

AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. PROCLAMATION

3.1. National Day for Truth and Reconciliation – September 30, 2026

4. APPROVAL OF THE MINUTES

4.1. Committee of the Whole Minutes – July 6, 2026

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 056-2026 Social Media Policy Update – Communications Coordinator
- 6.2. RFD 060-2026 Building and Fire Inspection Agreement – CAO
- 6.3. RFD 021-2026 Industrial Special Tax Rates – CAO
- 6.4. RFD 059-2026 Crisis Communication Plan – Communications Coordinator
- 6.5. RFD 064-2026 Reservoir Fall Debenture - DOF
- 6.6. RFD 062-2026 Supplementary Capital Project for SCADA System Upgrade – DPW
- 6.7. RFD 061-2026 Appointment List Update – CAO

7. INFORMATION/DISCUSSION ITEMS

- 7.1. Community Concerns/Complaints as of August 2026 – CAO
- 7.2. Town General and Water Utility Financial Report as of July 31, 2026 – DOF
- 7.3. Dangerous and Unsightly Premises Report as of August 2026 – CAO
- 7.4. 2026-2027 Capital Projects Update – DOF
- 7.5. Mayor, Council & CAO Expense Report for Q1 2026-27 – DOF

8. CORRESPONDENCE

- 8.1. Time Sensitive. Request to submit comments regarding proposed changes to cell tower siting process
- 8.2. Valley REN Letter of Correspondence Re. New Governance Model - August 2026

COMMITTEE OF THE WHOLE
Town Hall – Council Chambers, ZOOM &
YouTube Live
Tuesday, September 8, 2026 – 7:00pm



9. ANYTHING BY MEMBERS

10. ADJOURNMENT

Proclamation

National Day for Truth & Reconciliation September 30th, 2026

- WHEREAS** the Truth and Reconciliation Commission released its final report on June 2, 2015, which included 94 Calls to Action to redress the legacy of residential schools and advance the process of Canadian reconciliation; and
- WHEREAS** the recent discoveries of remains and unmarked graves across Canada have led to increased calls for all levels of government to address the recommendations in the TRC's Calls to Action; and
- WHEREAS** all Canadians and all orders of government have a role to play in reconciliation; and
- WHEREAS** recommendation #80 of the Truth and Reconciliation Commission called upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process; and
- WHEREAS** the Federal Government announced September 30th, 2021, as the first National Day for Truth and Reconciliation (National Orange Shirt Day) and a statutory holiday.

THEREFORE, be it resolved that I, **Gail Smith, Mayor of the Town of Middleton**, do hereby proclaim September 30, 2026, to be National Day for Truth and Reconciliation in the **Town of Middleton**.

Dated at Middleton, Nova Scotia
this 8th day of September 2026.

Gail Smith, Mayor

A regular monthly meeting of the Committee of the Whole of Middleton Town Council was held in person and on YouTube Live on Monday, July 6, 2026.

PRESENT

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

Also in attendance: Seventeen (17) citizens

1. CALL TO ORDER

Mayor Smith called the meeting to order at 6:30pm.

2. APPROVAL OF THE AGENDA

260706.01: 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 Minutes – June 1, 2026

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

4. ANYTHING BY CITIZENS

Citizen Chris Bradley of 224 Main Street inquired whether the "Anything by Citizens" agenda item could be moved to follow Item 6.4, Middleton Library Closure.

Motion to Amend the Agenda

260706.02 It was moved and seconded by Councillor Knapp that the agenda be amended by moving "Anything by Citizens" to after item 6.4. **Motion Carried.**

5. **NEW BUSINESS**

5.1 RFD 049-2026 Appointment List Update

CAO Crocker provided a brief update on the Appointment List.

260706.03 It was moved and seconded that Council appoint Danny Wright as a Town Building and Fire Official. **Motion carried.**

Council also recommended that staff make the following updates to the appointment list:

- Councillor Boates to replace Councillor Knapp on the Source Water Protection Advisory Committee and Audit Committee
- Councillor Boates to serve on the Joint Equity, Diversity and Inclusion (EDI) Committee
- Councillor Bartlett to serve on the Joint Accessibility Committee
- Councillor Smith to serve on the Annapolis Valley Regional Library (AVRL) Board

Council directed staff to include RFD 049-2026 Appointment List Update on the Special Council meeting agenda for July 9, 2026 so that Councillor Dan Smith's appointment to the AVRL Board may take effect immediately.

Councillor Archibald suggested establishing an Economic Development Advisory Committee and Council requested that the matter be added to the next COTW meeting agenda.

5.2 RFD 050-2026 Request to Waive Municipal Fees

PSC Marceau gave a brief overview of the Request to Waive Municipal Fees.

- Councillor Archibald suggested waiving the fees upon completion of the project
- Councillor Smith stated that he did not support reimbursing the fees but was in favor of waiving them
- Deputy Mayor Marshall requested that staff review a policy regarding the waiver of fees for non-profit organizations

260706.04 It was moved and seconded that Council waive the \$500 application fee and the \$500 advertising fee for the Development Agreement with Annapolis County Housing Association for a 27-unit grouped dwelling development on Magee Drive, based on ACHA's non-profit status, the affordable housing purpose of the project, and the public benefit of the proposal. **Motion carried.**

5.3 RFD 051-2026 Crosswalk Lights Change in Capital Project Funding

DPW Verran gave a brief overview of the Crosswalk Lights Change in Capital Project Funding.

- Deputy Mayor Marshall inquired whether fluorescent tape could be added to the posts.
 - o DPW Verran confirmed that it could.

260706.05 It was moved and seconded that Council approve an increase of \$4,963 to project 25-10 for the installation of high visibility crosswalk lights at four intersections, with the total project cost coming from the Gas Tax Reserve. **Motion carried.**

5.4 RFD 052-2026 Inclusive Changerooms at Pool Supplementary Capital Project

CAO Crocker provided a brief overview of the Inclusive Changerooms at the Pool Supplementary Capital Project.

Kelley Doucette then provided a more detailed overview of the Inclusive Changerooms at the Pool Supplementary Capital Project.

260706.06 It was moved and seconded that Town Council approve a supplemental budget of \$5,000 (before HST) for the construction of inclusive change rooms at the Middleton Pool. **Motion carried.**

6. INFORMATION/DISCUSSION ITEMS

6.1 Community Concerns/Complaints as of June 2026

CAO Crocker stated that the Community Concerns/Complaints as of June 2026 has been circulated to all members.

6.2 Town General and Water Utility Financial Report as end of May 31, 2026

CAO Crocker gave a brief overview of the Town General and Water Utility Financial Report as end of May 31, 2026.

Councillor Knapp inquired whether there had been any updates regarding the tariff.

ACTION: CAO Crocker will follow up.

6.3 2026-2027 Capital Projects Update

CAO Crocker gave a brief overview of the 2026-2027 Capital Projects Update.

Councillor Smith inquired whether the reservoir would be online this week, and whether contact had been made with the decommissioning company.

- Director of Public Works Verran confirmed that the reservoir is expected to be online this week.
- Director of Public Works Verran confirmed that a site visit and kick-off meeting have taken place.

6.4 Middleton Library Closure

Mayor Smith advised that there was no new information beyond what had already been shared and noted that various suggestions had been brought forward by other councils. Discussion took place regarding potential options if additional funding support is not secured, including the possibility of reduced library hours.

Councillor Smith provided an overview of the July 6, 2026, AVRL Board meeting, noting discussions around securing the required funding and extending library operations until March 2027. Smith advised that an emergency AVRL Board meeting may be requested to explore options to keep the library open.

Council members discussed funding challenges, the possibility of additional municipal contributions, the provincial funding formula, and whether other regions have implemented alternative solutions.

CAO Crocker provided a timeline of the notifications that have been received to date from the AVRL. Discussion followed regarding service disruptions and the seriousness of the current situation.

7. ANYTHING BY CITIZENS

Margaret Jerek – 73 Victoria Street

- Shared that she wrote the Province about her concerns regarding the library closures but has not received a response or acknowledgement of her letter.
- Expressed frustration that the community was not informed earlier about the service disruptions.
- Asked whether the bequest received by the Friends of the Library can be retained for use in Middleton.

Joanne Hightower – 10 Pinecrest

- Asked whether, if five AVRL Board members were in support of extending the library closure dates, the Province could override the decision.

- Councillor Smith responded that he was aware of support from two council members and did not believe the Province had the authority to simply overturn the decision.

Nina Newington – 2352 Mount Hanley Road

- Thanked Council for their efforts and for securing additional time for the community.
- Shared that she had met with MLA Bowlby and a representative from the Premier's Office - she was provided with very little information and that responsibility was being attributed to AVRL.
- Asked whether AVRL may be maintaining a firm position to keep pressure on the Province and, if so, whether the municipalities should take that into account when considering their response.

Rosanne Nicholson – 282 Grant Road

- Advised that she had submitted numerous letters but had not received a response.
- Raised concerns regarding the future location of the library collection, noting that there is currently no available space to accommodate the books.

Chris Bradley – 224 Main Street

- Expressed appreciation for the update but described the situation as frustrating.
- Asked whether Council had invited MLA Bowlby to attend a Council meeting to provide clarification regarding the Province's actions.
- Suggested that Council consider asking specific questions to MLA Bowlby regarding the actions being taken on behalf of his constituents.
- Asked whether Council could collaborate with other municipal councils.

Eleni Chronis Wade – 24 Connaught Street

- Asked whether the Town would be responsible for paying the AVRL beyond the July 18th closure date.
 - CAO Crocker responded that the June 11th letter from AVRL stated that the Town would not be billed beyond the July 18th closure date.
- Councillor Archibald asked whether the town would remain eligible for the 71% funding contribution if the Middleton Library closes.
 - CAO Crocker advised that the funding implications remain unclear, noting that further clarification is needed from the Province.

ACTION: CAO Crocker to contact the Province for clarification regarding funding and billing.

8. CORRESPONDENCE

8.1 July 3, 2026, Letter from Friends of the Library re: Library services

9. ANYTHING BY MEMBERS

Councillor Smith advised that a library rally was held the previous Thursday. Councillor Smith noted that there was a meeting at 14 Wing Greenwood about the base expansion and inquired how Council could be added to the invitation list.

Councillor Bartlett referenced the recent fatal motorcycle accident on School Street.

- CAO Crocker advised that staff would investigate the matter.

Councillor Archibald expressed concern regarding a lack of clarity regarding the library situation, noting that efforts should be made to preserve the Middleton Library branch. The Town owns the shelving and fixtures, and these items represent a significant cost if the library were to restart operations. Councillor Archibald also noted that using the library space for storage would limit future options.

Councillor Knapp expressed appreciation for the Canada Day parade and recognized the efforts of the MacDonald Museum, as well as the Recreation Department for organizing the parade. Councillor Knapp also acknowledged residents' concerns regarding the recent fatal accident on School Street.

Councillor Boates commented that it would be beneficial for Council to be included in future meetings at 14 Wing Greenwood regarding the base expansion.

Deputy Mayor Marshall advised that the Heart of the Valley Family Day will be held on July 18th from 11:00am to 2:00pm at Rotary Park. The Middleton Fire Department will be hosting a chicken barbecue, please pre-order. Deputy Mayor Marshall also noted that the Middleton District Rink will be holding a rink dance fundraiser that same evening.

Mayor Smith advised that a market will also be taking place at the museum on July 18th. Mayor Smith raised concerns regarding the intersection of School Street and North Street.

CAO Crocker, on behalf of the Recreation Department, thanked Council members who attended the Canada Day Parade.

10. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:37pm.

MAYOR

RECORDING SECRETARY

REQUEST FOR DECISION
Amendment to Policy A – 2.7 - Social
Media Policy
RFD#: 056-2026



To: COTW and Town Council
From: Gina Pearson, Communications Coordinator
Date: September 8, 2026 and September 21, 2026
Subject: Amendment to Policy A-2.7 - Social Media Policy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Social Media Policy with Amendments

Legislation

- N/A

Recommendation

That Council approve the proposed amendments to Policy A-2.7 – Social Media Policy, as presented.

Background

The Social Media Policy was originally adopted by Council on September 18, 2023. Since that time, the Town's communications program has grown, with increased use of social media, digital communications, accessibility requirements, branding standards, and emerging technologies such as artificial intelligence (AI).

Staff have completed a review of the policy to ensure it reflects current communication practices and provides clearer guidance regarding official and personal use of social media.

The proposed amendments are intended to modernize and strengthen the policy by:

- adding definitions for accessibility, artificial intelligence (AI), branding standards, official communications materials, designated communications employees, communications approval processes, and third-party social media groups;
- clarifying expectations for the quality, accessibility, branding, and professionalism of all official Town communications;

REQUEST FOR DECISION
Amendment to Policy A – 2.7 - Social
Media Policy
RFD#: 056-2026



- establishing that official communications must be created, reviewed, approved, and distributed through the Town's designated communications process;
- clarifying who is authorized to create and distribute official communications on behalf of the Town;
- providing guidance regarding the use of AI tools while confirming that all Town standards and approval processes continue to apply;
- clarifying expectations surrounding the distribution of Town information through personal accounts and third-party social media groups; and
- removing outdated references to social media platforms and replacing them with broader language that better reflects the current digital communications environment.

These amendments do not significantly change the intent of the policy. Rather, they provide greater clarity, improve governance, and establish consistent standards for official communications.

Financial Implications

There are no financial implications associated with these amendments.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

REQUEST FOR DECISION

Amendment to Policy A – 2.7 - Social Media Policy

RFD#: 056-2026



Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: September 21, 2026

SOCIAL MEDIA POLICY	
Effective Date 2023-09-18	Approved by Council 2023-09-18

1.0 Purpose

The Town of Middleton (the Town) strives to provide clear and effective communication with all citizens using communications tools including social media.

The Town's use of social media must ensure credibility, authority, and accountability. This policy is designed with the following purposes:

- 1.1. To ensure the appropriate and effective official use and personal use of social media by Employees in a manner that does not reflect negatively on the Town, its reputation, integrity, or credibility, and upholds the safety and privacy of individuals;
- 1.2. To provide guidance to elected officials regarding the personal use of social media sites where they are clearly identified as being a member of Council or connected to the Town.

2.0 Scope

This policy applies to three main types of social media activity:

- 1) Official use of social media by a designated Employee on behalf of the Town;
- 2) Personal use of social media by Employees; and
- 3) Personal use of social media by members of Council.

3.0 Definitions

In the context of this document:

Accessible Communications: Communications materials designed to be usable and understandable by the widest possible audience, including individuals with disabilities. Accessible communications may include considerations such as plain language, readable font sizes, colour contrast, alternative text, captioning, formatting, and compatibility with accessibility standards and legislation.

Artificial Intelligence (AI) Tools: Software, platforms, or technologies that generate, edit, summarize, design, or manipulate text, images, video, audio, or other content using automated or machine-learning systems. Examples may include, but are not limited to,

ChatGPT, Canva AI tools, image generators, automated writing assistants, and similar technologies.

Branding Standards: The approved visual identity and communication standards of the Town, including but not limited to logos, fonts, colours, templates, formatting, tone, messaging, and other visual or communication elements intended to ensure consistency and professionalism in official Town communications.

Communications Approval Process: The internal process established by the Town for review, approval, scheduling, branding, accessibility verification, and distribution of official communications materials and public-facing content.

Content: Information, data, text, software, music, sound, photographs, graphics, video, messages, or any other material whatsoever, that is shared on social media.

Designated Communications Employee: An employee authorized by the Chief Administrative Officer or designate to create, review, approve, publish, distribute, or manage official Town communications, social media content, marketing materials, or public information.

Employee: An individual employed by the Town, including those employed on a personal services contract or sub-contract. For the purpose of this policy, an Employee also includes individuals seconded to the Town and volunteers, students, and interns.

Elected Official: An individual who has been elected to Town Council, including the Mayor, Deputy Mayor, and Councillors.

Official Communications Material: Any poster, graphic, advertisement, social media post, video, publication, notice, promotional material, public announcement, or other communication created, distributed, or shared on behalf of the Town, its departments, facilities, programs, services, events, committees, or initiatives.

Official Town Social Media Presence: A social media channel used by the Town for an official use.

Official Use: Use of social media for Town of Middleton purposes such as communication, service delivery, collaboration, and other purposes within the scope of the Town's mandate, including acting as a designated spokesperson for the Town or by an Employee performing activities as part of official duties.

Personal Use: Use of social media by an Employee or Member of Council for purposes unrelated to official use.

Social Media: Online platforms, applications, websites, and digital tools used to create, share, distribute, promote, or exchange information, content, messaging, opinions, audio, images, video, or other media with the public or specific audiences. Social Media platforms may include, but are not limited to, Facebook, Instagram, LinkedIn, X (formerly Twitter), YouTube, TikTok, websites, forums, blogs, and emerging digital communication technologies. ~~The online technologies and practices that are used to share stories, information, opinions, host conversations and build relationships. Social Media involves a variety of formats, including text, pictures, video, audio, and real time dialogues. The online Social Media tools are, but not limited to: Facebook (Pages and Groups), Twitter, Instagram, Snapchat, Alexa, Google Assistant, and Town websites (main and recreation).~~

Third-Party Social Media Groups: Social media groups, pages, or online communities that are not owned, administered, or officially controlled by the Town of Middleton.

4.0 Procedures and Regulations

Employee's Official Use of Official Town Social Media Presence

The Town's official use of social media will occur through its official Town social media presence. Personal social media accounts shall not be used to conduct official Town business.

- 4.1. Only designated Employees are permitted to use official Town social media presence on behalf of the Town unless permission is obtained from the Chief Administrative Officer or their designate. Specific social media training is also required for any Employees who may regularly use official Town social media presence. At all times, official communications materials and social media content must meet Town standards for professionalism, accessibility, branding, accuracy, grammar, spelling, image quality, and public presentation. ~~care must be taken to ensure posting quality; in grammar, spelling, and image quality.~~
- 4.2. Employees who have been identified as administrators, contributors and/or authors of content for any official Town social media presence will be trained and authorized to contribute. Protocols regarding use of any official Town social media presence will be shared with designated Employees prior to the Employee commencing any social media activity on behalf of the Town, and the Employee shall comply with them in the performance of their duties. Employees responsible for the official Town social media presence shall comply with all related policies, procedures, and applicable law. If an account administrator leaves the employment of the Town, their administrative access will be revoked.

4.3. The Town owns all official Town social media presence used on its behalf. When interacting with third parties on an official Town social media presence, Employees should determine whether the conversation needs to be captured for records management purposes. If it does, the Employee should attempt to transition the conversation to direct message or email so that it may be more easily retained.

4.4. To maintain professionalism, consistency, accuracy, and appropriate public engagement, official Town information shall only be distributed through approved Town communication channels and approved distribution practices.

Employees shall not excessively share, repost, duplicate, or distribute Town information, events, posters, or promotional materials through personal accounts, unrelated public groups, community groups, or third-party pages in a manner that may reasonably be considered excessive, unsolicited, misleading, repetitive, and coordinated through designated communications personnel.

4.5. All official Town communications, promotional materials, graphics, posters, advertisements, social media posts, and public-facing messaging must be created, reviewed, approved, and distributed through the Town's designated communications process and authorized Employees.

Employees who are not designated to perform communications or marketing functions shall not independently create or distribute materials intended to represent, promote, advertise, or communicate on behalf of the Town, its departments, programs, events, facilities, or services without prior authorization from the Chief Administrative Officer or designate.

All official communication materials must:

- Meet accessibility standards and best practices, including readability, contrast, font sizing, plain language, and inclusive design considerations;
- Follow the Town's approved branding and visual identity standards;
- Include approved Town identifiers or logos;
- Maintain professional quality and accuracy in wording, formatting, and visual presentation.

The use of artificial intelligence (AI) tools or third-party design platforms to create communications materials does not exempt Employees from compliance with Town accessibility, branding, communications, record management, or approval

requirements. Employees remain responsible for ensuring all public-facing materials meet Town standards prior to publication or distribution.

Employees' and Elected Official's Personal Use of Social Media

The Town values the diversity of its Employees and Elected Officials and recognizes that as citizens, Employees and Elected Officials may wish to share their individual opinions on certain matters. The following policy is intended to ensure Employees and Elected Officials can engage in personal use of social media in an authentic manner, while also maintaining the integrity and values of the Town.

What Employees and Elected Officials publish in their personal use of social media may be damaging to the Town, either directly or indirectly. For Employees, some types of personal use can result in discipline, up to and including dismissal if they:

- Are damaging to the Town's reputation,
- Are inconsistent with an Employee's work obligations,
- Are damaging to the Town's reputation or speaks ill of the Town, its employees and/or elected officials,
- Involve harassing, intimidation or defamation of co-workers, Employees, and/or fellow Elected Officials.

The above policy applies even when done on an Employee's personal time, personal device (phone, tablet, computer), and on websites and social media sites that are unrelated to the Town.

When making personal use of social media, Employees and Elected Officials:

4.6 Avoid discussing municipal-related matters: Employees shall direct any municipal-related conversations from their personal social media account to one of the Town's official social media channels where the appropriate person/designated authority can make any required responses. Employees should not respond to municipal-related matters on Town social media sites from their personal social media account. If an Employee is a designated social media administrator or contributor, care should be taken to ensure that responses are made from the Town's profile and not the Employee's personal profile.

4.7 Self-identify: Social media must not be used by Employees or Elected Officials to influence or give advice to public audiences who may not be aware of an Employee's or Elected Official's Town and/or industry ties, or other information that may bias their opinions. If Employees or Elected Officials want to speak or write online about something connected with their position or work, approval should be obtained from a Manager, in the case of Employees, and of Council for Elected Officials. Employees

and Elected Officials should identify themselves as such when making posts relating to anything connected with the Town. This policy applies at all times. Self-identifying could help in preventing the appearance that Employees, Elected Officials, or the Town are attempting to influence free discussion. When making a public statement as a private citizen on matters not related to the Town, Employees and Elected Officials are not required to identify themselves as an Employee or Elected Official of the Town.

- 4.8 Uphold the Town's Code of Ethics:** By upholding the Town's Code of Ethics, Employees and Elected Officials maintain and enhance public confidence in the honesty, fairness, and integrity of Towns' services. Employees and Elected Officials must make every effort to avoid conduct on social media that violates the public's trust or creates an appearance of impropriety. For more information, please refer to the Town's Code of Ethics Policy. Identifying opinions as 'personal' and/or using a disclaimer (that postings do not represent the views or opinions of the Town) does not exempt any Employee or Elected Official from adhering to the Town's Code of Ethics.
- 4.9 Respect copyright laws and fair use:** Employees and Elected Officials should familiarize themselves with legislation specific to copyright laws and fair use. Employees and Elected Officials must also avoid the appearance of officially representing the Town on their personal sites or accounts. Employees and Elected Officials should not use any Town-owned identifiers including logos, photographs, graphics, or other media that implies they may be representing the Town.
- 4.10 Do not share confidential information:** Never disclose information, including textual or visual material, which is confidential. Confidential information may include personal information, business information (both the Town's and that of third parties doing business with the Town), legal information, human resources information, information from 'in-camera' meetings, and information that has not been put before Council. If you are unsure as to whether information is confidential, Employees and Elected Officials should consult with a Manager or the CAO.
- 4.11 Employee-Specific:**
- 4.11.1** Employees should ensure their social media activity does not interfere with their work duties: some Town Employees have a legitimate, business-related reason to make use of social media throughout the course of their workday; others do not. Employees' personal use of social media must not interfere with their employment duties.

4.12 Elected Official-Specific:

- 4.12.1** An Elected Official's biography within a social media account should clearly state that the views expressed are those of the individual Member of Council and may not represent the views of the Council as a whole.
- 4.12.2** No Elected Official shall purport to speak or post on behalf of the Town.
- 4.12.3** No Elected Official shall purport to speak or post on behalf of the Mayor, fellow Members of Council or of Council as a whole.
- 4.12.4** Once an individual is no longer an Elected Official, any social media accounts identifying them as a Member of Council of, or connected to, the Town shall be disabled or amended.
- 4.12.5** In the case of Facebook, Instagram, or other social media where this is possible, it is recommended that Elected Officials create an additional page/account which members of the public can 'like' rather than using personal profiles.
- 4.12.6** When asked a question about municipal operations (snow removal, etc.) it is recommended that Elected Officials acknowledge the question and refer citizens to the Town's official customer service channels on social media or by phone or email.
- 4.12.7** Social media posts by Elected Officials are subject to the FOIPOP Act.

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 ____ day of _____ 2023.

Chief Administrative Officer

Date of 7 day notification to Council	September 5, 2023
Date of Approval	September 18, 2023

REQUEST FOR DECISION
Building and Fire Inspection Agreement
RFD#: 060-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: September 8, 2026, and September 21, 2026
Subject: Building and Fire Inspection Agreement

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Proposed Building and Fire Inspection Agreement to be in effect until March 31, 2030.

Legislation

Building Code Act and Fire Safety Act

Recommendation

That Council approve the proposed Building and Fire Inspection Services Agreement with the Municipality of the County of Annapolis on the date it is signed by both parties and shall remain in effect until March 31, 2030, and direct the Mayor and CAO to execute the agreement.

Background

The County of Annapolis has been working with the Town of Middleton to provide Building and Fire Inspection Services since April 2012. Over this time, the Town has established a strong working relationship with the County and has relied on its expertise to support building code compliance, fire safety, and related inspection requirements within the Town.

Financial Implications

The agreement specifies an hourly rate and will be billed quarterly.

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
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REQUEST FOR DECISION
Building and Fire Inspection Agreement
RFD#: 060-2026



	Environment	
	Infrastructure	
	Economy	
	Community	
X	Governance	
	Council Strategic Initiative	

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendations of staff.

CAO Initials: KM

Target Decision Date: September 21, 2026

This Agreement is made in duplicate and entered into this ____ day of _____, 2026.

BETWEEN:

Municipality of the County of Annapolis
hereafter called "the County"

OF THE FIRST PART

AND:

Town of Middleton
hereafter called "the Town"

OF THE SECOND PART

WHEREAS:

- The County employs and appoints Building Officials and Fire Inspectors who are responsible for enforcement of the *Building Code Act*, *Fire Safety Act*, and related regulations within the Municipality of the County of Annapolis;
- The Town wishes to contract with the County for the provision of Building Inspection and Fire Inspection Services within the Town of Middleton;
- Section 60 of the Municipal Government Act permits municipalities to provide services to one another under agreed terms and conditions.

NOW THEREFORE, the parties agree as follows:

1. Building Inspection Services

The County, through its Building Officials, agrees to receive and review building permit applications, conduct required inspections, respond to inquiries regarding building regulations and permits, enforce the provisions of the Town's Building Bylaw, Chapter 19, and any amendments thereto; and take such enforcement action as may be required under the *Building Code Act* and associated regulations.

2. Fire Inspection Services

The County, through its Fire Inspectors, agrees to conduct fire inspections as required under the *Fire Safety Act*, investigate complaints relating to fire safety, enforce the provisions of the *Fire Safety Act*, applicable regulations, the *National Fire Code*, and the Town's System of Fire Inspections Policy, Code G 3.2, and any amendments thereto,

amended from time to time, maintain inspection records and reporting systems; and provide inspection statistics and reports to the Town upon request.

3. Fees

The Town agrees to compensate the County for services provided under this Agreement at the rate of \$75.00 per hour, charged in half-hour increments.

The rate per hour shall be, at a minimum, adjusted annually as per consumer price index (CPI) (October to October) as determined by Statistics Canada in each year of this agreement and notification provided to the Town along with any other fee changes prior to February 15 each year.

The County shall invoice the Town quarterly.

4. Appointment and Compliance

The Town shall appoint the County's Building Officials and Fire Inspectors as required to carry out their duties within the Town.

The County shall notify the Town promptly of personnel changes requiring amended appointments.

The Town shall provide the County with current copies of all applicable bylaws, policies, and amendments affecting service delivery.

5. Employees

All personnel providing services under this Agreement shall remain employees of the County.

6. Insurance and Indemnification

Each party shall maintain comprehensive general liability insurance with a minimum coverage limit of Five Million Dollars (\$5,000,000). The Town shall add the Municipality as an additional insured in the amount of \$5,000,000 on its general liability insurance policy,

the Town shall hold harmless the Municipality, its elected officials, officers, employees, agents, and volunteers, from and against any and all liabilities, claims, expenses, demands, losses, cost, damages, actions, suits or other proceedings by whomsoever made, directly or indirectly arising from the provision of the services to the Town as outlined in this contract attributable to economic loss, bodily injury, sickness, disease or death or to damage to or destruction of tangible property, including loss of revenue or incurred expense resulting from disruption of service and caused by any acts or omissions of the Municipality, its officers, elected officials, agents, servants, employees, customers, invitees or licensees, or occurring within the Town boundaries, or any part thereof and, as a result of activities under this agreement, so long as the actions upon which the demand or

claim, or assertion of liability, are founded were performed in the course of carrying out official duties on behalf of the Town, and not performed in bad faith, or did not constitute actual fraud, actual malice, willful misconduct, an intentional wrong or a criminal act.

Such indemnification shall include payment of reasonable legal fees, expenses and costs in the defense of any claim made by a third person.

The Town shall provide proof of errors and omissions insurance for their own liability with regards to the acceptance and assistance with the completion of applications for building permits.

7. Records and Reporting

The County shall maintain all records associated with Building and Fire Inspection Services provided under this Agreement.

The County shall provide a monthly permit report to the Town showing number and type of permits issued along with estimated value.

The County shall return all files to the Town when the file has been deemed complete by the building official.

8. Term and Termination

This Agreement shall take effect on the date it is signed by both parties and shall remain in effect until March 31, 2030, unless terminated earlier.

Either party may terminate this Agreement by providing ninety (90) days written notice to the other party.

Upon termination, any outstanding fees shall become immediately due and payable.

9. Notice

Any notice required under this Agreement shall be delivered by hand, mail, or electronic mail to the Chief Administrative Officer of each party.

10. Dispute Resolution

Any dispute arising under this Agreement shall first be addressed through discussions between the parties.

If any disagreement arises among the parties as to the proper interpretation of this agreement that cannot be resolved by mediation, the parties shall submit the area of disagreement to an arbitrator as provided by the Arbitration Act.

IN WITNESS WHEREOF

The parties hereto have executed this Agreement by their duly authorized officers as of the date first above written.

Witness for the Town

Gail Smith, Mayor
Town of Middleton

Witness for the Town

Ashley Crocker, CAO
Town of Middleton

Witness for the County

Diane Le Blanc, Warden
Municipality of the County of Annapolis

Witness for the County

Rob Frost, CAO
Municipality of the County of Annapolis

REQUEST FOR DECISION
**Industrial Park Bylaw and “Special
Industrial Rate”**
RFD#: 021-2026



To: COTW and Town Council
From: Kevin Matheson, Interim CAO
Date: September 8, 2026 and September 21, 2026
Subject: Industrial Park Bylaw and “Special Industrial Rate”

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Bill 204, Chapter 11, Acts of 2026

Legislation

- *Municipal Government Act*

Recommendation

That Council authorize staff to submit a request to MLA David Bowlby to have provincial legislation introduced that would see the 1986 Act Relating to Taxation by the Town of Middleton of Industrial and Commercial Properties in the Middleton Industrial Park being Chapter 74 of the Acts of 1986 (1986 Act), be amended to only provide the special industrial rate to those businesses “classified as industrial or manufacturing, including food storage, processing and packaging businesses.”

Background

After reviewing minutes excerpts from 1985, it is believed that when the Middleton Industrial Park was initially started, there were no sales of property for a number of years. Council felt that it needed to offer a financial incentive to attract businesses to this new commercial and industrial development area. In order to offer a level playing field for similar businesses in the area, it requested that the province enact legislation to allow the Town to provide a tax incentive for those businesses setting up in the new Industrial Park. The 1986 Act was put forward as a Private Member’s Bill. This practice has over the past four decades led to the Park being almost fully occupied.

Currently, there are a number of vacant commercial properties in the rest of the Town. During budget

REQUEST FOR DECISION
Industrial Park Bylaw and “Special
Industrial Rate”
RFD#: 021-2026



deliberations, it was felt that consideration should be given to creating an even playing field for all Middleton businesses by repealing the 1986 Act in its entirety.

Similar legislation applied to the Kentville Industrial Park which was enacted in 1983. In the past year, the Town of Kentville approached their local MLA to initially request a repeal of their Act. The MLA was not in favour but was willing to consider having the Act only applied to manufacturing and processing. Kentville Council amended their request to this position, leading to Bill 204 being proclaimed on April 9, 2026.

Given the Kentville experience, staff is of the opinion that similar language to Bill 204 should be requested from MLA Bowlby to deal with the Middleton Industrial Park.

Financial Implications

Based on 2026-27 assessment values for commercial properties within the Middleton Industrial Park of \$5,229,700.00, a change to Middleton’s commercial market tax rate of \$4.30 per \$100 of assessed value for all properties that are currently receiving this tax break would generate potential additional revenue of \$130,743 per year. The additional revenue would be about half of that as per the recommendation above to exempt manufacturing and processing. Staff will need to do a review of all properties in the Industrial Park to finalize the estimate potential revenues.

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
**Industrial Park Bylaw and “Special
Industrial Rate”**
RFD#: 021-2026



	Council Strategic Initiative	
--	------------------------------	--

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: September 21, 2026

170

AN ACT TO AMEND CHAPTER 74
OF THE ACTS OF 1986
AN ACT RELATING TO TAXATION
BY THE TOWN OF MIDDLETON
OF INDUSTRIAL AND COMMERCIAL PROPERTIES
IN THE MIDDLETON INDUSTRIAL PARK

Be it enacted by the Governor and Assembly as follows:

1. This Act may be cited as the Middleton Industrial Park Taxation Act.
2. This Act does not apply for any taxation year with respect to any lands, building or equipment that are vacant or unused for a period of at least three months immediately preceding the beginning of that taxation year.
3. Notwithstanding the Assessment Act or any other enactment, the real property tax rate and the business occupancy tax rate to be levied by the Town of Middleton in each year beginning in the year 1986 on or respecting lands, buildings and equipment located in the Middleton Industrial Park, such lands being those lands purchased by the Town of Middleton for industrial park purposes, shall not exceed the lesser of the rates levied in that year respecting commercial property by the Municipality of the County of Annapolis and the Town of Middleton, if the lands or buildings are not being used for any purpose that, according to any land use by-law made pursuant to the Planning Act and respecting land use in the Middleton Industrial Park, is listed as a permitted use in the Business District (BD) Zone or the Highway Commercial (HC) Zone.



BILL NO. 204

Local Bill

*1st Session, 65th General Assembly
Nova Scotia
4 Charles III, 2026*

**An Act to Amend Chapter 76 of the Acts of 1983,
An Act Relating to Taxation by the Town of Kentville
of Industrial and Commercial Properties
in the Annapolis Valley Regional Industrial Park**

CHAPTER 11
ACTS OF 2026

**AS ASSENTED TO BY THE LIEUTENANT GOVERNOR
APRIL 9, 2026**

The Honourable John Lohr
Kings North

*Halifax, Nova Scotia
Printed by Authority of the Speaker of the House of Assembly*

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**An Act to Amend Chapter 76 of the Acts of 1983,
An Act Relating to Taxation by the Town of Kentville
of Industrial and Commercial Properties
in the Annapolis Valley Regional Industrial Park**

Be it enacted by the Governor and Assembly as follows:

1 Chapter 76 of the Acts of 1983, *An Act Relating to Taxation by the Town of Kentville of Industrial and Commercial Properties in the Annapolis Valley Regional Industrial Park*, is amended by adding “classified as industrial or manufacturing, including food storage, processing and packaging businesses,” immediately after “Kentville” the second time it appears.

REQUEST FOR DECISION
Crisis Communications Plan
RFD#: 059-2026



To: Town Council
From: Gina Pearson – Communications Coordinator
Date: September 8 and 21
Subject: Crisis Communications Plan

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Crisis Communications Plan

Legislation

- N/A

Recommendation

That Council approve the Town of Middleton Crisis Communications Plan as presented. While the plan is an operational document intended primarily for staff use, Council approval demonstrates the Town's commitment to consistent, transparent, and coordinated communications during incidents.

Background

The Town participates in the Regional Emergency Management Organization (REMO), which provides procedures and communications protocols for large-scale emergencies and disasters. The proposed Crisis Communications Plan is separate from, and complementary to, the REMO Emergency Management Plan.

This plan is intended to guide communications during incidents that fall outside the scope of REMO, including, but not limited to:

- Water main breaks and water service interruptions;
- Infrastructure or operational disruptions;
- Road closures;
- Significant public works issues;

REQUEST FOR DECISION
Crisis Communications Plan
RFD#: 059-2026



- Public health or safety notices issued by the Town;
- High-profile complaints or misinformation;
- Media inquiries related to municipal operations; and
- Other issues that may impact public confidence in the Town.

The Crisis Communications Plan establishes a standardized framework for responding to communication needs during incidents affecting municipal operations. It outlines staff roles and responsibilities, communication approval processes, spokesperson designation, communication channels, media relations procedures, and post-incident evaluation.

The plan is intended to:

- Ensure timely, accurate, and transparent communication;
- Improve coordination between departments;
- Provide consistency in messaging;
- Reduce confusion during rapidly evolving situations; and
- Support public confidence in the Town's operations.

The plan complements existing policies and procedures and does not replace the Town's obligations under the REMO Emergency Management framework during declared emergencies.

Financial Implications

There are no direct financial implications. The plan will be implemented using existing staff resources.

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
X	Community	

REQUEST FOR DECISION
Crisis Communications Plan
RFD#: 059-2026



X	Governance	
	Council Strategic Initiative	

Alternatives

Community Engagement/Communication

X

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: Sep 21, 2026



CRISIS COMMUNICATIONS PLAN

Town of Middleton, Nova Scotia

Version 1.0

Approved:

Next Review:

Document Control

Document Title	Town of Middleton Crisis Communication Plan
Version	1.0
Approved By	
Approval Date	
Review Cycle	Annually and following significant incidents
Next Review	
Prepared By	Gina Pearson – Communications Coordinator

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1. Purpose

The purpose of the Town of Middleton Crisis Communications Plan is to establish a clear, coordinated and effective approach to communications during a crisis or significant incident affecting the Town of Middleton, its residents, operations, services, infrastructure or reputation.

Timely, accurate and coordinated communication is essential during a crisis. Effective communication helps protect public safety, provide residents with the information they need, maintain public confidence, reduce confusion and misinformation, and support the Town's overall response to an incident.

This plan establishes the framework for:

- Assessing the communications requirements of an incident
- Establishing communications roles and responsibilities
- Gathering and verifying information
- Approving and distributing public information
- Identifying appropriate spokespersons
- Coordinating media relations
- Managing the Town's website and social media communications
- Monitoring and responding to significant misinformation
- Providing ongoing public updates
- Communicating the resolution of an incident
- Reviewing communications following a significant incident

The plan is intended to provide sufficient structure to support a consistent response while remaining flexible enough to address a wide range of circumstances.

2. Scope

This plan applies to crises, significant incidents and emerging issues involving the Town of Middleton that require an elevated, rapid or coordinated communications response.

Situations may include, but are not limited to:

- Significant water or wastewater disruptions

- Infrastructure failures
- Major or prolonged interruptions of municipal services
- Significant damage to Town-owned property or facilities
- Cybersecurity or information technology incidents
- Environmental incidents
- Serious accidents involving Town operations, property, equipment or personnel
- Significant organizational or administrative incidents
- Incidents generating substantial public or media attention
- Significant reputational issues
- Significant misinformation affecting Town operations, services or public safety
- Other unforeseen circumstances requiring a coordinated communications response

Not every unexpected event or service disruption constitutes a crisis. The level of communications response should be proportionate to the potential impact of the incident on residents, Town operations, public safety and public confidence.

2.1 REMO and Emergency Management

This plan is not intended to replace or supersede emergency communications procedures established through the Regional Emergency Management Organization (REMO).

Where an incident falls within the scope of REMO, or where the appropriate emergency management structure has been activated, emergency communications will be coordinated in accordance with applicable emergency management plans and procedures.

Where appropriate, the Town's communications resources may continue to support Town-specific communications during an emergency; however, those communications must be coordinated with the established emergency management structure to ensure information remains accurate and consistent.

3. Crisis Communications Objectives

During a crisis or significant incident, the Town of Middleton will strive to:

1. Protect public safety by communicating important information as quickly as possible.
2. Provide accurate, verified, and understandable information.

3. Establish and maintain the Town as a reliable source of official information.
4. Maintain public confidence through timely, transparent, and consistent communication.
5. Reduce confusion, rumours, and misinformation.
6. Ensure Town representatives communicate consistent information.
7. Clearly communicate any actions residents, businesses or other stakeholders are required to take.
8. Maintain effective communications with external agencies and organizations where appropriate.
9. Coordinate communications with external agencies and organizations where appropriate.
10. Protect personal, confidential, legally privileged, security-sensitive and otherwise restricted information.
11. Provide ongoing communications for the duration of an incident.
12. Clearly communicate when an incident has been resolved and identify any required follow-up actions.

4. Guiding Principles

The following principles will guide the Town's communications during a crisis.

4.1 Time Communication

The Town will communicate as promptly as reasonable as possible when an incident significantly affects the community, municipal services, or Town operations.

Complete information may not be immediately available. When appropriate, the Town should acknowledge an incident and advise the public that additional information will follow rather than delaying communication until every detail is known.

4.2 Accurate Information

Information must be verified before it is released.

The Town will distinguish between confirmed facts and information that remains unknown or under investigation. The Town will not speculate regarding causes, impacts, timelines or outcomes that have not been reasonably confirmed.

If information previously released by the Town is later determined to be inaccurate, correct information should be issued as soon as reasonably possible.

4.3 Clear and Accessible Communication

Crisis communications should use clear, concise and plain language/

Where applicable, communications should explain:

- What has happened
- When and where the incident occurred
- Who or what is affected
- What the Town is doing
- What residents should do
- Where additional information can be found
- When another update can be expected

Technical terminology should be explained or avoided where possible.

Communications should also consider the accessibility needs of the intended audience and the limitations of relying on any single communications channel.

4.4 Transparency

The Town will provide as much relevant information as reasonably possible while respecting privacy, confidentiality, legal obligations, operational requirements, and public safety.

Where information is not known, it is appropriate to state that it is not yet known.

Where information cannot be released, the Town should avoid speculation and may explain, where appropriate, why that information cannot be provided.

4.5 Consistency

Information released through different Town channels and provided by Town representatives should be consistent.

When circumstances change, communications should be updated across relevant channels as soon as reasonably possible.

4.6 Empathy

Crisis communications should recognize the effect an incident may have on residents, businesses, employees and other affected individuals.

The Town should communicate with professionalism and empathy while remaining factual and avoiding speculation or language that minimizes legitimate public concerns.

5. Crisis Classification

The following classification system is intended to assist staff in determining the appropriate level of communications response.

Classification is based on the communications implications of an incident and may change as circumstances develop.

5.1 Level 1 – Emerging or Localized Incident

A Level 1 incident is limited in scope and can generally be addressed through normal Town communications procedures.

Examples may include:

- Localized water service disruptions
- Temporary facility closures
- Localized road or infrastructure issues
- Short-term interruptions to a Town service
- Other incidents affecting a limited number of residents

Communications may include a public notice, website update, social media post, direct notification to affected residents where appropriate (Alertable, notice card, direct communication), and a resolution notice.

A Level 1 incident does not normally require full activation of this plan.

5.2 Level 2 – Significant Incident

A Level 2 incident has a substantial impact on residents, municipal operations or services, or is generating significant public or media attention.

Examples may include:

- Significant or prolonged service disruptions
- Major infrastructure issues
- Significant water or wastewater incidents
- Significant damage to Town property
- Serious operational incidents
- Significant or emerging reputational issues
- Incidents generating substantial public concern or media attention

A Level response may include:

- Immediate notification of the CAO
- Activation of relevant components of the Plan
- Establishment of a communications team
- Designation of a spokesperson
- Coordinated Alertable, website and social media communications
- Media communications
- Monitoring of public response and misinformation
- Regular updates until the incident is resolved

5.3 Level 3 – Major Crisis

A Level 3 incident has substantial implications for the Town, community, municipal operations, public confidence or public safety and requires an intensive communications response.

Exemplified may include:

- Town-wide or prolonged service failed
- Major cybersecurity incidents
- Serious incidents involving Town operations
- Significant environmental incidents
- Major organizational or reputational crises
- Events attracting significant regional, provincial, or national attention.

Level 3 responses may include:

- Full activation of this plan
- Immediate involvement of the CAO
- Establishment of a Crisis Communications Team

- Designation of an official spokesperson or spokespersons
- Frequent public updates
- Proactive media relations
- Enhanced monitoring of traditional social media
- Coordination with external organizations and agencies
- Post-incident communications and review.

Where a Level 3 incident can fall within the scope of REMO, the appropriate emergency management communications procedures will take precedence.

6. Crisis Communications Team

The Crisis Communications Team will be established as required based on the nature and severity of an incident.

The Team may include:

- Chief Administrative Officer
- Communications Coordinator
- Mayor
- Deputy Mayor
- Relevant Director or Department Lead
- Subject matter experts
- Other town staff or external representatives as required

Not every incident will require participation from every individual.

The CAO will provide overall direction to the Crisis Communications Team.

7. Roles and Responsibilities

7.1 Chief Administrative Officer

The Chief Administrative Officer (CAO) has overall authority for the Town's crisis communications.

The CAO is responsible for:

- Providing strategic direction
- Approving official crisis communications prior to release

- Determining or confirming the appropriate communications response
- Designating the appropriate spokesperson or spokespersons
- Coordinating with senior staff, Mayor and Council and external organizations where required
- Ensuring sensitive or confidential information is appropriately protected
- Authorizing significant changes in communications strategy
- Determining when the crisis communications response can return to normal operations

Where the CAO is unavailable, authority will be delegated in accordance with the Town's established administrative authority, at the direction of the CAO or the Mayor.

7.2 Communications Coordinator

The Communications Coordinator is responsible for coordinating the Town's communications response.

Responsibilities include:

- Gathering information from appropriate staff, departments and agencies
- Verifying information before preparing public communications
- Advising the CAO regarding communications requirements
- Drafting public notices, statements, news releases, social media content and other communications
- Obtaining CAO approval prior to releasing crisis communications
- Publishing approved information through the appropriate Town channels
- Coordinating and documenting media inquiries
- Preparing key messages and briefing materials for spokespersons
- Monitoring social media, media coverage and public response
- Identifying significant misinformation or information gaps
- Maintaining consistency between Town communications channels
- Maintaining a record of significant communications issued during the incident
- Coordinating resolution post-incident communications.

7.3 Mayor

The Mayor may serve as the Town's spokesperson during significant incidents, particularly where community leadership, reassurance or broader municipal response is required.

When acting as spokesperson, the Mayor will communicate verified information and approved key messages.

The Mayor should coordinate public statements regarding an active crisis with the CAO and Communications Coordinator to ensure consistency.

7.4 Directors and Department Leads

The relevant Director or Department Lead is responsible for providing accurate operational and technical information relating to an incident.

Responsibilities may include:

- Confirming known facts
- Providing operational updates
- Identifying affected services, infrastructure or geographic areas
- Providing anticipated timelines where reasonably known
- Identifying public instructions or precautions
- Reviewing technical information for accuracy before publication
- Advising Communications when circumstances change
- Identifying information that should not be released for operational, legal, privacy or safety reasons.

7.5 Council Members and Other Town Staff

During a significant incident, Council members and Town employees may receive questions from residents, media or other stakeholders.

Unless designated as an official spokesperson, Council members and staff should:

- Rely on official Town information when discussing the incident
- Avoid speculation or sharing unverified information
- Refer media inquiries to the Communications Coordinator or CAO
- Direct residents to official Town communications channels
- Advise Communications of significant public concerns or concerns
- Advise Communications of significant public concerns, questions or misinformation they encounter.

8. Spokesperson Protocol

The CAO will determine the appropriate spokesperson based on the nature of the incident, subject matter and communications requirements.

Depending on the circumstances, the spokesperson may be:

CAO: Administrative, organizational, operational or significant corporate matters.

Mayor: Major community-wide matters, civic leadership, reassurance and significant public-facing incidents.

Communications Coordinator: Factual updates, media coordination and other communications as authorized by the CAO.

Director or Subject-Matter Expert: Technical or operational matters requiring specialized knowledge.

More than one spokesperson may be designated where an incident has multiple components. Where this occurs, the responsibilities of each spokesperson should be clearly established to prevent inconsistent or overlapping information.

Prior to interviews or significant public statements, the spokesperson should be briefed on:

- Confirmed facts
- Key messages
- Public instructions
- Information that remains unknown
- Information that cannot be discussed
- Likely media questions
- Timing of future updates

9. Crisis Activation and Initial Response

When a potential crisis or significant incident is identified, the following process should be followed.

9.1 Verify

Establish the basic facts as quickly as reasonably possible.

Determine:

- What happened?
- When did it happen?
- Is the incident ongoing?
- Who or what is affected?
- Is there an immediate public safety concern?
- Which Town services or operations are affected?
- What actions are currently being taken?
- What information has been confirmed?
- What information remains unknown?

Information should be obtained from the responsible Town department, emergency service, agency, or another authoritative source.

9.2 Notify

The CAO and relevant Director of Department Lead should be notified of significant incidents requiring coordinated communication.

The Communications Coordinator should be notified as early as reasonably possible when public communication or media interest is anticipated.

9.3 Assess

Assess the communications implications of the incident.

Consider:

- Severity and potential duration
- Number of people affected
- Public safety implications
- Need for immediate public instructions
- Impact on municipal services
- Level of public concern
- Current or anticipated media attention
- Potential misinformation
- Involvement of external organizations
- Accessibility and audience considerations
- Whether the incident falls within the scope of REMO

9.4 Assign

The CAO will determine the communications direction and designate the appropriate spokesperson where required.

Staff responsible for providing operational information and approving technical details should also be identified.

9.5 Prepare

The Communications Coordinator will prepare the initial public communication using verified information.

Where complete information is unavailable, a holding statement should be considered.

The initial communication should generally identify:

- What is known
- What or who is affected
- What the Town is doing
- What residents should do, if applicable
- When further information can be expected

9.6 Approve

The CAO must approve crisis communications prior to public release.

Technical information should be reviewed or confirmed by the appropriate Director, Department Lead, subject-matter expert or authoritative agency before publication.

9.7 Publish

Approved information will be distributed through communications channels appropriate to the incident.

For significant incidents, the Town website should generally serve as the central source of official information where practical, with other channels used to distribute information and direct audiences to additional details.

9.8 Monitor

Communications should monitor:

- Changes in the incident

- Resident questions and concerns
- Media inquiries and coverage
- Social media discussion
- Significant misinformation
- Information being distributed by partner agencies
- Emerging information needs

9.9 Update

The Town will continue to communicate throughout the incident as circumstances warrant.

Where practical, public communications should indicate when the next update can be expected.

If there is no significant new information when an update has been promised, the Town should acknowledge that the situation remains ongoing and identify when another update is anticipated.

10. First 60 Minutes

The first hour of a significant incident can have a substantial effect on public understanding and confidence.

During the first 60 minutes, Communications should prioritize:

1. Establishing what has happened and what information is verified.
2. Contacting the CAO and appropriate operational staff.
3. Determining whether the incident falls within the scope of REMO.
4. Determining whether an immediate public safety message is required.
5. Assessing the communications level.
6. Identifying the appropriate spokesperson.
7. Preparing an initial or holding statement.
8. Obtaining technical verification and CAO approval.
9. Publishing information through appropriate channels.
10. Monitoring public and media responses.
11. Establishing the time for the next update.

The need for accuracy should not prevent timely acknowledgement of an incident. Where facts are limited, an initial statement may simply confirm that the Town is aware of the situation, that a response is underway and that additional information will be provided.

11. Communications Channels

The Town will select communications channels based on the urgency, nature and intended audience of the information.

Available channels may include:

- Town of Middleton website
- Town social media accounts
- News releases and media advisories
- Direct communication with news organizations
- Email
- Telephone and front-desk messaging
- Physical notices and signage
- Direct notification to affected residents or businesses where practical
- Partner organizations and agencies
- Other available public notification systems

No single communications channel should automatically be considered sufficient for every crisis.

For significant or prolonged incidents, the Town website should generally serve as a central location for detailed official information where practical.

Social media may be used to distribute timely updates and direct users to more comprehensive information.

Communications should consider audiences who may not regularly use social media or have reliable internet access.

12. Media Relations

Media inquiries during a crisis should be coordinated through the Communications Coordinator and/or the CAO.

For each significant media inquiry, Communications should record:

- Reporter name
- Media organization
- Contact information
- Questions
- Deadline
- Assigned spokesperson
- Response provided

Before responding, Communications should confirm relevant facts and determine whether an interview, written statement or other response is appropriate.

The Town will:

- Provide accurate and consistent information
- Respond within media deadlines where reasonably possible
- Avoid speculation
- Clearly distinguish between confirmed and unconfirmed information
- Protect confidential or restricted information
- Prepare spokespersons for interviews where appropriate
- Correct significant factual inaccuracies where doing so serves the public interest.

The Town should not speak on behalf of another organization unless authorized to do so.

13. Social Media

Social media can be an important communications tool during a crisis due to the speed at which information can be distributed and shared.

Town social media accounts may be used to:

- Distribute verified information
- Provide updates
- Direct residents to the Town website or another authoritative source
- Communicate public instructions
- Address common questions
- Correct significant misinformation
- Communicate resolution of an incident

The Town is not required to respond individually to every comment, question, criticism or inaccurate statement.

Priority should be given to questions or misinformation relating to:

- Public safety
- Access to municipal services
- Required public actions
- Significant operational information
- Materially incorrect information likely to cause substantial confusion

Responses should remain factual, professional and consistent with approved messaging.

Normal social media content should be reviewed during a significant crisis. Scheduled or unrelated promotional content may be postponed where publication would be inappropriate given the circumstances.

14. Misinformation and Rumors

Incorrect or incomplete information may circulate rapidly during crisis.

Communications should monitor for misinformation that could:

- Create or increase a public safety risk
- Interfere with the Town's response
- Cause significant confusion regarding Town services.
- Incorrectly attribute actions or statements of the Town
- Materially distort important facts regarding the incident
- Significantly undermine the effectiveness of official public instructions

The Town should not attempt to correct every inaccurate statement or opinion.

Where correction is necessary, the preferred approach is generally to publish clear and accurate information through official Town channels rather than engage in prolonged disputes with individuals.

Corrections should focus on the facts and avoid unnecessarily repeating or amplifying rumours.

15. Sensitive and Restricted Information

All crisis communications must comply with applicable privacy, confidentiality and legal requirements.

Information that should not be released without appropriate authority may include:

- Personal information
- Private employee or personnel information
- Information regarding injured or deceased individuals before appropriate notification and authorization
- Information relating to active police or regulatory investigations
- Legally privileged information
- Confidential Council matters
- Cybersecurity vulnerabilities or information that could compromise Town systems
- Security-sensitive information
- Information that could interfere with an investigation or response
- Confidential information belonging to another organization
- Unverified allegations or speculation\

When information cannot be released, the Town may state that it is unable to provide the information at that time.

The absence of publicly available information should not be filled with speculation.

16. Coordination with External Organizations

Some incidents may involve emergency services, other levels of government, utilities, contractors, community organizations, or other agencies.

When multiple organizations are involved, the Town should:

- Identify which organization has authority over specific information
- Establish appropriate communications contacts
- Confirm information originating from other organizations before publishing it
- Coordinate significant announcements where appropriate
- Avoid speaking on behalf of another organization unless authorized
- Ensure Town communications do not conflict with public safety instructions issued by the lead agency

- Direct residents to the appropriate authoritative source where necessary.

Where another organization is leading the response, the Town may amplify or share verified information from that organization while continuing to communicate Town-specific impacts.

17. Public Updates During an Incident

The frequency of public updates will depend on severity, duration and pace of the incident.

Updates should be considered when:

- Significant new information becomes available
- Public instructions change
- The affected geographic area changes
- The number of affected residents or services changes significantly
- Restoration or resolution timelines change
- Significant misinformation requires correction
- A previously announced update time is reached
- The incident has been resolved.

Whenever practical, communication should provide an anticipated time for the next update.

Updates should clearly indicate the date and time of publication during fast-moving or prolonged incidents to reduce confusion caused by older information being shared.

Where previous information is no longer accurate, current communications should clearly identify the change.

18. Resolution and Recovery Communications

The Town should clearly communicate when a significant incident has been resolved or transitioned back to normal operations.

A resolution communication may include:

- Confirmation that the incident has ended
- Confirmation that affected services have resumed
- Any actions residents must continue to take

- Remaining restrictions or follow-up work
- An acknowledgement of the inconvenience or impact
- Recognition of responding staff, agencies or organizations where appropriate
- Information regarding future updates reviews or investigations where applicable

For significant incidents, communications may continue after immediate operations return to normal.

Where appropriate, the Town should explain what follow-up actions will occur and when additional information can be expected.

19. Post Incident Review

Following a significant Level 2 or Level 3 incident, the CAO and appropriate staff should conduct or consider conducting a communications debrief.

The review should consider:

- What worked well?
- Were residents informed quickly enough?
- Was the information accurate and consistent?
- Were communications roles understood?
- Was the approval process effective?
- Where appropriate communications channels used?
- Which questions were most frequently asked?
- Was misinformation encountered and, if so, was it effectively addressed
- Were external organizations effectively coordinated
- Were affected audiences adequately reached?
- Were there accessibility or information gaps?
- Were communications adequately documented
- What changes should be made before future incident

Significant lessons learned should be incorporated into future revisions of this Plan, procedures, templates or staff training.

20. Plan Maintenance and Review

The Crisis Communication Plan should be reviewed at least annually and following significant incidents where lessons or procedural changes are identified.

The Communications Coordinator will coordinate routine review of the Plan, subject to the direction and approval of the CAO.

The review should confirm that:

- Roles and responsibilities remain accurate
- Staff and external contact information is current
- Communications channels remain operational
- Templates remain appropriate
- Organizational or legislative changes have been incorporated
- Lessons from incidents, exercises or communications activities have been addressed

Substantive changes to the Plan should be approved in accordance with the Town's established approval process.

Appendix A – Crisis Communications Quick Reference

INCIDENT IDENTIFIED

1. Verify

What happened?

Where and when did it happen?

Who or what is affected?

Is there an immediate public safety concern?

What information is confirmed?

2. Notify

- CAO
- Communications Coordinator
- Relevant Director/Department Lead

3. Assess

Determine:

- Level 1, 2 or 3
- Whether REMO applies
- Whether immediate public communication is required
- Likely public/media interest
- Appropriate communication channels

4. Assign

CAO establishes communications direction and spokesperson

5. Prepare

Answer:

- What happened?
- Who is affected?
- What is the Town doing?
- What should residents do?
- When will the next update be provided?

6. Approve

Technical information verified by responsible staff.

CAO approves public communications.

7. Publish

Distribute through appropriate channels.

8. Monitor and Update

Monitor:

- Incident developments
- Media
- Public Questions
- Social media
- Misinformation

Issue updates as required.

9. Resolve

Announce resolution and complete a post-incident review where appropriate.

Appendix B – Crisis Assessment Checklist

Incident: _____

Date/Time Identified: _____

Assessed By: _____

Immediate Assessment

- ☐ Is there a public safety concern?
- ☐ Are Town services significantly affected?
- ☐ Is Town infrastructure affected?
- ☐ Is a significant number of residents affected?
- ☐ Is the incident likely to continue for an extended period?
- ☐ Is there significant public concern?
- ☐ Is there significant media interest?
- ☐ Is misinformation circulating or likely to circulate?
- ☐ Are external organizations involved?
- ☐ Could the incident significantly affect the Town's reputation or public confidence?
- ☐ Does the incident fall within the scope of REMO?

Initial Classification

- ☐ **Level 1** – Emerging or Localized Incident
- ☐ **Level 2** – Significant Incident
- ☐ **Level 3** – Major Crisis
- ☐ REMO/Emergency Management procedures apply

Immediate Communications Required?

- ☐ Yes
- ☐ No

If yes, identify:

Primary audience: _____

Immediate message required: _____

Recommended channels: _____

Recommended spokesperson: _____

Next assessment/update: _____

Appendix C – First 60 Minutes Checklist

- ☐ Confirm what happened
- ☐ Identify the responsible operational contact

- ☐ Determine whether there is an immediate public safety concern
- ☐ Notify/consult the CAO
- ☐ Determine whether REMO applies or may become involved
- ☐ Establish what information is confirmed
- ☐ Identify affected residents, services and/or areas
- ☐ Determine the crisis classification
- ☐ Determine whether immediate public communication is required
- ☐ Determine spokesperson
- ☐ Prepare initial holding statement
- ☐ Verify technical information
- ☐ Obtain CAO approval
- ☐ Publish through appropriate channels
- ☐ Notify/respond to media where appropriate
- ☐ Begin monitoring public and media response
- ☐ Identify significant misinformation
- ☐ Establish timing for the next update
- ☐ Begin communications incident log

Appendix D – Crisis Communications Contact List

This appendix should be reviewed regularly and updated whenever staffing or contact information changes. This information should be completed and changed by the Executive Assistant.

TOWN CONTACTS

Chief Administrative Officer

Name:

Office:

Mobile:

Email:

Communications Coordinator

Name:

Office:

Mobile:

Email:

Mayor

Name:

Mobile:

Email:

Director of Public Works:

Name:

Office:

Mobile:

Email:

Director of Finance

Name:

Office:

Mobile:

Email:

External Contacts**REMO Contact:****RCMP:****Fire Department:****Provincial Contact:****Utility/Service Contacts:****Other**

Appendix E – Holding Statement Template

PUBLIC NOTICE - (Incident/Issue)

The Town of Middleton is aware of (brief description of incident).

(Department/staff/agency) is currently (brief description of response).

At this time, (describe known impact and/or clearly identify information that remains unknown).

Residents are advised to (instructions, if applicable).

The Town will provide additional information as it becomes available. The next update is expected by (time/date, where possible).

Appendix F – Incident Update Template

UPDATE - (Incident)

(Date – Time)

The Town of Middleton continues to respond to (incident).

As of (time), (provide current confirmed information).

(Describe the affected area, residents and/or services).

Residents are advised to (instructions, if applicable).

(Explain work currently underway and anticipated timeline, where known).

The next update is expected by (time), or sooner if significant new information becomes available.

Appendix G – Resolution Notice Template

RESOLVED - (Incident)

(Date – Time)

The Town of Middleton advises that (incident/service disruption) has now been resolved.

(Service/operation) has been restored as of approximately (time).

Residents should (any remaining instructions, if applicable).

(Provide information regarding remaining work for follow-up, if applicable).

The Town thanks residents for their patience and understanding while (staff/responding organizations) worked to resolve the issue.

Appendix H – Media Statement/News Release Template

FOR IMMEDIATE RELEASE

(Headline)

Middleton, NS – (Date) - The Town of Middleton is (responding to/providing an update regarding) (incident).

(Paragraph containing the most important confirmed information: what happened, where, when and who is affected).

(Paragraph containing public instructions, if applicable.)

“(Approved quotation from Mayor, CAO, or other spokesperson, if appropriate)”

The Town will provide additional information through (Town website/social media/other source.) The next update is expected (time/date, if applicable).

Media Contact:

Communications Coordinator

Town of Middleton

Events@town.middleton.ns.ca

(902) 825-4841 ext. 104

Appendix I – Spokesperson Briefing Sheet

Incident: _____

Spokesperson: _____

Date/Time: _____

Three Key Messages

1.

2.

3.

Confirmed Facts

Information Not Yet Confirmed

Public Instructions

What the Town is Doing

Likely Questions

Information That Cannot Be Discussed

Next Expected Update

Interview Reminders

- Stay with confirmed information
- Return to key messages
- Do not speculate
- Do not assume a reporter's information is correct
- Clearly state when information is not yet known
- Do not discuss restricted or confidential information
- Correct inaccurate premises where necessary
- Do not speak on behalf of another organization unless authorized

Appendix J – Media Inquiry Log

Incident: _____

Date/Time	Reporter/Organization	Contact Info.	Question/Request	Deadline	Assigned to

Appendix K – Crisis Communications Incident Log

Incident: _____

Incident

Start: _____

Communications

Lead: _____

Date/Time	Info./Action	Communication Issued	Channel/Recipient	Approved By	Follow-Up

Appendix L – Post-Incident Communications Review

Incident: _____

Date(s): _____

Crisis Classification:

- ☐ Level 1
- ☐ Level 2
- ☐ Level 3

Participants in Review:

What worked well?

What communications challenges occurred?

Were residents informed quickly enough?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

Was information accurate and consistent?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

Were communications roles and approval processes clear?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

Were appropriate communications channels used?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

What questions or concerns were most common?

Was significant misinformation encountered?

- ☐ Yes
- ☐ No

If yes, describe the misinformation and the Town's response:

Were there audiences the Town had difficulty reaching?

☐ Yes

☐ No

If yes:

Were external organizations effectively coordinated?

☐ Yes

☐ No

☐ Not applicable

Comments:

What should be done differently during a future incident?

Recommend Changes to the Crisis Communications Plan

Follow-up Actions

Action	Responsible Person	Deadline	Completed
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CRISIS COMMUNICATIONS PLAN

Review Completed By: _____

Date: _____

REQUEST FOR DECISION
Upgrade to SCADA Computer System
RFD#: 062-2026



To: COTW and Town Council
From: Adam Verran, Director of Public Works
Date: September 8th, 2026 and September 20th, 2026
Subject: Upgrades to the SCADA computer system

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- CBCL-Middleton SCADA upgrade proposal
- Capital project sheet 26-15

Legislation

- *Nova Scotia Municipal Government Act*

Recommendation

That Council approve the supplementary capital project for upgrades to the SCADA software system and migration at a cost of \$9,254 inclusive of non-rebateable taxes.

Background

We recently completed the new reservoir project and have learned that some aspects of our SCADA system are outdated and not compatible with the newer SCADA equipment that was installed on the reservoir site. Also, some aspects of our system are old enough that they are no longer supported. We are purchasing a new computer to run the SCADA system on so that it is more reliable and we need to upgrade our SCADA software our current software is designed for an outdated version of Microsoft windows. We also need to have some programming done with the new software to ensure all our sensors, locations and systems are communicating properly. This will allow us to monitor water pressure, consumption and chlorine levels more accurately and remotely going forward. Having this additional information attached to the SCADA system will also help in trouble shooting issues remotely and will hopefully require less call ins moving forward. A lot of the SCADA equipment in town has not been updated since it was first installed 15-20 years ago and is no longer supported, and replacement parts are no longer available. We are going to gradually start upgrading PLC's and sensors and updating

REQUEST FOR DECISION
Upgrade to SCADA Computer System
RFD#: 062-2026



the software and the computer are the first steps required to gradually replace the old gear.

The total cost of this project is \$15,477, of which \$6,223 is classified as operating costs and will be reported through the Water Utility Operating Budget. As part of the 2026-2027 Water Utility Operating Budget, Council approved \$15,579 for Transmission and Distribution Material expenses related to the reservoir. Funding for the operating portion of this project is available within the approved budget allocation.

Financial Implications

Staff are recommending that Council approve a supplemental capital project of \$9,254 funded from the water depreciation reserve. Sufficient funds are available within the Water Deprecation Reserve Fund to support this additional capital project. During the 2026-2027 budget process, staff estimated that the Water Depreciation Reserve Fund would have a balance of approximately \$231,402 as of March 31, 2026. Staff are still finalizing year-end transactions; however the balance in the reserve bank account as of August 31, 2026 is \$233,686.

After accounting for the anticipated 2026-2027 settlement of due to/from transfers of \$403,916, estimated annual interest revenue of \$4,628, and all approved and proposed commitments, the estimated balance of the General Operating Reserve Fund at March 31, 2027, is approximately \$544,624. The proposed \$9,254 transfer can therefore be accommodated within the Town's available reserve funds while maintaining sufficient funds to support the Town's other planned financial commitments.

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
X	Environment	Constant monitoring is required to operate a water utility
X	Infrastructure	Upgrading the water system
	Economy	
	Community	
	Governance	

REQUEST FOR DECISION
Upgrade to SCADA Computer System
RFD#: 062-2026



	Council Strategic Initiative	
--	------------------------------	--

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: Sept 21, 2026

May 26, 2026

Adam Verran
Director of Public Works
Town of Middleton
131 Commercial Street
PO Box 340
Middleton, NS, B0S 1P0

Dear Mr. Verran:

RE: *PROPOSAL: Middleton SCADA Workstation Windows 11 Upgrade*

Introduction

CBCL Limited (CBCL) is pleased to provide our engineering estimate to update the SCADA software (Trihedral VTScada) to Windows 11 for the Middleton SCADA system. CBCL will provide recommended specifications for a SCADA Workstation (to be purchased by Middleton). The work will be completed on site and coordinated with Middleton's IT representative Jeff Hanshaw. An outline of the various changes is included below.

Alarm Notifications

The alarm call-outs will use VoIP technology, as USB modem support is limited on Windows 11. A VoIP connection is available at the Middleton STP via a CIP connection.

SCADA Software

CBCL will purchase the license renewal for VTScada on behalf of Middleton, allowing for the installation of the latest software version, compatible with Windows 11. We also recommended Middleton purchase and install Microsoft Excel on the new SCADA workstation as VTScada requires Excel to generate reports and export data.

PLC Programming Software

The existing SCADA Workstation has a license for RSLogix 500 which is used for programming of the MicroLogix PLCs at the following sites; (1) Sewage Treatment Plant, (2) North Street Pumping Station, (3) Zone Building (Old Booster), (4) Well House, and (5) Old Reservoir. This software is not Windows 11 compatible and the associated MicroLogix PLC hardware used at those sites is either discontinued or in active mature status.

Option 1: If Middleton would like to keep this software for remote programming of these sites, then the new workstation will require a VMWare Pro license to install a Windows 10 virtual machine. This will require the new SCADA workstation to have higher specifications to run the VMWare Pro software.

Option 2: The new Middleton Reservoir has newer PLC hardware that uses Studio 5000 software for PLC programming, which is Windows 11 compatible. However, Middleton's existing PLC software license does not include Studio 5000. If remote programming is desired for the new reservoir, then a Studio 5000 license will need to be purchased and the software installed on the new workstation.

Scope

The scope of work for this project includes:

- ▶ CBCL to provide Middleton with the recommended workstation specifications for a new Windows 11 computer (Middleton to purchase). Specifications will depend on which of the following options is desired:
 - Workstation will be for VTScada only, no PLC programming.
 - **Option 1:** Workstation will be for VTScada and include VMWare Pro for a virtual machine Windows 10 install of RSLogix 500.
- ▶ CBCL to purchase VTScada SupportPlus license renewal on behalf of Middleton.
- ▶ CBCL to migrate the existing VTScada application to the new Windows 11 workstation. Work to be completed on site.
- ▶ **Option 1:** CBCL to install RSLogix 500 on the Windows 10 virtual machine, move the license to the new workstation, and confirm connection to the associated PLCs.
- ▶ **Option 2:** CBCL will purchase and install Studio 5000 on the new Windows 11 workstation.

Assumptions

The following assumptions were made in the preparation of this proposal:

- ▶ Purchase and installation of a new Windows 11 workstation, including Windows 11 setup/updates, monitor setup/compatibility, by Middleton.
- ▶ Purchase and installation of MS Excel on the new Windows 11 computer by Middleton.
- ▶ Middleton will complete the initial setup for the new Windows 11 workstation.
- ▶ The CIP connection available at Middleton STP is compatible with the latest version of VTScada.
- ▶ Any network cables or network modifications required to allow the CIP connection to the new workstation will be completed by Middleton.
- ▶ Changes to VTScada graphics/functionality or to the site PLC applications are not included, except those required for the functionality of this upgrade.
- ▶ **Option 1:** Purchase and installation of VMWare Pro and a Windows 10 virtual machine on the new Windows 11 computer by Middleton.

Engineering Fee (Base Cost)

For CBCL's scope of work, we propose a lump sum fee as provided in Table 1. Additional work will be charged at our standard hourly rates (\$155.⁰⁰/hr for an Automation Specialist; \$180.⁰⁰/hr for Automation Group Lead) plus expenses and applicable taxes. Billing will be monthly.

Table 1: Fee Breakdown

Item	Cost
CBCL Fees for In Office Preparation and On-Site Migration (including travel)	\$3,485
VTScada SupportPlus License Renewal	\$2,480
TOTAL (plus applicable taxes)	\$5,965
Option 1 – CBCL Fees for Migration of RSLogix 500 Software and License	\$775
Option 2 – Studio 5000 Lite License Purchase and Installation	\$4,650
TOTAL, including Options 1 and 2 (plus applicable taxes)	\$11,390

Closing

If this proposal is acceptable, CBCL's Standard Terms and Conditions shall apply. A copy of these terms and conditions is attached to our proposal for reference. In closing, if you have any questions regarding our proposal or wish to discuss it in further detail, please feel free to contact the undersigned at your convenience.

Yours very truly,

CBCL Limited



Prepared by:
Patrick MacIntyre, P.Eng.
Automation & Controls Specialist
Direct: (902) 698-7083
E-Mail: pmacintyre@cbcl.ca



Reviewed by:
Kristien Praest, CET
Group Lead, Automation & Controls

Attachments: A - CBCL Limited's Standard Terms and Conditions

Proposal No: 269550.31

This document was prepared for the party indicated herein. The material and information in the document reflects CBCL Limited's opinion and best judgment based on the information available at the time of preparation. Any use of this document or reliance on its content by third parties is the responsibility of the third party. CBCL Limited accepts no responsibility for any damages suffered as a result of third party use of this document.

Attachment A

CBCL Limited's Standard Terms and Conditions



SCHEDULE "A"
CBCL Limited ("CBCL") and Client
STANDARD TERMS AND CONDITIONS (NS)

1. **ENTIRE AGREEMENT.** The attached proposal together with this Schedule "A" constitutes the entire agreement between Client and CBCL (this "Agreement"). This Agreement supersedes all prior communications, undertakings and agreements, written or oral made between the parties. Amendments to this Agreement must be in writing, signed by both Client and CBCL.
2. **SCOPE OF WORK.** Upon receipt of notice from Client of a requested change in the scope of the work hereunder, CBCL will promptly notify Client of any estimated impact on the schedule, price or terms of this Agreement resulting from such a change. The parties agree to expeditiously negotiate any such changes to this Agreement and to promptly execute any such agreed upon amendments to this Agreement. Client acknowledges and agrees that its use of any purchase order or other form to procure services is solely for administrative purposes and in no event shall CBCL be bound by any terms or conditions on such purchase order or form regardless of reference to or signature on behalf of CBCL. Client shall endeavor to reference this Agreement on any purchase order (or any other form), but Client's failure to do so shall not operate to modify this Agreement.
3. **SITE INFORMATION AND ACCESS.** Client shall make available to CBCL all relevant information, data and documents under its control regarding past, present and proposed conditions of the work site. The information shall include, but not be limited to, plot plans, topographic survey, hydrologic data and soil and geologic data including borings, field or laboratory tests and written reports. Client shall immediately transmit to CBCL any new or revised information, data or documents that become available. Client shall make all necessary arrangements to ensure ready and uninterrupted work site access for CBCL, its personnel and equipment throughout performance of this Agreement, at no cost to CBCL. Client acknowledges that subsurface conditions may vary from those encountered at the location where borings, surveys or other explorations are made by CBCL and that the data, interpretations and recommendations of CBCL are based solely on such borings, surveys and explorations and on the information provided to it by the Client. CBCL will not be responsible for the interpretation by others of the results of CBCL's borings, surveys or explorations. Similarly, CBCL will not be responsible for the accuracy of Client provided information of any kind nor for the consequences of incorporating such information in the work.
4. **FEES, DISBURSEMENTS AND EXPENSES.** Unless otherwise stated or agreed to in writing by CBCL and the Client, terms of payment for professional services, invoiced expenses, and office disbursements shall be as presented on each invoice submitted by CBCL to the Client. Fees shall be charged at the hourly rates or for the stipulated price specified in the proposal. Fees shall be net of invoiced expenses and office disbursements. Sub-consulting fees shall be subject to a 10% mark-up. Expenses such as hotel, travel, meals and the like shall be charged at cost. Office disbursements such as printing, communication, delivery, internal lab and the like shall be billed at 6% of fees charged.
5. **PERMITS AND UTILITIES.** Client shall obtain all required approvals, permits, licenses and access rights from municipal and other governmental authorities and utilities having jurisdiction over or easements on the work site. The Client shall advise CBCL of the location of all underground utilities and structures at the work site.
6. **TERMS OF PAYMENT.** Unless otherwise stated in the Letter Agreement, invoices will be submitted by CBCL on a period by period basis where a period constitute four (4) weeks (28 days) or, at the option of CBCL upon completion of the services, and will be due and payable on the invoice date. Invoices will be considered past due if not paid within thirty (30) days thereafter (the "overdue date"). Invoices not paid on or before the overdue date shall bear interest at the rate of one and one-half percent (1.5%) per month computed from the overdue date. In addition, any collection fees, legal fees, court costs and other related expenses incurred by CBCL in respect of the collection of delinquent invoice amounts shall be paid by Client.
7. **OWNERSHIP RIGHTS.** All reports, drawings, plans, models, designs, surveys, photographs, specifications, computer files, field data, notes and other documents and instruments produced by CBCL shall be and remain the sole property of CBCL. CBCL shall retain all common law, statutory and other reserved rights therein, including copyright.
8. **LEGAL FEES.** In the event either party makes a claim or commences legal proceedings against the other for any act arising out of the performance or interpretation of this Agreement, including the payment of professional fees, the unsuccessful party shall pay to the prevailing party all reasonable costs incurred by the prevailing party in prosecuting or defending such claim or action, including staff time, court costs, solicitors' fees and other related expenses. In the event of a non-adjudicative settlement of a claim or legal proceedings between the parties or resolution by arbitration, the term "prevailing party" shall be determined by that process.
9. **STANDARD OF CARE.** In the performance of professional services, CBCL will use that degree of care and skill ordinarily exercised under similar circumstances by reputable members of its profession practicing in the same or similar localities. CBCL makes no warranties, either expressed or implied, as to its professional services rendered under this Agreement. CBCL will perform its services as expeditiously as is consistent with such professional skill and care and the orderly progress of the project. Nothing in this Agreement shall be construed to establish a fiduciary relationship between the parties.

10. **INSURANCE.** CBCL will maintain professional liability insurance, comprehensive general liability insurance and automotive insurance throughout the term of this Agreement, with the exception of automotive insurance, for a period of at least one year thereafter.
11. **OPINION OF PROBABLE COST.** CBCL shall, where required, prepare an opinion of probable construction cost. This opinion of probable costs is presented on the basis of experience, qualifications, and best judgment. It has been prepared in accordance with acceptable principles and practices. Market trends, non-competitive bidding situations, unforeseen labour and material adjustments and the like are beyond the control of CBCL Limited and as such we cannot warranty or guarantee that actual costs will not vary from the opinion provided.
12. **ENVIRONMENTAL LIABILITY.** Because Client owns and operates the site where work is being performed, Client has and shall retain all responsibility and liability associated with the environmental conditions at the site and shall be solely responsible for the handling and disposal of any bore samples, asbestos, or other toxic or hazardous materials, substances or products (collectively "Hazardous Waste") located on the worksite or generated on the site as a result of CBCL's performance hereunder. Client agrees to indemnify and save harmless CBCL from any claims, damages or liability whatsoever, arising out of the detection, presence, handling, removal or disposal of Hazardous Waste on or about the worksite.
13. **LIMITATION OF LIABILITY.** Notwithstanding any other provision of this Agreement, the total liability, in the aggregate, of CBCL, its officers, directors and employees or any of them to Client, for any and all claims, losses, costs, demands, damages, including solicitors' fees, expert witness fees and costs of any kind arising under or related to this Agreement or any services provided hereunder, whether based in contract or tort, shall not exceed the total compensation actually paid to CBCL under this Agreement, or the total amount of \$50,000, whichever is less. All claims by Client shall be deemed relinquished unless filed within one (1) year after substantial completion of the services rendered under this Agreement. CBCL's liability shall be absolutely limited to direct damages arising out of the services provided under this Agreement and CBCL shall not be liable in any way for any consequential or indirect loss, injury or damages of any kind incurred by Client, including but not limited to loss of profits, loss of income or loss of use of property. CBCL shall not be liable for any damages or costs arising out of the failure of any manufactured product or any manufactured or factory assembled system of components to perform in accordance with manufacturer's specifications or product literature or otherwise.
14. **DISPUTES.** Any dispute arising hereunder shall be resolved by taking the following steps, where a successive step is taken if the issue is not resolved at the preceding step: (1) by negotiation between the technical and contractual personnel for each party, (2) by negotiation between executive management of each party, (3) by submission to mediation, (4) by arbitration if both parties agree or (5) litigation in the courts of the Province whose laws govern this Agreement, pursuant to Paragraph 21 hereof.
15. **DELAYS.** Client agrees that CBCL shall not be liable for any damages arising, directly or indirectly, from any delays due to causes beyond CBCL or the Client's reasonable control.
16. **COVID-19.** Client agrees that CBCL shall not be liable for any damages arising, directly or indirectly, from any delays related to the existence or impact of COVID-19 or any variant thereof. If any such delay arises, Client and CBCL will work together to devise and implement work around plans as may be reasonably necessary in the circumstances, which may involve mutually agreed upon adjustments to schedule, scope and compensation.
17. **JOBSITE SAFETY.** Client agrees that the responsibility for site safety and construction means and methods remains with the contractor, not the design professional.
18. **TERMINATION.** CBCL may terminate this Agreement upon at least seven (7) calendar days' notice to Client, in the event that (a) Client fails to perform any of its obligations hereunder, including payment of fees for service, in a timely manner, or (b) the parties fail to promptly reach agreement on the compensation and schedule adjustments necessitated by requested changes to the scope of the work hereunder. In the event of such termination by CBCL, Client shall pay to CBCL, in addition to payment for services rendered hereunder to the time of termination and reimbursable costs, all reasonable expenses of CBCL in connection with the orderly and safe termination of its services.
19. **INCONSISTENCY.** In the event that there is any inconsistency or contradiction between any of the provisions of the Proposal and the provisions of this Schedule "A", then in such case, the provisions of the Proposal shall prevail.
20. **ASSIGNMENT.** Neither Client nor CBCL shall assign its interest in this Agreement without the prior written consent of the other except that CBCL may assign its interest in this Agreement to a related or affiliated company of CBCL without the consent of Client.
21. **GOVERNING LAWS.** This Agreement shall be governed by the laws of, and any legal proceedings arising out of this Agreement shall be brought in a court of competent jurisdiction in, the Province in which the work site is located, if applicable, and otherwise, then by the laws of the Province of Nova Scotia.

Project Name: SCADA System Upgrade

Project # 26-15

Department: Water **Unit:** Water **Asset Class** Water tools & work equipment

Type of Asset: New & replacement **Reason:** End of life asset replacement **Expected Useful Life:** 5 years

Project Description: SCADA System Upgrades

Need for Project: To modernize and improve the reliability, compatibility, and long-term sustainability of the Town's SCADA system, ensuring continued effective monitoring and operation of the water distribution system.

Project Funding: Water Depreciation Reserve

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	1,851	1,851	1,851	1,851	1,851	9,254	9,254
Loan principal	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	1,851	1,851	1,851	1,851	1,851	9,254	9,254
Capital Budget:	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Project Total
Capital cost	-	-	-	9,254	-	-	-	-	9,254	9,254
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	9,254	-	-	-	-	9,254	9,254
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	9,254	-	-	-	-	9,254	9,254

REQUEST FOR DECISION
Appointment List Update
RFD#: 061-2026



To: COTW and Special Council
From: Kevin Matheson, Interim CAO
Date: September 8, 2026
Subject: 2026 Appointment List Update

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Current Appointment List

Legislation

- *Municipal Government Act*

Recommendation

That Council, on recommendation from the CAO, appoint Perry Ross as building/fire inspector for the Town of Middleton.

That Council, on recommendation from the CAO, appoint Councillor Darren Boates to the Source Water Protection Advisory Committee.

That Council, on recommendation from the CAO, appoint Councillor Darren Boates to serve on the Audit Committee.

That Council, on recommendation from the CAO, appoint Councillor Darren Boates to serve on the Joint Equity, Diversity and Inclusion (EDI) Committee.

That Council, on recommendation from the CAO, appoint Councillor John Bartlett to serve on the Joint Accessibility Committee.

That Council appoint Kevin Matheson as the new Interim CAO.

That Council approve the 2026 Appointment List, as presented.

REQUEST FOR DECISION
Appointment List Update
RFD#: 061-2026



Background

As of August 2026 Perry Ross is a new building/fire inspector for the County of Annapolis. Erin Shurman-Kolb and Andrew Dobson remain appointed as the Town's Building Inspectors.

Following the appointment of Councillor Boates, Council is requested to consider appointing the new Councillor to Council committees. This matter was brought forward at the July 6 Committee of the Whole meeting but was not included on the July 21 Council meeting agenda. Staff are therefore bringing the matter forward at this time.

Ashley Crocker is no longer with the Town, and Kevin Matheson has been contracted as the new Interim CAO.

Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
Appointment List Update
RFD#: 061-2026



Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendations of Council.

CAO Initials: km

Target Decision Date: Sept 8, 2026

TOWN OF MIDDLETON
2026 APPOINTMENT LIST
*(Approved by Council **September 8, 2026**)*

COUNCIL AND COMMITTEES OF COUNCIL

COUNCIL

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL
COUNCILLORS DAN SMITH, JONATHAN ARCHIBALD,
BERNADETTE KNAPP, JOHN BARTLETT, DARREN BOATES

COMMITTEE OF THE WHOLE

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL
COUNCILLORS DAN SMITH, JONATHAN ARCHIBALD,
BERNADETTE KNAPP, JOHN BARTLETT, DARREN BOATES

AUDIT COMMITTEE

Citizens: SYLVESTER ATKINSON, CHRIS DOWELL,
DANIEL FORBES
Town Council: COUNCILLORS BERNADETTE KNAPP, DAN SMITH

COMMUNITY CENTRE & FIRE HALL COMM

Fire Department: MIKE TOOLE, JODY SPIDLE, SCOTT VEINOT
Town Council: MAYOR GAIL SMITH, COUNCILLORS
BERNADETTE KNAPP, GARY MARSHALL
Town Planner: CHRYSTAL FULLER
Staff: CAO ASHLEY CROCKER, DPW ADAM VERRAN

PLANNING ADVISORY COMMITTEE

Citizens: HILARY CAMPBELL, MARGARET JERKE,
DIANNE MCDONALD, HOWARD SELIG
Town Council: COUNCILLORS JOHN BARTLETT, DAN SMITH,
JONATHAN ARCHIBALD

POLICE ADVISORY BOARD

Citizens: JANET DAVIS, JO-ANN HIGHTOWER, BRENDA FORD
Town Council: MAYOR SMITH, COUNCILLORS BERNADETTE
KNAPP, JONATHAN ARCHIBALD
NS Dept. of Justice: **VACANT** (Ad with Province)

SOURCE WATER PROTECTION ADVISORY COMMITTEE

Citizens-Town: BRENDA FORD, BRYSON CROWELL
Citizens-County: CLIFF DRYSDALE
County Council: COUNCILLOR GAIL OXNER
Town Council: COUNCILLORS BERNADETTE KNAPP,
JOHN BARTLETT
Staff: DPW ADAM VERRAN

ASSET MANAGEMENT WORKING GROUP

Town Council: MAYOR GAIL SMITH
Staff: INTERIM CAO KEVIN MATHESON, LEAH PROFITT
DPW ADAM VERRAN

**INTER-MUNICIPAL COMMITTEES AND
WORKING GROUPS**

ANNAPOLIS COUNTY INTER-MUNICIPAL WORKING GROUP
MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

JOINT ACCESSIBILITY COMMITTEE

VACANT

JOINT EQUITY, DIVERSITY AND INCLUSION (EDI) COMMITTEE

VACANT

VALLEY REGIONAL SERVICES BOARD

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL (ALT)

REMO ADVISORY COMMITTEE

COUNCILLORS DAN SMITH, GARY MARSHALL

REMO PLANNING COMMITTEE

INTERIM CAO KEVIN MATHESON, DPW ADAM VERRAN

VALLEY REN LIAISON & OVERSIGHT COMMITTEE (LOC)

COUNCILLORS JOHN BARTLETT, JONATHAN ARCHIBALD (ALT)

TOWN INDIVIDUAL APPOINTMENTS

ANIMAL CONTROL & BYLAW ENFORCEMENT OFFICERS

AMANDA LEWIS
ASHLEY GERVAIS

BUILDING & FIRE OFFICIALS

ANDREW DOBSON
DAVID WRIGHT
ERIN SCHURMAN-KOLB

DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR

SEAN AMOS

DEVELOPMENT OFFICER(S)

CHRYSTAL FULLER
LAUREN ISABELLE

FIRE CHIEF & DEPUTIES

CHIEF MIKE TOOLE
DEPUTIES SCOTT VEINOT, JODY SPIDLE

RCMP NCO IN CHARGE

ACTING S/SGT GRANT RYLAND

REMO COORDINATOR

BRIAN ORDE, JENNIFER DANIELS (ALT)

TOWN AUDITORS

BDO CANADA

TOWN CLERK

SARA MARCEAU

TOWN ENGINEER

DPW ADAM VERRAN

TOWN RETURNING OFFICER

SARA MARCEAU

TOWN SOLICITORS

TAYLOR MACLELLAN COCHRANE

TOWN TREASURER

LEAH PROFITT

TRAFFIC AUTHORITY

ACTING S/SGT GRANT RYLAND, DPW ADAM VERRAN

VWRM BYLAW ENFORCEMENT OFFICER

DALE ROBERTS

**REPRESENTATION ON OTHER
COMMITTEES (BY CITIZENS)**

MIDDLETON SWIMMING POOL SOCIETY

KELLEY DOUCETTE (Chair), STEPHANIE PURCELL (Vice-
Chair), MORGAN LAFFIN (Treasurer), JENAY ARMSTRONG
(Secretary), KATIE GREENE, SHALENE BURNS,
SCOTT MOORE, MARK FOWLER, KRYSTINA JOHNSON

REGIONAL LIBRARY BOARD

COUNCILLOR DAN SMITH

WESTERN REGIONAL HOUSING AUTHORITY

Citizen at Large: DIANNE MCDONALD

COMMUNITY COMPLAINTS & CONCERNS
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
25-026	24-Nov-25	Gina Pearson	Phone		Complainant would like to see white lines painted along Main Street (Brooklyn Road side), and Brooklyn Road. Complainant finds it very difficult to see the shoulder of the road at night.	Public Works/Parks	Adam	4-Dec-25	White lines will be repainted in the spring when weather improves. Jul 3/26: staff are working on line painting now and will assess this area	In-Progress
26-005	27-Mar-26	Ashley Crocker	Email		The large EFR trucks that collect commercial waste have been driving on side streets (Maple, Commercial). Residents are concerned about the damage these trucks can cause on the infrastructure.	Administration	Ashley	2-Apr-26	Mar 30/26: Letter to EFR has been written and sent to CAO. Apr 1/26: Letter sent. Apr 16/26: CAO spoke with EFR. Jul 3/26: CAO needs to follow up with EFR but has been made aware that the issue was reported to vehicle compliance	In-Progress

Town of Middleton
Town General Financial Variance Report
as of July 31, 2026
UNAUDITED

31-Jul-26			YTD Variance Explanation
Actuals	Budget	Variance (\$)	
30,876	12,500	18,376	HST Offset received \$14.7K but budgeted in April, Deed Transfer Tax \$3.7K above budget
-	-	-	Nothing to report
-	35,929	(35,929)	Budgeted but not received \$35.9K from Annapolis County Capital Fire grant based on historical information
859	5,471	(4,612)	Revenue from events budget based on historical information; \$4.5K under budget
12,576	13,575	(1,000)	Nothing to report
-	-	-	Nothing to report
2,000	17,207	(15,207)	\$11K Canada Summer Jobs Grant and \$6K MPAL funding budgeted in July but not yet received; \$2K received but not budgeted in month from Province for HOV Festival.
46,311	84,682	(38,371)	
57,741	65,979	(8,237)	Variance due to timing
16,553	18,127	(1,575)	Nothing to report
107,772	101,461	6,311	Tidal Transit Q1 invoice \$6.9K over budget
			NS Power \$6.7K budgeted, but billed in August, Supplies \$5.7K above budget for the month, Wages and benefits \$3.2K below budget.
52,410	62,249	(9,840)	Variance due to timing
21,695	23,956	(2,261)	Variance due to timing
45,798	48,229	(2,431)	Variance due to timing
56,697	47,044	9,653	Current year billing package received Jul 2, variance due to timing; YTD variance above budget \$1K.
-	-	-	Nothing to report
-	73	(73)	Nothing to report
358,665	367,118	(8,454)	
(312,354)	(282,436)	(29,918)	
-	-	-	Nothing to report
-	-	-	Nothing to report
-	-	-	Nothing to report
		-	Nothing to report
-	-	-	
(312,354)	(282,436)	(29,918)	

Town of Middleton
Water Utility Financial Variance Report
as of July 31, 2026
UNAUDITED

	31-Jul-26			
	Actuals	Budget	Variance (\$)	Variance Explanation
REVENUES				
Metered sales	(871)	-	(871)	Internal invoice voided in July and corrected in prior period
Flat rate sales	-	-	-	<i>Nothing to report</i>
Public fire protection	-	-	-	<i>Nothing to report</i>
Sprinkler service	-	193	(193)	<i>Nothing to report</i>
Other operational revenue	799	645	154	<i>Nothing to report</i>
Non-operating revenue	-	85	(85)	<i>Nothing to report</i>
TOTAL REVENUE	(72)	923	(995)	
EXPENSES				
Source of supply	-	75	(75)	<i>Nothing to report</i>
Power and pumping	683	5,870	(5,187)	NS Power \$5.1K budgeted, but billed in August
Water treatment	4,865	3,111	1,754	Water testing \$3K over budget for the month, but in line YTD
Transmission and distribution	25,800	25,933	(133)	<i>Nothing to report</i>
Admin and general	23,335	28,946	(5,611)	Wages and benefits 3.4k under budget
Taxes	-	-	-	<i>Nothing to report</i>
Interest (MFC) - Reservoir	-	-	-	<i>Nothing to report</i>
Amortization	-	-	-	<i>Nothing to report</i>
TOTAL EXPENSES	54,683	63,936	(9,253)	
ANNUAL SURPLUS / (DEFICIT)	(54,755)	(63,013)	(10,248)	
FINANCING AND TRANSFERS				
Capital out of revenue	-	-	-	
Principal repayments (MFC)	-	-	-	
Principal repayments (MFC) - Reservoir	-	-	-	
Principal repayments (Inter-fund)	-	-	-	
Transfer to reservoir reserve	-	-	-	
TOTAL AFTER TRANSFERS	(54,755)	(63,013)	(10,248)	

From: [Sean Amos](#)
To: [Sara Marceau](#)
Cc: [Leah Profitt](#); [Kevin Matheson](#)
Subject: Re: D&U Questions
Date: Wednesday, September 2, 2026 9:36:46 AM
Attachments: [image002.png](#)
[image003.png](#)
[image004.png](#)
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Caution

This email comes from an outside sender. Verify the sender and use caution with any requests, links or attachments.

Good Morning,

The last two remaining Middleton DUP's:

5 George Street - Rotted and sagging porch roof

The portions of the roof have been removed, and the remaining sections have been securely braced.

28 Bridge Street - roof collapsing, garbage, deck roof, and building rear torn open.

The rear portion appeared to be an addition to the original house. At the time of the complaint the roof from this area was gone, and only 2 walls were standing. The yard was heavily covered in garbage. The entire rear portion has been removed, all garbage and building materials have been removed. At some point a number of tires had been left on the property after the complaint was addressed, and they have been removed as well.

Sean Amos

Manager of Protective Services

Mobile: (902) 526-0432

Hours: Mon-Fri.

8:30 am - 4:30 pm

Email: samos@annapoliscounty.ca

Website: AnnapolisCounty.ca



COUNTY of ANNAPOLIS
NATURALLY ROOTED

**Municipality of the County
of Annapolis**

752 St. George St

Annapolis Royal, NS

B0S 1A0



From: Sara Marceau <ea@town.middleton.ns.ca>

Sent: September 2, 2026 8:30 AM

To: Sean Amos <SAmos@annapoliscounty.ca>

Cc: Leah Profitt <financedirector@town.middleton.ns.ca>; Kevin Matheson <cao@town.middleton.ns.ca>

Subject: RE: D&U Questions

Hi Sean,

Can you please send us a report with a quick reference and why it was closed?

2026-2027 CAPITAL BUDGET

Project Name	Brief Description	Cost	Grant	Drawdown Reserves	(Repay) Reserves	Long-term Debt	Other	Project #	Costs to Date (07-31-26)	Status
TOWN GENERAL PROJECTS										
SIDEWALK REPLACEMENTS	Section of School Street and section of Gates Avenue from Main St to the school	25,000	-	25,000	-	-		22-14	55	Project expected to begin mid-September 2026.
LIFT STATION PUMP REPLACEMENT	Sewer pump	10,000	-	10,000	-	-		23-05		Project expected to begin in the Fall 2026.
BROOKLYN/MAIN MANHOLE REPLACEMENT	Replace manhole cover	20,000	-	20,000	-	-		26-01		Meeting with staff, CBCL and Nova Millrights regarding road grade design in August; pending information from vendor.
**FIRE PUMPER/TANKER	Replace 34 year old fire pumper/tanker	888,138	525,000	363,138	-	-		24-17	888,138	Project complete and paid in full.
DOCK	Replace wooden dock	85,500	56,430	-	-		29,070	25-09		Unsuccessful obtaining grant funding for project; deferred until next round of funding offered.
*CROSSWALK LIGHTS	Install high-visibility crosswalk lights at 6 locations	29,948		29,948	-	-	-	25-10		Materials ordered in early August; expected to be received mid-September. Staff to install once materials have been received.
MIGRATE ACCOUNTING SOFTWARE	Accounting software migration	20,000	-	20,000	-	-	-	26-09		Project to begin in the Fall 2026.
REMOVE ON-PREMISE DOMAIN CONTROLLER	Replace domain controller	4,500	-	4,500	-	-	-	26-10		Project to begin in the Fall 2026.
REPLACE CHURCH STREET BETWEEN SCHOOL AND COMMERCIAL	Replace section	143,000	-	143,000	-	-	-	26-12		Project started late August 2026 - 50% complete. Paving preparation to be completed over next 2 weeks; project estimated to be completed by end of September 2026.
TOTAL TOWN		\$ 1,226,086	\$ 581,430	\$ 615,586	\$ -	\$ -	29,070		888,192	
WATER UTILITY PROJECTS										
WATER VALVE REPLACEMENT	Replace curb stops	24,000	-	24,000	-	-	-	24-10		Project anticipated to begin in October 2026.
FIRE HYDRANT REPLACEMENTS	Hydrants - 3 per year	18,000	-	18,000	-		-	22-10		Project anticipated to begin in October 2026.
WATER RESERVOIR	Reservoir - 3rd year	4,038,176	-	2,399,185	-	1,638,991	-	22-12-A	3,638,531	Reservoir complete, pending deficiencies list and final invoicing from vendors.
WATER RESERVOIR	Decommission old reservoir	249,200	124,600	-	124,600	-	-	22-12-A		Project set to begin September 8th, 2026.
WELL PUMP REPLACEMENT	Replace pump #3	25,000	-	25,000	-	-	-	24-09		Vendor ordered pump - project anticipated to begin early October 2026.
WATER METER REPLACEMENTS	Replace broken meters	7,322	-	7,322	-	-	-	26-02	7,655	Water meters received; project ongoing.
BROOKLYN ROAD SUCTION LINE REPLACEMENT	Improve pump efficiency	12,000	-	12,000	-	-	-	26-04		Pending vendor quote.
WELL LEVEL SENSOR	Broken sensor	9,000	-	9,000	-	-	-	25-02		Well level sensor received; to be installed after well pump has been installed.
TOTAL WATER		\$ 4,382,698	\$ 124,600	\$ 2,494,507	\$ 124,600	\$ 1,638,991	-		3,646,186	
TOTAL 2026-2027 CAPITAL PROJECT EXPENDITURES APPROVED MARCH 30, 2026		\$ 5,608,784	\$ 706,030	\$ 3,110,093	\$ 124,600	\$ 1,638,991	\$ 29,070		\$ 4,534,378	
SUPPLEMENTAL PROJECTS APPROVED BY COUNCIL										
FIRE DEPT UTILITY TRUCK	1 Ton 4x4 Truck	150,000						25-12	158,171	Project completed and paid in full. Project exceeded approved amount due to addition of winch and brush bar. These extras are being reimbursed by the Fire Department.
SUN SHADE STRUCTURE AT POOL	Sun shade installation at pool	6,311					6,311	26-13		Project completed July 10th, 2026. Pending final invoicing.
CHANGE ROOMS AT THE POOL	Change room installation at pool	5,913					5,193	26-14		Project not yet started due to contractor availability.
TOTAL WATER		\$ 5,913	\$ -	\$ -	\$ -	\$ -	\$ 5,193		\$ -	
TOTAL 2026-2027 CAPITAL PROJECT EXPENDITURES		\$ 5,614,697	\$ 706,030	\$ 3,110,093	\$ 124,600	\$ 1,638,991	\$ 34,263		\$ 4,534,378	

*Originally approved by council as part of the budget process for 6 lights at a cost of \$73,847 with \$48,501 to come from a provincial grant. With grant funding not received, Council approved on July 20 2026 the purchase of 4 lights at a cost of \$29,948 to be funded by Federal Gas Tax (CCBF)

**Originally approved by council as part of the budget process at a cost of \$850,000 with \$525,000 to come from Annapolis County Fire Reserve. Final tender came in above original budget, and Council approved on June 1 2026 the difference of \$38,138 be funded by Federal Gas Tax (CCBF)

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026

Claimant's Name:
Claimant's Title:
Date of expense report:

Gail Smith
Mavor
4/1/2026-6/30/2026



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
							\$ 29.50	\$ 30.05	\$ 61.70	
Qtr 1										
Qtr 1 Total				\$-	-	\$-	\$-	\$-	\$-	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026

Claimant's Name:
Claimant's Title:
Date of expense report:

Ashley Crocker
CAO
4/1/2026-6/30/2026



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
							\$ 29.50	\$ 30.05	\$ 61.70	
Qtr 1										
15-Apr-26	Valley Regional Services Board Meeting (Coldbrook)		Mileage		94	\$ 55.37				
15-Apr-26	Valley Regional Services Board Meeting (Coldbrook)		Meals					\$ 30.05		
22-Apr-26	AMANS Spring Conference Registration (Digby Pines - Digby)	Conference Registration		\$ 499.54						
22-Apr-26	AMANS Rules of Order Training (Digby Pines - Digby)	Training Registration		\$ 228.00						
30-Apr-26	Joint Council Meeting (Bridgetown Legion)		Mileage		48	\$ 28.27				
30-Apr-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Mileage		176	\$ 103.66				
30-Apr-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Meals						\$ 61.70	
1-May-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Mileage		176	\$ 103.66				
1-May-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Meals				\$ 29.50	\$ 30.05		
1-May-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Accommodations	\$ 139.73						
10-Jun-26	AMANS Spring Conference (Digby Pines - Digby)		Mileage		162	\$ 95.42				
10-Jun-26	AMANS Spring Conference (Digby Pines - Digby)		Meals						\$ 61.70	
11-Jun-26	AMANS Spring Conference (Digby Pines - Digby)		Mileage		162	\$ 95.42				
12-Jun-26	AMANS Spring Conference (Digby Pines - Digby)		Meals				\$ 30.05			
16-Jun-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)	Conference Registration		\$ 660.50						
17-Jun-26	Valley Regional Services Board Meeting (Coldbrook)		Mileage		94	\$ 55.37				
Qtr 1 Total				\$1,527.77	912	\$537.17	\$29.50	\$90.15	\$123.40	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026

Claimant's Name:
Claimant's Title:
Date of expense report:

John Bartlett
Councillor
4/1/2026-6/30/2026



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
							\$ 29.50	\$ 30.05	\$ 61.70	
Qtr 1										
1-May-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Accommodations	\$ 279.46						
29-Apr-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Mileage		178	\$ 105.59				
29-Apr-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Meals						\$ 57.70	
30-Apr-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Meals				\$ 28.40		\$ 57.70	
1-May-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Mileage		178	\$ 105.59				
1-May-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)		Meals				\$ 28.40			
28-May-26	LOC Meeting (Coldbrook)		Mileage		96	\$ 56.94				
16-Jun-26	NSFM Spring Conference (Rodd Grand Hotel - Yarmouth)	Conference Registration		\$ 660.50						
Qtr 1 Total				\$939.96	452	\$268.12	\$56.80	\$-	\$115.40	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026

Claimant's Name:
Claimant's Title:
Date of expense report:

Jonathan Archibald
Councillor
4/1/2026-6/30/2026



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 1							\$ 29.50	\$ 30.05	\$ 61.70	
Qtr 1 Total				\$-	-	\$-	\$-	\$-	\$-	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026

Claimant's Name:
Claimant's Title:
Date of expense report:

Bernadette Knapp
Councillor
4/1/2026-6/30/2026



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 1							\$ 29.50	\$ 30.05	\$ 61.70	
Qtr 1 Total				\$-	-	\$-	\$-	\$-	\$-	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026

Claimant's Name:
Claimant's Title:
Date of expense report:

Darren Boates
Councillor
4/1/2026-6/30/2026



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 1							\$ 29.50	\$ 30.05	\$ 61.70	
10-Jun-26	AMANS Spring Conference (Digby Pines - Digby)		Mileage		164	\$ 96.60				
22-Apr-26	AMANS Rules of Order Training (Digby Pines - Digby)	Training Registration		\$ 228.00						
Qtr 1 Total				\$228.00	164	\$-	\$-	\$-	\$-	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Dan Smith
 Councillor
4/1/2026-6/30/2026

Town of



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast \$ 29.50	Lunch \$ 30.05	Dinner \$ 61.70	
Qtr 1										
15-Jun-26	Library Funding Partners Meeting (Coldbrook)		Mileage		96	\$ 56.54				
Qtr 1 Total				\$-	96	\$56.54	\$-	\$-	\$-	\$-

Please note: Purchase of Alcohol is not reimbursed.

Q1 FY 2026-27
Expense Reporting
April 1, 2026- June 30, 2026
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Gary Marshall
 Deputy Mayor
4/1/2026-6/30/2026

Town of



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 @ \$ 0.5890	Per Diems			Other Expenses
							Breakfast \$ 29.50	Lunch \$ 30.05	Dinner \$ 61.70	
Qtr 1										
Qtr 1 Total				\$-	-	\$-	\$-	\$-	\$-	\$-

Please note: Purchase of Alcohol is not reimbursed.



FY 2026-27

Hospitality Expense Reporting

April 1st, 2026 to June 30th, 2026

The Town of Middleton does not have any hospitality expenses to report for Q1 of 2026-27.

From: [Sara Marceau](#)
To: [Kevin Matheson](#)
Subject: FW: Time Sensitive. Request to submit comments regarding proposed changes to cell tower siting process
Date: Tuesday, August 25, 2026 8:33:37 AM
Attachments: ~WRD0000.jpg

FYI...

Sara

From: Canadians for Safe Technology <info@c4st.org>
Sent: Monday, August 24, 2026 10:19 PM
To: Sara Marceau <ea@town.middleton.ns.ca>
Subject: Time Sensitive. Request to submit comments regarding proposed changes to cell tower siting process

Caution

This email comes from an outside sender. Verify the sender and use caution with any requests, links or attachments.

Dear Mayor, Members of Council and the Municipal Administration,

I am writing on behalf of Canadians for Safe Technology (C4ST) to draw your attention to an ongoing public consultation by the federal government on proposed changes to the current telecommunications (cell) tower antenna siting process. It appears that many municipalities and other land-use authorities (LUAs) were not directly informed of this consultation which closes on September 22, 2026. Only a small number of LUAs submitted comments so far, while major telecommunications companies like Bell Mobility, Rogers and TELUS have submitted detailed comments and recommendations supporting ISED's recommendation and asking for more concessions.

This imbalance matters because the proposed changes would directly affect LUAs as the changes are heavily weighted to benefit the telecommunications companies, while shifting the responsibility and workload to LUAs such as municipalities.

C4ST has been involved in cell tower siting situations for more than a decade and has seen first-hand the valuable contributions local residents and the municipalities provide in influencing cell tower decisions, including identifying alternate, more suitable sites while still satisfying the cell tower proponent's connectivity goals. We hope you agree that your local role should be retained.

The public consultation we are referring to is, [Consultation on Amendments to the Tower Siting Process and Decision on Roaming, Tower Sharing and Annual Reporting Requirements for Terrestrial Licences](#). DGSO-001-26. May 2026.

The proposed changes were initiated because of the federal government [Red Tape Review](#). ISED states the proposed amendments are intended to "*reduce the regulatory and administrative burden on wireless communication operators*".

Reducing this "*burden*" for "*communication operators*," in effect, transfers the "*burden*" to LUAs such as municipalities and their constituents.

WHAT COULD CHANGE FOR YOUR MUNICIPALITY?

If ISED's proposed changes are adopted, there will be a significant reduction of municipal authority and local decision-making. For example:

- The revised [CPC-2-0-03](#) would impose a **one-size-fits-all process** across Canada. All locally created antenna-siting processes, protocols and policies would be eliminated. We believe 50 LUA's across Canada have created their own, local process for cell tower siting.
- **Municipalities would be excluded from involvement** in the ISED approval process **for new cell towers less than 15 metres in height**. This exclusion now applies to non-commercial users such as Amateur Radio Operators. The proposed amendment would extend this exclusion to broadcasters, third party- tower owners and telecommunications carriers such as Bell Mobility, Rogers and TELUS. The consequence is that these towers could be built almost anywhere if there is a "willing landlord." These excluded towers would not be entered into ISED's online portal because no LUA or public consultation would be required.
- For towers over 15 metres in height, LUAs such as municipalities would have **only 45 calendar days** to review proposals and consult residents, reduced from the current 120-day period. Failure to respond within that timeframe would result in **automatic approval** of the cell tower. The shortened timelines would make it much more difficult to identify and evaluate alternate sites, and for local elected officials and staff to become fully informed. Motivation for telecommunications companies to work collaboratively with LUAs to find an alternate site would be diminished.

Municipalities would be **restricted to a narrow, federally prescribed set of reasons** when explaining a decision of non-concurrence (non-agreement).

- The **Dispute Resolution Process** would favour the cell tower proponents because the onus will be on the LUA to trigger the process although it is the cell tower proponent who is seeking the concurrence (agreement).

Our summary of these and other key issues can be read [HERE](#).

Several telecommunications-industry respondents are requesting further concessions, such as more exemptions from local consultation, reduced or less visible public notification requirements, and stricter limits on the concerns municipalities may consider. Following are three quotes from July 16, 2026 submissions about reducing the timeframe for considering an application from 120 days to 30 or 45 days, as well as increasing the height of cell towers that would be **excluded entirely from municipality involvement and public notification and consultation as part of the approval process:**

Bell Mobility: *"We recommend that ISED adopt a 30-calendar day timeframe for LUA concurrence ."*

and *"... 15 metres . increase to 25 metres."*

Rogers: *". supports a 30 calendar day timeline ." and ". support increasing the 15 metre threshold to 25 metres in height ."*

TELUS: *"Deemed concurrence should be the default: ISED should establish that an LUAs failure to respond within the 45-day window triggers "Deemed Concurrence," allowing proponents to proceed immediately to construction and deployment, " and "Extend the exclusion floor from 15 metres to 20 metres ."*

SUBMITTING A RESPONSE TO ISED'S PUBLIC CONSULTATION AND SENDING A MESSAGE TO MINISTER OF INDUSTRY MELANIE JOLY

Considering the magnitude of ISED's proposed amendments and the far-reaching local impacts, our recommendation to ISED is that no changes should be made to CPC-2-0-03 until a broad study is completed. This has been done before. In 2003/2004 the federal government held country-wide meetings gathering feedback from all stakeholders and made changes to CPC-2-0-03 based on the 34 recommendations in the 250-page report, [The National Antenna Tower Policy Review](#) (Townsend Report).

Although it seems clear that a proper comprehensive study should be conducted; we

believe that is unlikely. Hence, it is important for municipalities to **submit a reply to ISED before September 22, 2026** in case such a study is not conducted and ISED does proceed with its changes. If these proposed changes are made to CPC-2-0-03, they will be difficult to undo.

As far as we know, after this consultation there will be no further formal opportunities for municipalities to give input on what the revised CPC-2-0-03 would contain, so it is critical that municipalities and other LUAs make their preferences known now.

The first stage of the public consultation closed on July 16, 2026 with submissions made by telecommunications companies, municipalities, the Federation of Canadian Municipalities and others.

The second stage, called Reply Comments, is open until September 22, 2026 and provides interested parties with an opportunity to review and respond to the comments already submitted.

Link to: [Comments received on Consultation on Amendments to the Tower Siting Process and Decision on Roaming, Tower Sharing and Annual Reporting Requirements for Terrestrial Licences.](#)

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We encourage you to read the following [submissions](#):

- The Town of Penetanguishene, Ontario - provides concerns about the significant reduction of municipal and public involvement in decisions that have important local impacts;
- Mattamy Homes, based in Ontario and one of Canada's largest residential real estate developers - provides a post cell tower installation perspective and possible negative consequences for some businesses;
- Bell Mobility, Rogers and TELUS - these telecommunications companies want ISED to make more restrictive changes.

We urge you to consider making a submission to ISED regarding the above linked "Comments received" with your municipality's preferences and recommendations. As per ISED's instructions, send submissions to: spectrumoperations-operationsduspectre@ised-isde.gc.ca and include all of the following in the subject line:

Reply Comments to Comments received on Consultation on Amendments to the Tower Siting Process and Decision on Roaming, Tower Sharing and Annual Reporting

Requirements for Terrestrial Licences. DGSO 001-26.

Also, please send your feedback and comments directly to the Minister of Industry, the Honourable Mélanie Joly: melanie.joly@parl.gc.ca

We would be glad to provide further information and assistance in any way we can. Please email us at info@c4st.org

Thank you for your attention to this important matter.

With best regards,
Frank Clegg, CEO
Canadians for Safe Technology

Link to our petition: https://c4st.org/eng/petition_ised.php

See our video [Canadians and Municipalities Must Have a Voice in Cell Tower Decisions](#)

La version française de ce courriel est disponible [ICI](#).

Canadians for Safe Technology (C4ST) is a national, non-profit, non-partisan, volunteer coalition of citizens and scientists, concerned about the health risks of wireless technology. Founded in 2012, C4ST is led by Frank Clegg, former President of Microsoft Canada, with the support of a volunteer Leadership Team. Together they collaborate with volunteer working groups and other non-governmental organizations, to raise awareness, to support communities who are concerned about proposed telecommunication tower applications that would negatively impact their community, and to meet with elected officials at all levels of government to share the state of the science and best practices from around the world.

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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