of the Halifax Partnership model, while emphasizing the importance of regional representation, accountability, affordability, measurable outcomes, and responsiveness to local priorities. Members agreed that the proposed direction should now be considered by participating councils and partners.

As outlined in the motion approved by the LOC, Valley REN has been directed to provide participating partners with a proposed governance model, including funding contribution scenarios under a sale-of-service structure beginning April 1, 2027, no later than December 1, 2026.

To support informed decision-making, Valley REN's CEO is currently coordinating presentations and discussions with councils and partners throughout September and October. These sessions will provide information on:

- The proposed governance structure under a public-private partnership;
- The sale-of-service funding model and municipal contributions;
- Transition planning and implementation timelines, and implications;
- Service delivery expectations and performance measurement;
- The long-term vision for regional economic development.

Our goal is to ensure councils have the information needed to assess the proposed framework and indicate their level of support prior to the December 1, 2026 milestone. Early feedback will assist the Board and participating partners in refining the governance structure, confirming implementation requirements, and preparing for a potential launch on April 1, 2027.

We believe our recommended model offers a proven structure that will strengthen regional economic development by enhancing business engagement, organizational agility, accountability, and funding diversification while maintaining meaningful municipal leadership and oversight. Of course, the success of any future regional model will depend on broad participation across the greater Valley region.

As discussed at the LOC meeting, the Municipality of the County of Kings and West Hants Regional Municipality play particularly vital roles given their significant share of the region's population, business activity, and service utilization. Their participation, alongside that of all partner municipalities and Glooscap First Nation, is essential in evaluating the viability and effectiveness of a renewed regional framework. Accordingly, presentations to these municipalities will be scheduled to take place first as part of the engagement process.

We respectfully ask councils to consider the proposed direction during upcoming discussions and provide an indication of their intent to support further development of the model. This indication is not intended to confirm every operational detail, but rather to signal a willingness to continue advancing the governance, financial, and transition planning required to establish the new framework.

The Board and our senior leadership team believe this is an important opportunity to build a stronger and more sustainable regional economic development organization that will reinforce long-term support for business growth, investment readiness and attraction, workforce development, and regional competitiveness. We look forward to meeting with councils and working collaboratively toward a shared path forward.

Should you have any questions in advance of these discussions, please do not hesitate to contact us.

Sincerely,



James Clouthier
Chair, Board of Directors
Valley REN



Lisa Villeneuve
Vice-Chair, Board of Directors
Valley REN

CC: Valley REN Board of Directors