

AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. APPROVAL OF THE MINUTES

3.1. Committee of the Whole Meeting – November 3, 2025

4. PRESENTATIONS

5.1 Community Based Policing – Dane Berringer

5. ANYTHING BY CITIZENS

Procedure: A thirty-minute period will be provided for members of the public to address Council regarding questions, concerns and/or ideas. Each person will have a maximum of two minutes to address Council with a second two-minute period provided there is time remaining within the thirty-minute “Anything by Citizens” period.

6. NEW BUSINESS

6.1. RFD 065-2025 Water Arrears Collection Policy – CAO

6.2. RFD 066-2025 Anti-Harassment Policy – CAO

7. INFORMATION/DISCUSSION ITEMS

7.1. Dangerous and Unsightly Premises Report – County of Annapolis

7.2. Community Concerns/Complaints as of October 2025 – CAO

7.3. Town General and Water Utility Financial Report as of end October 2025 – CAO

7.4. Council and CAO Quarterly Report for Q2 – CAO

8. CORRESPONDENCE

8.1. November 19, 2025, Letter re: Kings County Hazmat - Suspension of Service

8.2. November 24, 2025, Letter from Minister John A. MacDonald re: Budget discussions

9. ANYTHING BY MEMBERS

10. ADJOURNMENT

COMMITTEE OF THE WHOLE
Monday, November 3rd, 2025, at 7:00 pm

A regular monthly meeting of the Committee of the Whole of Middleton Town Council was held in person, via ZOOM and on Facebook Live on Monday, November 3, 2025.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors John Bartlett, Dan Smith, and Jonathan Archibald; Director of Public Works, Adam Verran; Chief Administrative Officer, Ashley Crocker, and Recording Secretary, Sara Marceau.

Regrets: Councillors Bernadette Knapp and Sandra Fournier

Also in attendance: Sabrina Pennell, Chris England, Cliff Drysdale and 1 citizen

1. CALL TO ORDER

Mayor Smith called the meeting to order at 7:01pm.

2. APPROVAL OF THE AGENDA

251103.01: It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. APPROVAL OF THE MINUTES

Approval of the Previous Meeting Minutes

3.1 Committee of the Whole Meeting – October 6, 2025

No errors or omissions were noted, and the minutes were considered approved.

4. PRESENTATIONS

- Cliff Drysdale gave a presentation on an idea for a bike trail development at Lily Lake/Slocum Brook Watershed.

There was some discussion around the trail development, and Council members asked a few questions:

- Councillor Smith asked how the trail could be made safer and how ATVs and dirt bikes could be kept off the trails.
- Councillor Archibald inquired who would be responsible for maintaining the trail — the Town Recreation Department or the County of Annapolis — and asked about the anticipated costs and who would be responsible for covering them.

COMMITTEE OF THE WHOLE

Monday, November 3rd, 2025, at 7:00 pm

- Councillor Archibald asked DPW Verran if he foresaw any negative impacts on Lily Lake as a reserve water supply.

5. ANYTHING BY CITIZENS

- Sabrina Pennell asked if there was any update regarding the Valley REN from the last meeting.
 - CAO Crocker stated that she would contact the CEO of Valley REN to determine whether the statistics could be shared.
- Cliff Drysdale asked if a decision had been made or what the next steps would be following his presentation.
 - Councillor Smith stated that Council would need to hold further discussions before making any decisions about a new trail.
- Sabrina Pennell asked if a concern arises, at what point would the decision be made to discontinue working with Valley Regional Enterprise Network (REN)?
 - Deputy Mayor Marshall stated that if Council were to leave the REN, an alternative arrangement would need to be in place. He added that other avenues had been explored but the grants were not approved.

6. NEW BUSINESS

6.1 RFD 047-2025 Archery Lease Agreement

CAO Crocker provided a brief overview of the Archery Lease Agreement.

Archery Club President Chris England provided some background on the Archery Club.

- Councillor Smith asked how the club feels about a five-year lease.
 - Chris England responded that he was fine with a five-year lease term.

251103.02 It was moved and seconded that Council approves the Mayor and CAO executing the new agreement with the Annapolis East Archery Club. **Motion carried.**

6.2 RFD 061-2025 School Street Waterline Project – Change Order 001

DPW Verran provided a brief overview of the School Street Waterline Project - Change Order 001.

- Deputy Mayor Marshall inquired whether the fire department would be able to connect to a new hydrant.
 - DPW Verran responded that yes, they would be able to.
- Councillor Archibald asked if this would be the final change order.
 - DPW Verran confirmed that it would, as everything has been consolidated into a single change order.

COMMITTEE OF THE WHOLE

Monday, November 3rd, 2025, at 7:00 pm

251103.03 It was moved and seconded that Town Council authorize and approve Change Order #1 for the School Street Water Main Upgrade project as presented, totaling \$41,171 + HST. **Motion carried.**

6.3 RFD 062-2025 Joint Police Advisory Board

CAO Crocker provided a brief overview of the Joint Police Advisory Board RFD.

- Deputy Mayor Marshall stated that CAO Crocker had met with the Mayor and the Department of Justice and asked if she could provide an update to Council.
 - CAO Crocker responded that she had sent an email to Council summarizing the phone call with the DOJ.
- Councillor Smith asked about waiting periods for the first meeting and whether the County could intervene.
 - CAO Crocker responded that she was not aware of any waiting periods or the County having the ability to stop the dissolution and noted that the new board would need to meet required standards.
- Deputy Mayor Marshall stated that previous attempts had shown differing expectations and suggested returning to familiar approaches.
- Councillor Archibald suggested starting the search for additional positions early.

251103.04 It was moved and seconded that Council request the Minister of Justice approve the dissolution of the Joint Police Advisory Board currently shared with the Municipality of the County of Annapolis, and to authorize the establishment of an independent Town of Middleton Police Advisory Board in accordance with the *Police Act*. **Motion carried.**

6.4 RFD 063-2025 Appointment List Update

CAO Crocker provided a brief overview of the Appointment List Update.

There was discussion about amending the appointment list at the December meeting.

251103.05 It was moved and seconded that Council remove Danny Wright as the Town's Building Inspector. **Motion carried.**

251103.06 It was moved and seconded that Council remove Dana Olmstead as the Town's Building Inspector. **Motion carried.**

251103.07 It was moved and seconded that Council approve the Appointment List, as presented. **Motion carried.**

7. INFORMATION/DISCUSSION ITEMS

7.1 Community Concerns/Complaints as of October 2025

CAO Crocker stated that the Community Concerns/Complaints as of October 2025 has been circulated to all members.

7.2 Town General and Water Utility Financial Report as end of September 2025.

CAO Crocker stated that the Town General and Water Utility Financial Report has been circulated to all members.

- Councillor Smith asked when grants approved by the province are recorded.
 - CAO Crocker responded that it depends; grants are generally recorded when received, though sometimes expenditures must be made before the funds are received.

8. CORRESPONDENCE

8.1 October 23, 2025, Letter from John A. MacDonald re: New Minister of Municipal Affairs.

CAO Crocker noted that the letter from Minister MacDonald has been circulated to all members.

9. ANYTHING BY MEMBERS

- Deputy Mayor Marshall noted that Middleton Regional High School hosted the seniors' volleyball tournament this past weekend.
- Councillor Archibald attended a Neighbourhood Watch meeting where a representative from Chrysalis House gave a presentation. The organization offers various levels of support and plans to provide training on identifying individuals who may be experiencing physical abuse.

10. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:23pm.

MAYOR

RECORDING SECRETARY



COMMUNITY POLICING

A Model for Middleton

Reginald Dane Berringer BA, MEd, CD

Understanding Community Policing

What it is not:

Community Policing is not a service solely delivered by any police department. It is not a canned program that a police force can accomplish alone.

The common misunderstanding of citizens about Community Policing is that it is solely *“a service that is provided by their police force”* this idea leads to a dysfunctional method of Community Policing.

The services that police forces provide to make Community Policing work in a community are essential, BUT that is only part of what a functional effective Community Policing system in a community has to be.

What it is:

Community Policing is a process that requires several active groups all working together for the common goals of the community. Community Policing is a team based process in which the police form an essential role in promoting public and police mutual participation, partnerships and problem solving meetings to work towards a safe and secure community.

Participation of the Community and Police Together

Community Policing is based on team work and participation which requires that individuals, organizations and agencies take an active part in the Community Policing process. The key to promoting participation is to educate the general public, business owners, politicians, professionals and your police officers what Community Policing should be in your town. Public education about how Community Policing works is the key to engaging citizens to participate as part of the process of making their community a safe and secure place to live.

Community Policing education should include:

- Youth in the schools (RCMP School resource officers and Adam Burns)
- Citizens by using public presentations and educational media campaigns (RCMP and PAB)
- Public service groups and churches.
- Seniors (Sharon Elliott, NSCC CORAH My Community Policing presentations scheduled for 2026)
- Educational presentations for specific groups with specific problems, for example:
 - Middleton Business Owners (as a group)
 - Churches and shelters dealing with homelessness.

The main message to be communicated is that for Community Policing to work, it takes the participation of the community, the police, public service clubs and other agencies all working together.

Partnership Building

The strengthening of partnerships between organizations that can support Middleton's Community Policing system has to be consistently engaged and supported. Some examples are:

- The Middleton Neighbourhood Watch program, as an essential Community Policing support program, has to be supported so that it can actively expand to all neighbourhoods in Middleton.
- The Crime Stoppers organization in Middleton needs to be actively promoted since confidential anonymous information is crucially important in solving crimes.
- Community Policing presentations to public service groups such as: Lions Club, Legion, Rotary, Masons, Scouts, Knights of Columbus etc.

Research should be done to consider using other support programs such as:

- Citizens on Patrol which is now an RCMP supported program with head quarters in Halifax.
- The Nova Scotia Guard

Problem Solving

The Community Policing problem solving model that all RCMP recruits are trained to use is the CAPRA model. A proper functioning Community Policing system involving RCMP officers should utilize the CAPRA model with the general public and special interest groups (business owners for example) to help resolve crime and safety issues in the community.

Exert from RCMP Recruit Training Summary Web Page

The Operational Framework: CAPRA

The CAPRA Model is an operational application of the RCMP's vision and mission. It combines the RCMP's commitment to communities and clients, problem solving in partnership and continuous learning. The CAPRA Model helped to define the competencies necessary for effective Community Policing.

The acronym CAPRA stands for:

C = Clients

A = Acquiring and analysing information

P = Partnership

R = Response

A = Assessment for continuous improvement

Program Design

The design of the curriculum and the methodologies for delivery are based on the competency requirements identified for quality Community Policing.

Client-centred

The primary beneficiary of policing is always the community and the taxpayer through service, protection, enforcement and prevention. A client-driven approach recognizes that individuals or communities seeking help, victims of crime, witnesses and suspects as clients all deserve a level of service that is professional, ethical, lawful, sensitive and respectful and consistent with the public interest. A client-centred approach emphasizes the importance of organizing policing around the needs of the community and individual clients rather than around policing disciplines or functions.

CAPRA is taught to all RCMP recruits as a universal method of Community Policing that can be used on individual events as well as wider community concerns. Using the CAPRA model, RCMP detachments should have regular community meetings with **C**lients to **A**cquire and **A**nalyze information regarding Community Policing issues so that the development of solutions using **P**artnerships and effective **R**esponses can be discussed for implementation supported by the community. The results of the responses are **A**ssessed and discussed in regular meetings so that continuous improvement can be a goal of the process. For example an open public meeting was recently held by Meteghan RCMP to gather information and discuss solutions with residents.

 19 NOV  6:00 pm

Town Hall meeting with the Meteghan RCMP

Public Meetings

 Post

The Meteghan RCMP will hold a Town Hall meeting on Wednesday, November 19th at 6:00 p.m. at the Clare Veterans Centre, in Saulnierville.

This important meeting will focus on public safety priorities and the efforts being taken to address them. Residents are encouraged to attend and provide feedback.

Role of Police Advisory Board

The provincial government created Police Advisory Boards as an element of Community Policing specifically for municipalities policed by RCMP. It is essential that all members of a PAB attend the provincial PAB member training (even if on line) and the Chairperson attend the NS government Police Governance Training for PAB's. It is essential that all members of a PAB read and understand the NS Police Act sections 57 to 68 to understand the essential role they play in ensuring Middleton has the Community Policing system that the town residents need. Police Advisory Boards were designed to actively promote Community Policing as seen in the NS Police Act

“Section 68 Function of Advisory Board” excerpts:

- (a) determine, in consultation with the chief officer or the chief officer's designate, priorities, objectives and goals respecting police services in the community;
- (b) ensure the chief officer establishes programs and strategies to implement the priorities, objectives and goals respecting police services;
- (c) ensure that community needs and values are reflected in policing priorities, objectives, goals, programs and strategies;
- (d) ensure that police services are delivered in a manner consistent with community values, needs and expectations;
- (e) act as a conduit between the community and the police department;
- (f) recommend policies, administrative and organizational direction for the effective management of the police department; and

Section 66 of the NS Police Act allows a PAB chair or their designate to provide advice in writing at any time to the detachment commander about concerns of the community and advice to help the Community Policing process move forward.

Advisory board may give advice or direction to chief officer

66 On behalf of the advisory board, the board chair or the chair's delegate may, in accordance with an agreement made pursuant to clause 36(1)(b), give advice in writing to the chief officer, but not to other members of the police department and, for greater certainty, no other member of the board shall give advice or direction to a member of the police department. 2004, c. 31, s. 66.

Summary

To facilitate and improve Community Policing in Middleton will require the joint efforts of the Town Council, the Police Advisory Board and the RCMP working together to formulate a plan to educate the citizens of Middleton about what Community Policing is. The building of partnerships in the community with public service groups, special interest groups, neighborhood watch, churches etc., all should be utilized in helping the education process of the public along with a media campaign to encourage involvement in the process. Funding may be available through the Nova Scotia Government "Crime Prevention Community Grant Program and the Senior Safety Grant program.

As a former Training and Recruiting Officer for a major city police department with a Team / Zone Community Policing System and subsequently an instructor of Community Policing at the Atlantic Police Academy PEI, I am available to assist the town in moving forward in further developing and measuring their Community Policing environment.

REQUEST FOR DECISION
Water Arrears Collection Policy
RFD#: 065-2025



To: Town Council
From: Kevin Matheson, Contract Accountant
Date: December 15, 2025
Subject: Water Arrears Collection Policy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Middleton Water Utility Schedule of Rules and Regulations
- Draft Updated Water Arrears Collection Policy
- Current Water Arrears Collection Policy
- Redlined version of current Water Arrears Collection Policy showing updates

Legislation

- N/A

Recommendation

That Council approve amendments to the Town’s Water Arrears Collection Policy.

Background

The Policy in place was not consistent with the Utility’s Rules and Regulations as to the amount to be charged for reconnection, in the event of suspension of service for non-payment. This is addressed by referring to the Rules and Regulations as opposed to stating the amount in the Policy.

Staff also took the opportunity to review other provisions for updates based on best practices. There is a requirement to contact the customer via telephone. This is not always practical where the customer may be away at work. Staff may not have access to the current telephone number. Other municipal units are experiencing better results by leaving a notice on the premises, often in the form of a card that hangs from a doorknob.

Language has also been amended to reflect that not all invoices are sent via regular mail.

REQUEST FOR DECISION
Water Arrears Collection Policy
RFD#: 065-2025



Financial Implications

It appears that there hasn't been a regular practice of following through with shut-offs for non-payment. Those municipal units that strictly enforce these provisions rarely have to write off account balances.

By implementing a quarterly reporting requirement to Council, staff will be accountable for ensuring the procedures are followed.

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
X	Economy	Current rate is out of step with market rates
	Community	
	Governance	
	Council Strategic Initiative	

Alternatives

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: December 15, 2025

WATER ARREARS COLLECTION POLICY	
Effective Date December 3, 1990	Approved by Council Motion #
Revision Date August 8, 2006; August 6, 2022, December 15, 2025	

RATIONALE

The following policy establishes the procedure for collection on Water Utility accounts. The procedure is designed to counteract the increasing frequency of Water Utility accounts in arrears.

POLICY STATEMENT

1. As stated in the water regulations, “The Utility shall have the right to suspend service to customers whose bill remains unpaid for more than forty (40) calendar days after the date rendered. The customer shall pay the amount prescribed in the Schedule of Rates and Regulations for reconnection after each suspension. Such reconnection shall not be made until all arrears are paid.”

2. The following timeline shall be observed for the collection of water bills:

	Time from Date of invoice
i) Original bill – due and payable thirty (30) days from invoice date.	30 days
ii) Reminder Notice delivered in the same manner as the original bill giving thirty (30) days to pay before shut-off for non-payment.	35 days
iii) Phone customer and or leave notice on premises on 33 rd day. (See exception, #4).	
iv) Order to Director of Works to shut off within 2-3 business days (No further contact to collect) (Shut off not to be on Friday)	63 <u>days</u> 70 days

Arrears and disconnect charge must be paid to the Town Office, not a works employee, before re-connection is made.

3. The Town determines that for delinquent water accounts where reminder noticed have been issued for six (6) out of the prior eight (8) quarters to are deemed to be chronic delinquent accounts. The sixth notice shall clearly indicate that no further contact will be made and that the account, if it remains unpaid at the end of that period, shall be subject to shutoff without further contact.

4. Staff shall provide a summary report to Council before the next quarterly water billing showing the number of overdue accounts outstanding, and whether any of those account holders are still connected to the service.

REFERENCES

- Middleton Water Utility – Schedule of Rates for Water and Water Services
- 2. Middleton Water Utility – Schedule of Rules and Regulations Governing the Supply of Water and Water Services

PREVIOUS POLICY

The previous policy 1.10 “Water Arrears Collection Policy”, amended August 8, 2006, is hereby amended.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the 15th day of December 2025.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	December 1, 2025
Date of Approval	December 15, 2025

WATER ARREARS COLLECTION POLICY	
Effective Date December 3, 1990	Approved by Council Motion #
Revision Date August 8, 2006; August 6, 2022, <u>December 15, 2025</u>	

RATIONALE

The following policy establishes the procedure for collection on Water Utility accounts. The procedure is designed to counteract the increasing frequency of Water Utility accounts in arrears.

POLICY STATEMENT

1. As stated in the water regulations, “The Utility shall have the right to suspend service to customers whose bill remains unpaid for more than forty (40) calendar days after the date rendered. The customer shall pay the sum of \$25.00 for reconnection after amount prescribed in the Schedule of Rates and Regulations for reconnection after each suspension. Such reconnection shall not be made until all arrears are paid.” ~~(Water Regulations, #7)~~

2. The following timeline shall be observed for the collection of water bills:

	Time from Date of invoice
i) Original bill – due and payable thirty (30) days from invoice date.	30 days
ii) Reminder Notice <u>delivered in the same manner as the original bill</u> giving thirty (30) days to pay before shut-off for non-payment.	30 — <u>35</u>
iii) Phone customer <u>and or leave notice on premises on</u> on 29th <u>33rd</u> day. (See exception, #4).	
iv) Order to Director of Works to shut off <u>within 2-3 business days-</u> (No further contact to collect) (Shut off not to be on Friday)	763 days 67 — <u>70</u>
days	

~~3.~~ Arrears and disconnect charge must be paid to the Town Office, not a works employee, before re-connection is made. ~~Requests for re-connection after hours shall be charged \$50.00 to pay call out and equipment cost, and payment must be made prior to reconnection.~~

3.

4. The Town determines that for delinquent water accounts where ~~staff have called reminder noticed have been issued~~ for six (6) out of the prior eight (8) quarters to ~~remind a customer to pay their account, after written notices have been served,~~ are deemed to be chronic delinquent accounts. The sixth notice shall clearly indicate that no further contact will be made and that the account, if it remains unpaid at the end of that period, shall be subject to shutoff without further contact.

4.5. Staff shall provide a summary report to Council before the next quarterly water billing showing the number of overdue accounts outstanding, and whether any of those account holders are still connected to the service.

REFERENCES

~~1. The Town of Middleton – Water Regulations (#7)~~ Middleton Water Utility – Schedule of Rates for Water and Water Services

2. Middleton Water Utility – Schedule of Rules and Regulations Governing the Supply of Water and Water Services

PREVIOUS POLICY

The previous policy ~~1.10/35~~ “Water Arrears Collection Policy”, amended August ~~86~~, 200~~26~~, is hereby amended.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the 15th day of December 2025.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	<u>December 1, 2025</u>
Date of Approval	<u>December 15, 2025</u>

TOWN OF MIDDLETON CODE A - GENERAL ADMINISTRATION	
Subject: Water Arrears Collection Policy	Number: 1.10
Coverage: Staff & Public	Approved by: Council & CAO
Effective Date: Dec 03, 1990	Revision Date: Aug 06, 2002; August 8, 2006

Rationale

The following policy establishes the procedure for collection on Water Utility accounts. The procedure is designed to counteract the increasing frequency of Water Utility accounts in arrears.

Policy Statement

- 1) As stated in the water regulations, "The Utility shall have the right to suspend service to customers whose bills remain unpaid for more than 40 days after the date rendered. The customer shall pay the sum of \$25.00 for reconnection after each suspension. Such reconnection shall not be made until all arrears are paid."(Water Regulations, # 7)

- 2) The following timeline shall be observed for the collection of water bills:

	Time from Date of invoice
i) Original bill – due and payable thirty (30) days from invoice date.	30 days
ii) Reminder Notice giving thirty (30) days to pay before shut-off for non-payment.	30 days
iii) Phone customer on 29 th day. (See exception, # 4).	
iv) Order to Director of Works to shut off. (No further contact to collect) (Shut off not to be on Friday).	<u>7 days</u> 67 days

- 3) Arrears and disconnect charge must be paid to the Town Office, not a works employee, before re-connection is made. Requests for re-connection after hours shall be charged \$50.00 to pay call out and equipment cost, and payment must be made prior to reconnection.

- 4) The Town determines that for delinquent water accounts where staff have called for six (6) out of the prior eight (8) quarters to remind a customer to pay their account, after written notices have been served, are deemed to be chronic delinquent accounts. The sixth notice shall clearly indicate that no further contact will be made and that the account, if it remains unpaid at the end of that period, shall be subject to shutoff without further contact.

References

- 1) Town of Middleton - Water Regulations (#7)

Previous Policy

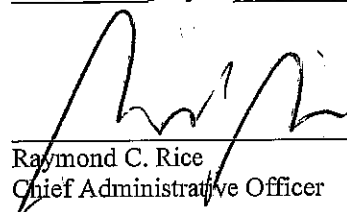
The previous policy 1/35 "Water Arrears Collection Policy", amended August 6, 2002, is hereby amended.

Certification

THIS IS TO CERTIFY that this policy was duly passed by a majority vote of the whole Council at a duly called Council meeting held on the 8th day of August, 2006.

GIVEN under the hand of the CAO and under the seal of the Town of Middleton this

5th day of March, 2007



Raymond C. Rice
Chief Administrative Officer

REQUEST FOR DECISION
Anti-Harassment Policy
RFD#: 066-2025



To: Town Council
From: Ashley Crocker, CAO
Date: December 15, 2025
Subject: Anti-Harassment Policy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft Updated Anti-Harassment Policy
- Redlined version of current Anti-Harassment Policy showing updates

Legislation

- *Occupational Health and Safety Act*, S.N.S. 1996, c. 7
- *Violence in the Workplace Regulations*, N.S. Reg. 209/2007 (as amended, effective September 1, 2025)
- *General Occupational Health and Safety Regulations*, N.S. Reg. 44/99 (as amended)
- *Human Rights Act*, R.S.N.S. 1989, c. 214

Recommendation

That Council approve the revised Anti-Harassment Policy as presented, and that the policy take effect immediately to meet provincial compliance requirements.

Background

In early 2025, the Province of Nova Scotia announced amendments to the *Occupational Health and Safety Act* and related regulations concerning workplace harassment, psychological safety, complaint procedures, and employer obligations. These changes came into effect on **September 1, 2025** and require all municipalities and employers to update their harassment-prevention policies, reporting mechanisms, documentation standards, and investigation procedures.

REQUEST FOR DECISION
Anti-Harassment Policy
RFD#: 066-2025



Town staff completed a review of the current Anti-Harassment Policy to determine compliance gaps. Several sections required revision, including:

- Expanded definitions of harassment, including psychological harassment and sexualized violence
- Employer obligations for prevention, training, and response
- Clear investigative procedures and timelines
- Confidentiality and record-keeping requirements
- Options for informal resolution and mediation
- Steps for dealing with substantiated and unsubstantiated complaints
- Protections against reprisal

The revised Anti-Harassment Policy:

- Aligns fully with the new provincial regulations effective September 1, 2025
- Includes updated definitions that reflect current legal standards
- Establishes standardized reporting paths for employees, supervisors, and third parties
- Outlines consistent investigation protocols, including timelines, roles, and required documentation
- Adds explicit confidentiality and privacy commitments
- Incorporates early-resolution and mediation options where appropriate
- Clarifies expectations for corrective action when complaints are substantiated
- Strengthens training requirements for all employees and managers
- Enhances protection against retaliation for anyone making a good-faith complaint

The updated policy is currently being reviewed by legal counsel, and staff will have an update at either the December 1st COTW meeting or the December 15th Council meeting. Adoption by Council is required to ensure the Town meets its obligations under the new legislation.

Financial Implications

Minimal financial impact.

Staff training will be incorporated into existing training schedules and budgets.

REQUEST FOR DECISION
Anti-Harassment Policy
RFD#: 066-2025



Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
	Community	
X	Governance	
	Council Strategic Initiative	

Alternatives

Option 1 – Approve the updated Anti-Harassment Policy (Recommended)

This ensures the Town is compliant with provincial legislation by the required deadline and provides employees with an up-to-date, modern, and consistent policy.

Option 2 – Refer the policy back to staff for further revisions

Council may request specific edits or clarifications.

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: December 15, 2025

ANTI-HARASSMENT POLICY

Effective Date	Approved by Council
December 2, 1991	Motion # 240220.06
Revision Date: October 2, 2006; February 5, 2007; July 18, 2016; February 20, 2024; December 15, 2025	

1 POLICY STATEMENT

- 1.1 Town of Middleton is committed to fostering a harassment-free workplace where all employees are treated with respect and dignity. The Nova Scotia Human Rights Act protects employees from harassment based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or pardoned conviction. The Nova Scotia Occupational Health and Safety Act and Harassment in the Workplace Regulations also provide protection against harassment that may not be based on protected characteristics.
- 1.2 Harassment in the Town of Middleton is not tolerated. Employees who are found to have harassed another individual may be subject to disciplinary action. This includes any employee who: interferes with the resolution of a harassment complaint; engages in reprisal against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.

2 APPLICATION

- 2.1 This policy applies to all current Council Members and employees of Town of Middleton, including full and part-time, casual, contract, permanent and temporary employees. This policy also applies to job applicants. This policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and on business trips.

3 DEFINITIONS

- 3.1 Harassment is:
- demeaning or embarrassing someone;
 - offending or humiliating someone physically or verbally;
 - threatening or intimidating someone; or
 - making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or pardoned conviction.

3.2 Harassment also includes a single significant incident or a course of repeated conduct, comment, or action that a reasonable person would know is unwelcome and that humiliates, degrades, intimidates, or threatens.

3.3 Examples of harassment include, but are not limited to:

- Sexual harassment
- Bullying or psychological harassment
- Displaying offensive or threatening material
- Online, digital, or electronic harassment
- Unwelcome touching or invasion of personal space

3.4 The following is not harassment:

- Reasonable management actions, including performance management, supervision, work direction, and disciplinary action taken appropriately.

For details on how to recognize, report and deal with sexual harassment please refer to the Sexual Harassment Policy, # D 3.4.

4 RESPONSIBILITIES

4.1 Town of Middleton is responsible for:

- 4.1.1 providing all employees with a harassment-free workplace;
- 4.1.2 Taking every reasonable step to prevent harassment;
- 4.1.3 Ensuring all employees receive training on this policy and how to recognize, report, and prevent harassment;
- 4.1.4 Ensuring investigations are fair, timely, and impartial.

4.2 Management is responsible for:

- 4.2.1 ensuring that this policy is applied in a timely, consistent, and confidential manner;
- 4.2.2 determining whether allegations of harassment are substantiated; and
- 4.2.3 determining what corrective action is appropriate where a harassment complaint has been substantiated.
- 4.2.4 the administration of this policy;
- 4.2.5 reviewing this policy at least every three years, or as required; and
- 4.2.6 making necessary adjustments to ensure that this policy meets the needs of the organization.

4.3 Supervisors are responsible for:

- 4.3.1 fostering a harassment-free work environment and setting an example about appropriate workplace behaviour;
- 4.3.2 communicating the process for investigating and resolving harassment complaints made by employees;
- 4.3.3 dealing with harassment situations immediately upon becoming aware of them;
- 4.3.4 taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint, when appropriate;
- 4.3.5 offering an alternate reporting path if the complaint involves a supervisor; and
- 4.3.6 ensuring harassment situations are dealt with in a sensitive and confidential manner.

4.4 Employees are responsible for:

- 4.4.1 treating others with respect;
- 4.4.2 reporting harassment to their direct supervisor or an alternate designated person if the supervisor is involved or if the employee is uncomfortable reporting to them;
- 4.4.3 cooperating with harassment investigations and respecting the confidentiality related to the investigation process;

4.5 Employees can expect:

- 4.5.1 to be treated with respect;
- 4.5.2 that reported harassment will be dealt with promptly;
- 4.5.3 to have a fair process and confidentiality respected except where disclosure is necessary for investigation, corrective action, or required by law; and
- 4.5.4 to be protected against reprisal.

5 REPORTING PROCEDURE

5.1 Filing a Complaint

- 5.1.1 An employee may file a harassment complaint by contacting their direct supervisor or the designated harassment officer/CAO/Human Resources if appropriate or necessary.

- 5.1.2 Complaints may be written or verbal.
- 5.1.3 Complaints should be made as soon as possible but no later than within one year of the last incident, unless exceptional circumstances exist.
- 5.1.4 The Town will acknowledge receipt of the complaint IN WRITING.
- 5.1.5 Every effort will be made to resolve harassment complaints within 20 business days. If this is not possible, the parties will be advised.

6 INVESTIGATION

6.1 Investigation

- 6.1.1 If mediation is inappropriate or unsuccessful, an investigation will be conducted by a trained individual.
- 6.1.2 The town may engage an external investigator to ensure impartiality, particularly where a supervisor or senior staff member is involved.
- 6.1.3 The investigator will prepare a written report.
- 6.1.4 Both parties will receive a copy of the report to the extent permitted by privacy law.

7 CORRECTIVE ACTION AND REMEDIES

7.1 Substantiated Complaint

- 7.1.1 If harassment is substantiated, corrective action may include education, coaching, reprimand, suspension, transfer, demotion or termination.
- 7.1.2 Remedies for the complainant may include apology, restored benefits, or other appropriate measures.

8 CONFIDENTIALITY

- 8.1 All parties are expected to respect confidentiality.
- 8.2 The Town will keep information confidential except where disclosure is necessary to conduct the investigation, take corrective action, or is required by law. Access to information will be limited to those who need it to carry out their duties.

9 OTHER REDRESS

9.1 Employees may file complaints with:

9.1.1 Nova Scotia Human Rights Commission;

9.1.2 CUPE (if applicable);

9.1.3 The Nova Scotia Department of Labour, Skills & Immigration – Occupational Health & Safety Division;

9.1.4 Police, in the case of potential criminal activity.

10 REPEAL, REPLACE, OR AMEND

10.1 A policy known as Harassment, policy number D 3.4, having an effective date of December 2, 1991, is hereby amended.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the 15th day of December 2025.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	December 1, 2025
Date of Approval	December 15, 2025

ANTI-HARASSMENT POLICY

Effective Date	Approved by Council
December 2, 1991	Motion # 240220.06
Revision Date: October 2, 2006; February 5, 2007; July 18, 2016; February 20, 2024; <u>December 15, 2025</u>	

1 POLICY STATEMENT

1.1 Town of Middleton is committed to fostering a harassment-free workplace where all employees are treated with respect and dignity. The Nova Scotia Human Rights Act ~~and the Canada Labour Code~~ protects employees from harassment based on race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or pardoned conviction. The Nova Scotia Occupational Health and Safety Act and Harassment in the Workplace Regulations also provide protection against harassment that may not be based on protected characteristics.

1.2 Harassment in the Town of Middleton is not tolerated. Employees who are found to have harassed another individual may be subject to disciplinary action. This includes any employee who: interferes with the resolution of a harassment complaint; engages in reprisal/retaliates against an individual for filing a harassment complaint; or files an unfounded harassment complaint intended to cause harm.

2 APPLICATION

2.1 This policy applies to all current Council Members and employees of Town of Middleton, including full and part-time, casual, contract, permanent and temporary employees. This policy also applies to job applicants. This policy applies to all behaviour that is in some way connected to work, including during off-site meetings, training and on business trips.

3 DEFINITIONS

3.1 Harassment is:

- demeaning or embarrassing someone;
- offending or humiliating someone physically or verbally;
- threatening or intimidating someone; or
- making unwelcome jokes or comments about someone's race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability, or pardoned conviction.
- ~~anything that a reasonable person should have known would be unwelcome. It~~

~~includes actions, comments, or displays. It may be a single incident or continue over time.~~

3.2 Harassment also includes a single significant incident or a course of repeated conduct, comment, or action that a reasonable person would know is unwelcome and that humiliates, degrades, intimidates, or threatens.

3.3 Examples of harassment include, but are not limited to:

- Sexual harassment
- Bullying or psychological harassment
- Displaying offensive or threatening material
- Online, digital, or electronic harassment
- Unwelcome touching or invasion of personal space

3.4 The following is not harassment:

- Reasonable management actions, including performance management, supervision, work direction, and disciplinary action taken appropriately.

For details on how to recognize, report and deal with sexual harassment please refer to the Sexual Harassment Policy, # D 3.4.

4 RESPONSIBILITIES AND EXPECTATIONS

4.1 Town of Middleton is responsible for:

- 4.1.1 providing all employees with a harassment-free workplace;
- 4.1.2 Taking every reasonable step to prevent harassment;
- 4.1.3 Ensuring all employees receive training on this policy and how to recognize, report, and prevent harassment;
- 4.1.14.1.4 Ensuring investigations are fair, timely, and impartial.

4.2 Management is responsible for:

- 4.2.1 ensuring that this policy is applied in a timely, consistent, and confidential manner;
- 4.2.2 determining whether allegations of harassment are substantiated; and
- 4.2.3 determining what corrective action is appropriate where a harassment complaint has been substantiated.
- 4.2.4 the administration of this policy;
- 4.2.5 reviewing this policy at least every three years~~annually~~, or as required; and

- 4.2.6 making necessary adjustments to ensure that this policy meets the needs of the organization.

- 4.3 Supervisors are responsible for:
 - 4.3.1 fostering a harassment-free work environment and setting an example about appropriate workplace behaviour;
 - 4.3.2 communicating the process for investigating and resolving harassment complaints made by employees;
 - 4.3.3 dealing with harassment situations immediately upon becoming aware of them, ~~whether a harassment complaint has been made;~~
 - 4.3.4 taking appropriate action during a harassment investigation, including separating the parties to the harassment complaint, when appropriate; ~~and~~
 - 4.3.4.3.5 offering an alternate reporting path if the complaint involves a supervisor;
and
 - 4.3.5.3.6 ensuring harassment situations are dealt with in a sensitive and confidential manner.

- 4.4 Employees are responsible for:
 - 4.4.1 treating others with respect ~~in the workplace;~~
 - 4.4.2 reporting harassment to their direct supervisor or an alternate designated person if the supervisor is involved or if the employee is uncomfortable reporting to them;
 - 4.4.3 cooperating with ~~a~~ harassment investigations and respecting the confidentiality related to the investigation process;

- 4.5 Employees can expect:
 - 4.5.1 to be treated with respect ~~in the workplace;~~
 - 4.5.2 that reported harassment will be dealt with promptly ~~in a timely, confidential, and effective manner;~~
 - 4.5.3 to have ~~their rights to~~ a fair process and ~~to~~ confidentiality respected except where disclosure is necessary for investigation, corrective action, or required by law during a harassment investigation; and
 - 4.5.4 to be protected against reprisal ~~retaliation for reporting harassment or cooperating with a harassment investigation.~~

5 REPORTING PROCEDURES FOR ADDRESSING A HARASSMENT COMPLAINT

5.1 Filing a Complaint

5.1.1 An employee may file a harassment complaint by contacting their direct supervisor or the designated harassment officer/CAO/Human Resources if appropriate or necessary. ~~The complaint may be verbal or in writing. If the complaint is made verbally, the supervisor will record the details provided by the employee.~~

5.1.2 Complaints may be written or verbal.

~~5.1.2 The employee should be prepared to provide details such as what happened; when it happened; where it happened; how often and who else was present (if applicable).~~

5.1.3 Complaints should be made as soon as possible but no later than within one year of the last incident ~~of perceived harassment~~, unless exceptional circumstances exist~~there are circumstances that prevented the employee from doing so.~~

5.1.4 The Town will acknowledge receipt of the complaint IN WRITING. ~~The supervisor will tell the person that the harassment complaint has been made against, in writing, that a harassment complaint has been filed. The letter will also provide details of the allegations that have been made against them.~~

5.1.5 Every effort will be made to resolve harassment complaints within 14-20 business days. If this is not possible, the parties will be advised. ~~Management will advise both parties of the reasons why if this is not possible.~~

~~5.1.6 If either party to a harassment complaint believes that the complaint is not being handled in accordance with this policy, they should contact Management.~~

6 INVESTIGATION

5-26.1 Investigation

6.1.1 ~~If mediation is inappropriate or unsuccessful, an investigation will be conducted by a trained individual. does not resolve the issue, a harassment investigation will be conducted.~~ All investigations will be handled by an individual who has the necessary training and experience. In some cases, an external consultant may be engaged for this purpose.

5-2-16.1.2 ~~The town may engage an external investigator to ensure impartiality, particularly where a supervisor or senior staff member is involved.~~

~~5.2.2 The investigator will interview the person who made the complaint, the person the complaint was made against and any witnesses that have been identified. All people who are interviewed will have the right to review their statement, as recorded by the investigator, to ensure its accuracy.~~

~~5.2.36.1.3 The investigator will prepare a written report, ~~that will include:~~~~

~~5.2.3.1 a description of the allegations;~~

~~5.2.3.2 the response of the person the complaint was made against;~~

~~5.2.3.3 a summary of information learned from witnesses (if applicable); and~~

~~5.2.3.4 a decision about whether, on a balance of probabilities, harassment did occur.~~

~~5.2.46.1.4 This report will be submitted to Management. Both parties will receive a copy of the report to the extent permitted by privacy law. ~~to the complaint will be given a copy.~~~~

7 CORRECTIVE ACTION AND REMEDIES

5.37.1 Substantiated Complaint

~~5.3.17.1.1 If a harassment complaint is substantiated, corrective action may include education, coaching, reprimand, suspension, transfer, demotion or termination. ~~Management will decide what action is appropriate.~~~~

~~5.3.27.1.2 Remedies for the complainant employee who was harassed may include apology, restored benefits, or other appropriate measures. ~~an oral or written apology; compensation for lost wages; compensation for any lost employment benefits such as sick leave; and compensation for hurt feelings.~~~~

~~5.3.3 Corrective action for the employee found to have engaged in harassment may include: a reprimand; a suspension; a transfer; a demotion; and/or dismissal.~~

~~5.3.4 Both parties to the complaint will be advised, in writing, of the decision.~~

5.4 Mediation

~~5.4.1 Wherever appropriate and possible, the parties to the harassment complaint will be offered mediation prior to proceeding with a harassment investigation.~~

~~5.4.2 Mediation is voluntary and confidential. It is intended to assist the parties to arrive at a mutually acceptable resolution to the harassment complaint.~~

~~5.4.3 The mediator will be a neutral person, agreed upon by both parties. The mediator will not be involved in investigating the complaint.~~

~~5.4.4 Each party to the complaint has the right to be accompanied and assisted during mediation sessions by a person of their choosing.~~

68 PRIVACY AND CONFIDENTIALITY

~~6.18.1~~ All parties ~~to a harassment complaint~~ are expected to respect ~~the privacy and confidentiality of all other parties involved and to limit the discussion of a harassment complaint to those that need to know.~~

~~6.28.2~~ ~~Town of Middleton and all individuals involved in the harassment complaint process, will comply with all requirements of the Personal Information International Disclosure Protection Act and the Freedom of Information and Protection of Privacy Act to protect personal information.~~

~~6.38.3~~ The Town will keep information confidential except where disclosure is necessary to conduct the investigation, take corrective action, or is required by law. Access to information will be limited to those who need it to carry out their duties.

79 OTHER REDRESS

9.1 Employees may file complaints with:

9.1.1 Nova Scotia Human Rights Commission;

9.1.2 CUPE (if applicable);

9.1.3 The Nova Scotia Department of Labour, Skills & Immigration – Occupational Health & Safety Division;

~~7.1-19.1.4~~ Police, in the case of potential criminal activity.

~~7.1.2~~ ~~An employee who is not satisfied with the outcome of the harassment complaint process may file a discrimination complaint with the Nova Scotia Human Rights Commission and/or CUPE (if applicable). In the case of potential criminal activity (physical or sexual assault), the employee may opt to file a complaint under the Criminal Code of Canada.~~

8 REVIEW

~~8.1~~ ~~The Town of Middleton will review this policy and procedures on an annual basis, or as required, and will make necessary adjustments to ensure that it meets the needs of all employees.~~

910 REPEAL, REPLACE, OR AMEND

9-110.1 A policy known as Harassment, policy number D 3.4, having an effective date of December 2, 1991, is hereby amended.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the ~~2015~~th day of ~~December 2025~~^{November 2023}.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	December 1, 2025 February 5, 2024
Date of Approval	December 15, 2025 February 20, 2024

INFORMATION REPORT

Report To: Town of Middleton Committee of the Whole
Meeting Date: December 1, 2025
Prepared By: Amanda Lewis Bylaw Enforcement Officer, Annapolis County
Report Number:
Subject: Dangerous and Unsightly Premises Report

ORIGIN

Report to Committee of the Whole for the period ending November 30, 2025. The County of Annapolis Bylaw Enforcement has been contracted by the Town of Middleton for Dangerous and Unsightly Premises (DUP) and Bylaw Enforcement. On November 20, 2025, Bylaw Enforcement staff conducted site visits of all open DUPs from the Town of Middleton files that were provided. Each file that was determined by staff is still active will be handled as a new file by County staff to ensure property process per the MGA and that the Town off Middleton Dangerous and Unsightly Premises Policy is followed.

LEGISLATIVE AUTHORITY

Municipal Government Act Part XV 345(3)
AM-1.4.15 Dangerous and Unsightly Premises Policy

BACKGROUND

Dangerous and Unsightly Premises that are currently outstanding files

File No.	Date of Complaint	Property location	Dangerous	Unsightly	Comments /Status
2025/26					
2025/26-M01	June 3/23	Main St, Middleton		X	Old Middleton file number 23-DU006. Staff have been in contact with the owner.
2025/26-M02	June 1/23	Victoria St, Middleton		X	Old Middleton file number 23-DU007. Staff will review information gathered and determine if file can be closed.
2025/26-M04	June 27/25	Bridge St, Middleton	X	X	Old Middleton file number 25-DU-004. Notice to owner will be sent out.
2025/26-M05	Apr 26/23	George St, Middleton	X		Old Middleton file number 23-DU018. Staff attempting to contact owner .
2025/26-M06	June 5/23	School St, Middleton	X		Old Middleton file number 23-DU019. Notice to owner will be sent out.
2025/26-M07	May 24/24	Bridge St, Middleton	X		Old Middleton file number 24-DU004. Notice to owner will be sent out.

DISCUSSION

This information report is to provide an update on the currently active/outstanding Dangerous and Unsightly properties to Committee of the Whole.

Prepared by: Amanda Lewis, Bylaw Enforcement Officer, Annapolis County

Reviewed by: Cheryl Mason, Manager of Protective Services, Annapolis County

Approved by:

Approval Date:

Ashley Crocker
Chief Administrative Officer

(Date)

COMMUNITY COMPLAINTS & CONCERNS 2025

Status Report

Complaint #	Date Complaint Received	Received By	Method of Complaint	Complainant	Description of Concern/Complaint	Department Responsible	Staff Responsible	Complainant Updated	Staff Update	Status
25-020	24-Mar-25	Ashley Crocker	In-person		Complainant is concerned about the sidewalk that goes from Tim Horton's to Needs. They stated that it is dangerous to people with mobility issues. They also said that the sidewalks on Commercial Street are dangerous due to cracks and holes, particularly for people that use mobility aids.	Public Works/Parks	Adam	1-May-25	Mar 25/25: Called Complainant - No answer. May1/25 Called and explained Part of this section is on the list to be replaced - sidewalks are categorized by priority area. There is only so much in the budget.	In-Progress
25-024	26-Jun-25	Ashley Crocker	Phone		Complainant said that the signage at Needs in Middleton impedes visibility when turning left from Bridge Street on to Main Street.	Public Works/Parks	Adam/Ashley	26-Jun-25	Aug 21/25: Letter being drafted. Sep 6/25: Letter was signed by CAO and mailed to property owner. Nov 12/25: Letter was returned to the Town due to no PO Box. It was mailed again with the correct mailing address.	In-Progress

**Town of Middleton
Town General Financial Variance Report
as of October 31, 2025**

UNAUDITED

		31-Oct-25			Variance Explanation
		Actuals	Budget	Variance (\$)	
REVENUES					
	Mapping-TG				
Assessable property taxes	TAX	3,909,281	3,915,362	(6,081)	Nothing to report
Grants in lieu of taxes	GIL	-	-	-	Nothing to report
Services provided to other governments	SVCS-GOVT	54,986	54,985	1	Nothing to report
Sales of services	SVCS-SLS	37,948	42,588	(4,640)	Nothing to report
Other revenue from own sources	OTH-R	80,217	65,995	14,222	Penalties & interest on arrears \$11k over budget
Unconditional transfers from other governments	UN-TRANS	194,927	194,719	208	Nothing to report
Conditional transfers from federal or provincial governments or agencies	CON-TRANS	46,636	68,803	(22,167)	Budgeted to receive \$37k of the \$75k total Provincial Cost Shared Highway Paving grant at this time, offset by \$11.5k Crime Prevention grant received, not budgeted and \$4k additional Active Community grants higher than budgeted
Gain on disposal of tangible capital assets	GAIN	-	-	-	
TOTAL REVENUE		4,323,995	4,342,452	(18,457)	
EXPENSES					
General government services	GEN-GOV	355,891	378,415	22,524	Bank service charges \$6k below budget , Training/convention expense \$5k below budget (DOF vacancy), Legal & audit \$5k below budget
Protective services	PROTECT	679,576	747,229	67,653	\$58k invoice for Police Shared svcs and \$14k increase in RCMP for 0.5 additional officer not received yet, offset by \$4k net overbudget Fire dept expense
Transportation services	TRANSPORT	551,196	620,687	69,491	\$14k wages & benefits - staff vacancy, \$12k wages timing of when earned vs when paid, \$10k no snow removal/salt/sand needed last April, \$8k survey & engineering not needed to date, \$15k savings equipment repairs, utilities, fuel, & supplies to date, \$7k training expense related to ACWWA & MPWWA conferences not attended (timing conflict),
Environmental health services	ENV-H	272,971	288,335	15,364	\$5k savings on UV lights and \$6 savings on equipment repairs to date
Environmental development services	ENV-D	86,625	119,636	33,011	\$8k multi-cultural expenses - waiting for final invoices, \$4k MIP Cost share Econ Dev Officer not needed this fiscal year. \$19k GIS & Planning, Fire inspection services running lower than budgeted to date
Recreation and cultural services	REC	261,283	288,144	26,861	\$10k Water invoicing for Rink, Pool and Parks not processed yet, \$10k savings parks equip & maintenance expenses
Mandatory education contributions	MAND-EDU	304,451	290,927	(13,524)	Provincial education budget arrived after the Town budget was approved.
Interest (MFC)	INT	6,930	5,897	(1,033)	Nothing to report
TOTAL EXPENSES		2,518,923	2,739,270	220,347	
ANNUAL SURPLUS / (DEFICIT)		1,805,072	1,603,182	201,890	
FINANCING AND TRANSFERS					
Principal repayments (MFC)	DEBT	(207,370)	(207,370)	-	Nothing to report
		(207,370)	(207,370)	-	
TOTAL AFTER TRANSFERS - SURPLUS/(DEFICIT)	note 1	1,597,702	1,395,812	201,890	

**Town of Middleton
Water Utility Financial Variance Report
as of October 31, 2025**

UNAUDITED

	31-Oct-25			Variance Explanation
	Actuals	Budget	Variance (\$)	
REVENUES				
Metered sales	320,967	307,298	13,669	Both residential & commercial water invoicing up slightly over budget
Flat rate sales	-	700	(700)	<i>Nothing to report</i>
Public fire protection	-	-	-	<i>Nothing to report</i>
Sprinkler service	-	-	-	<i>Nothing to report</i>
Other operational revenue	2,982	4,018	(1,036)	<i>Nothing to report</i>
Non-operating revenue	530	238	292	<i>Nothing to report</i>
TOTAL REVENUE	324,479	312,254	12,225	
EXPENSES				
Source of supply	209	3,507	3,298	<i>Nothing to report</i>
Power and pumping	33,052	41,090	8,038	<i>Nothing to report</i>
Water treatment	24,778	26,568	1,790	<i>Nothing to report</i>
Transmission and distribution	149,033	154,052	5,019	<i>Nothing to report</i>
Admin and general	148,585	154,481	5,896	<i>Nothing to report</i>
Taxes	6,502	6,502	(0)	<i>Nothing to report</i>
Amortization	-	-	-	
TOTAL EXPENSES	362,159	386,200	24,040	
ANNUAL SURPLUS / (DEFICIT)	(37,681)	(73,946)	36,265	
FINANCING AND TRANSFERS				
Capital out of revenue	-	-	-	
Transfer to reservoir reserve	-	-	-	
	-	-	-	
TOTAL AFTER TRANSFERS	(37,681)	(73,946)	36,265	

FY 2025-26
Expense Reporting
July 1, 2025 - September 30, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Gail Smith
Mayor
7/1/2025-9/30/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 2						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
Qtr 2 Total				\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
Expense Reporting
July 1, 2025 - September 30, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Ashley Crocker
CAO
7/1/2025-9/30/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 2						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
19-Aug-25	Help for Wildfires at ECC (Annapolis Royal)		Mileage		96.00	\$ 56.04				
17-Sep-25	Valley Regional Services Board Meeting (Coldbrook - Valley Waste)		Mileage		94.00	\$ 54.88				
25-Sep-25	Meeting with Bylaw Enforcement Team Re: Transition (Annapolis Royal)		Mileage		96.00	\$ 56.04				
						\$ -				
Qtr 2 Total				\$0.00	286.00	\$166.96	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
Expense Reporting
July 1, 2025 - September 30, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

John Bartlett
Councillor
7/1/2025-9/30/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 2						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
29-May-25	Valley REN Board Meeting (Annapolis)		Mileage		94.00	\$ 55.76				
26-Jun-25	RCMP Tour (Dartmouth)		Mileage		290.00	\$ 172.03				
14-Jul-25	Kings County LOC (Annapolis)		Mileage		90.00	\$ 53.39				
Qtr 2 Total				\$0.00	474.00	\$281.18	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
Expense Reporting
July 1, 2025 - September 30, 2025



						\$ -				
						\$ -				
						\$ -				
Qtr 2 Total				\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
Expense Reporting
July 1, 2025 - September 30, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Gary Marshall
Deputy Mayor
7/1/2025-9/30/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
Qtr 2						\$ -				
						\$ -				
						\$ -				
Qtr 2 Total				\$0.00	0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

November 19, 2025

To: All Municipalities in Western and Southwestern Nova Scotia

Subject: Suspension of Hazardous Materials Response Services Outside Kings County

Dear Colleagues,

This letter serves to advise that, effective **December 19, 2025**, the Kings County Hazardous Materials Response Team will be **suspending hazardous materials response services to all municipalities outside of Kings County**.

This difficult decision is the result of significant increases in the costs associated with maintaining and replacing essential equipment—such as detection meters and other specialized tools—combined with a growing volume of calls for service across our three stations. These pressures have placed a considerable strain on our team’s operational and financial capacity.

Moving forward, our focus must remain on ensuring the continued safety and reliability of our service **within Kings County**. The team will continue to respond to **Level B hazardous materials incidents occurring within Kings County only**, for the foreseeable future.

We recognize that this change may impact your emergency planning, and we sincerely value the mutual aid relationships we have shared with your fire departments over the years. We remain hopeful that ongoing discussions at the regional and provincial levels will support the development of a sustainable, long-term solution for hazardous materials response across the broader region.

Thank you for your understanding and continued support.

Sincerely,

Chief Todd Crowell

A handwritten signature in black ink, appearing to be 'TC' or similar initials, written over a horizontal line.

Kings County Hazardous Materials Response Team

Cc:

- Municipality of Kings
- Town of Wolfville
- Town of Kentville
- Town of Berwick
- Fire Service Association of Nova Scotia
- Association of Municipal Administrators
- Department of Emergency Management



**Municipal Affairs
Office of the Minister**

PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

November 24, 2025

Dear Mayors, Wardens and Chiefs:

I have enjoyed my visits and discussions to date with municipal councillors and councils and look forward to ultimately getting to visit and know everyone. Your dedication to sustainably provide the services that your constituents expect is obvious. Thank you for your commitment.

No matter where you live in Nova Scotia, you deserve to know how your local government is funded and how the management of that funding translates into reliable and accessible local services.

As we head into heavy budget discussions and as I familiarize myself with your community and its circumstances, I wanted to take a step back and get a 50,000 foot view of the big picture financial situation landscape. This led me to creating the attached spreadsheet. It's comprehensive. I included every community and am sharing it in its entirety to be transparent and fair. I want every local government to see the same data I am seeing.

Please review and fact check the numbers for your community. If there are discrepancies, please advise. If your numbers are skewed by any one-off items or unique situations, that is also important to highlight. We need to make decisions based on the best possible data.

There are no shortage of funding requests, and we will have to make difficult decisions. The Province has already started scaling back program funding across the board and changing hiring processes as we deal with the current financial challenges.

We work very hard to be fair in making decisions. It's never easy. Need and outcomes always drive the process, but this data reminds us that the needs across the province truly are different and there is often a different sense of urgency.

Thank you in advance. If you have any questions, please don't hesitate to reach out to me directly.

Sincerely,

A handwritten signature in cursive script that reads "John A. MacDonald".

John A. MacDonald
Minister of Municipal Affairs

c: CAOs and Councillors

Total Revenue per Capita

Based on actual reported revenue for the year

Position	Community / Municipality	Reporting Date	Population	Revenue	Revenue Per Capita
	a	b	c	d	e=d/c
2	Annapolis Valley First Nation	31-Mar-25	329	\$ 17,978,068	\$ 54,645
11	Bear River Frist Nation	31-Mar-25	399	\$ 10,286,296	\$ 25,780
46	Cape Breton Regional Municipality	31-Mar-24	107,391	\$ 210,590,341	\$ 1,961
13	Eskasoni First Nation	31-Mar-22	4,711	\$ 98,606,463	\$ 20,931
8	Glooscap First Nation	31-Mar-25	450	\$ 14,242,176	\$ 31,649
40	Halifax Regional Municipality	31-Mar-24	502,753	\$ 1,167,819,000	\$ 2,323
1	Membertou First Nation	31-Mar-25	1,686	\$ 102,851,953	\$ 61,004
10	Millbrook First Nation	31-Mar-25	2,472	\$ 69,126,805	\$ 27,964
62	Municipality of the County of Annapolis	31-Mar-24	20,472	\$ 22,785,623	\$ 1,113
59	Municipality of the County of Antigonish	31-Mar-24	16,142	\$ 21,099,306	\$ 1,307
60	Municipality of the County of Colchester	31-Mar-24	39,054	\$ 50,215,724	\$ 1,286
30	Municipality of the County of Cumberland	31-Mar-24	21,053	\$ 61,561,183	\$ 2,924
31	Municipality of the County of Inverness	31-Mar-24	13,945	\$ 40,083,093	\$ 2,874
48	Municipality of the County of Kings	31-Mar-24	52,114	\$ 93,468,000	\$ 1,794
55	Municipality of the County of Pictou	31-Mar-24	21,853	\$ 31,437,082	\$ 1,439
38	Municipality of the County of Richmond	31-Mar-24	9,422	\$ 23,830,526	\$ 2,529
22	Municipality of the County of Victoria	31-Mar-24	7,009	\$ 28,677,855	\$ 4,092
53	Municipality of the District of Argyle	31-Mar-24	8,247	\$ 13,037,840	\$ 1,581
56	Municipality of the District of Barrington	31-Mar-24	6,890	\$ 9,535,189	\$ 1,384
43	Municipality of the District of Chester	31-Mar-24	11,848	\$ 26,408,837	\$ 2,229
58	Municipality of the District of Clare	31-Mar-24	7,984	\$ 10,473,502	\$ 1,312
57	Municipality of the District of Digby	31-Mar-24	7,636	\$ 10,469,683	\$ 1,371
47	Municipality of the District of East Hants	31-Mar-24	26,370	\$ 50,639,088	\$ 1,920
24	Municipality of the District of Guysborough	31-Mar-24	4,754	\$ 16,828,210	\$ 3,540
61	Municipality of the District of Lunenburg	31-Mar-24	26,805	\$ 30,432,867	\$ 1,135
50	Municipality of the District of Shelburne	31-Mar-24	4,515	\$ 7,963,710	\$ 1,764
49	Municipality of the District of St. Mary's	31-Mar-24	2,286	\$ 4,093,304	\$ 1,791
54	Municipality of the District of Yarmouth	31-Mar-24	10,996	\$ 16,245,961	\$ 1,477
4	Paqtnkek Mi'kmaw Nation	31-Mar-24	614	\$ 31,081,086	\$ 50,621
5	Pictou Landing First Nation	31-Mar-24	694	\$ 28,864,372	\$ 41,591
7	Potlotek First Nation	31-Mar-24	859	\$ 28,601,322	\$ 33,296
34	Region of Queens Municipality	31-Mar-24	10,866	\$ 28,433,216	\$ 2,617
12	Sipekne'katik First Nation	31-Mar-24	3,068	\$ 74,123,072	\$ 24,160
44	Town of Amherst	31-Mar-24	10,033	\$ 22,140,825	\$ 2,207
20	Town of Annapolis Royal	31-Mar-24	619	\$ 3,162,703	\$ 5,109
14	Town of Antigonish	31-Mar-24	4,925	\$ 39,778,332	\$ 8,077
17	Town of Berwick	31-Mar-24	2,658	\$ 19,734,447	\$ 7,425
28	Town of Bridgewater	31-Mar-24	9,851	\$ 30,510,638	\$ 3,097
45	Town of Clark's Harbour	31-Mar-24	766	\$ 1,613,733	\$ 2,107
29	Town of Digby	31-Mar-24	2,046	\$ 6,324,045	\$ 3,091
41	Town of Kentville	31-Mar-24	7,473	\$ 17,166,399	\$ 2,297
27	Town of Lockeport	31-Mar-24	498	\$ 1,636,181	\$ 3,286
15	Town of Lunenburg	31-Mar-24	2,532	\$ 19,923,013	\$ 7,868
16	Town of Mahone Bay	31-Mar-23	1,179	\$ 8,990,374	\$ 7,625
42	Town of Middleton	31-Mar-24	2,097	\$ 4,778,137	\$ 2,279
21	Town of Mulgrave	31-Mar-24	609	\$ 2,954,720	\$ 4,852
32	Town of New Glasgow	31-Mar-24	10,234	\$ 28,848,900	\$ 2,819
35	Town of Oxford	31-Mar-24	1,352	\$ 3,456,624	\$ 2,557
18	Town of Pictou	31-Mar-24	3,198	\$ 16,460,705	\$ 5,147
26	Town of Port Hawkesbury	31-Mar-24	3,356	\$ 11,089,243	\$ 3,304
23	Town of Shelburne	31-Mar-24	1,725	\$ 6,799,339	\$ 3,942
37	Town of Stellarton	31-Mar-24	4,209	\$ 10,693,592	\$ 2,541
19	Town of Stewiacke	31-Mar-24	1,858	\$ 9,509,865	\$ 5,118
39	Town of Trenton	31-Mar-24	2,540	\$ 6,402,289	\$ 2,521
33	Town of Truro	31-Mar-24	14,197	\$ 39,171,909	\$ 2,759
52	Town of Westville	31-Mar-24	3,716	\$ 6,234,033	\$ 1,678
36	Town of Wolfville	31-Mar-24	5,526	\$ 14,061,568	\$ 2,545
25	Town of Yarmouth	31-Mar-24	6,830	\$ 22,789,723	\$ 3,337
6	Wagmatcook First Nation	31-Mar-25	936	\$ 37,471,811	\$ 40,034
9	Wasoqopa'q First Nation	31-Mar-25	2,041	\$ 59,105,602	\$ 28,959
3	We'koqma'q L'nue'kati First Nation	31-Mar-24	1,130	\$ 57,530,809	\$ 50,912
51	West Hants Regional Municipality	31-Mar-24	20,177	\$ 35,245,370	\$ 1,747
			Total	1,083,998	2,995,475,682
			Average	\$	2,763