

AGENDA

1. CALL TO ORDER

2. VOLUNTEER OF THE YEAR AWARD

2.1 Heather Baxter

3. SECOND READING

3.1 RFD 068-2025 2nd Reading of Livestock Bylaw – CAO

4. APPROVAL OF THE AGENDA

5. PRESENTATIONS

5.1 Middleton Reservoir Replacement Project Update – Paul Young, CBCL

6. APPROVAL OF THE MINUTES

6.1 Special Council Meeting Minutes – November 13, 2025

6.2 Council Meeting Minutes – November 17, 2025

7. 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.

8. NEW BUSINESS

8.1 RFD 065-2025 Water Arrears Collection Policy – Finance

8.2 RFD 066-2025 Anti-Harassment Policy – CAO

8.3 RFD 067-2025 Appointment List Update - CAO

8.4 2025-26 Capital Projects Update – Finance

8.5 Financial Forecast for Town General and Water Utility – Finance

8.6 Financial Reports for 2025 Events – CAO

9. REPORTS

- 9.1 Management Report
- 9.2 Middleton Fire Department Dispatch Report for November
- 9.3 IDEA Committee Meeting Nov 3/25 Minutes
- 9.4 Joint Police Advisory Board Nov 13/25 DRAFT Minutes
- 9.5 Valley Regional Services Board Nov 19/25 Meeting Minute
- 9.6 Annapolis County Inter-Municipal Working Group Nov 26/25 DRAFT Minutes
- 9.7 Valley REN Quarter 2 Snapshot
- 9.8 Mayor's Report

10. ANYTHING BY MEMBERS

11. ADJOURNMENT

REQUEST FOR DECISION
2nd Reading of Livestock Bylaw
RFD#: 068-2025



To: Town Council
From: Ashley Crocker, CAO
Date: December 15, 2025
Subject: 2nd Reading of Livestock Bylaw

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Draft Livestock Bylaw
- Draft Livestock Permit Application
- Current Farm Animals and Domestic Fowl Bylaw
- Current Policy Code A 4.1 – Keeping of Farm Animal and Fowl

Legislation

- *MGA, Section 172 (Power to make bylaws)*

Recommendation

That Council gives second reading and approves Chapter 62, the Livestock Bylaw.

Background

Staff recommend repealing Chapter 32 Farm Animals and Domestic Fowl Bylaw, and replacing it with Chapter 62, the Livestock Bylaw. The Farm Animals and Domestic Fowl Bylaw has not been updated since 1969. The new Livestock Bylaw will be enforced by the bylaw enforcement team at the County of Annapolis. In discussions with the County, the suggestion was made for the Town to update its bylaw to match that of the County (so long as this made sense for the Town) so that the Animal Control Officers could apply the same rules throughout all the areas they cover. One change from the old to new bylaw is that the fines have been increased since they were set in 1969. The fees are consistent with the County of Annapolis fees for same.

Differences will remain between the Town and County's bylaws on Livestock. This is largely because the county is very rural, and the Town is more urban. Notably, livestock is prohibited in Town unless Council

REQUEST FOR DECISION
2nd Reading of Livestock Bylaw
RFD#: 068-2025



has granted a permit. In addition, roosters are prohibited in Town. These two prohibitions are consistent with the Town’s previous Farm Animals and Domestic Fowl Bylaw.

In addition, anyone requesting to keep farm animals within Town limits will need to fill out a permit application and must obtain written consent from all adjacent neighbors prior to approval. This is consistent with the Town’s policy Code A 4.1 – Keeping of Farm Animals and Fowl. Attached to this Request for Decision is a draft permit application form which is an internal document and not part of the bylaw or policy. Staff will make updates to this application form as necessary to ensure the requirements of applying to keep farm animals in Town is clear and consistent with the bylaw and policy.

The next steps for the bylaw are as follows:

1. Council gives Second Reading of the bylaw
2. Once Council gives Second Read of the bylaw, a Notice of Adoption ad must sent to the local newspaper OR posted on the Town’s website
3. The bylaw and documents become effective on date of publication
4. The Town Clerk must certify a copy of the bylaw document with the Town seal
5. A certified copy of the bylaw must be sent to the Minister

Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
2nd Reading of Livestock Bylaw
RFD#: 068-2025



Alternatives

- 1) Council can choose to place further restrictions or reduce restrictions on keeping farm animals in Town and ask staff to amend the draft bylaw

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: December 15, 2025

TOWN OF MIDDLETON LIVESTOCK BYLAW

Short Title

1. This Bylaw may be cited as the “Livestock Bylaw.”

Legislative Authority and Intent

2. This Bylaw has been prepared in accordance with the provisions of the *Municipal Government Act*, S.N.S. 1998, c.18 and amendments thereto. Sub-section 172(2)(b) provides that Municipal Council may regulate any animal. This Bylaw shall apply within the boundaries of the Town of Middleton.

Definitions

3. Except as provided below, terms used in this policy shall have the same meaning as in the *Municipal Government Act*, or as their context applies according to a dictionary of the English language:
 - (1) “at large” means found in any place other than the owner’s property and not under the continuous restraint and control of some person;
 - (2) “livestock” includes:
 - a) Cattle, horses, sheep, swine and poultry,
 - b) Game farm animals including cervids (deer family), wild boar, bison, buffalo, ratites, llamas and alpacas,
 - c) Foxes, chinchilla and mink raised for fur production,
 - d) Rabbits raised for meat production,
 - e) Any animals designated as farm animals in the *Animal Protection Act*;
 - (3) “Municipality” means the Municipality of the County of Annapolis;
 - (4) “Municipal Staff” means a municipal employee designated by the Chief Administrative Officer (CAO) to act on the Town’s behalf for the purpose of enforcing this Bylaw.
 - (5) “Owner” includes any person who has lawful custody of livestock.
 - (6) “Rooster” means a domesticated male chicken.
 - (7) “Town” means the Town of Middleton.

Administration of Bylaw

4. Municipal Staff shall be responsible for the enforcement of this Bylaw.
5. Municipal Staff shall protect the confidentiality of all persons involved in an investigation to the greatest extent possible, except as may be required to be disclosed for court prosecution and in accordance with Part XX, *Municipal Government Act* (Freedom of Information and Protection of Privacy).
6. If Municipal Staff determine, upon reasonable grounds, that an owner has contravened this bylaw, they may give a written warning before taking any other action under this Bylaw as they deem appropriate.

Prohibitions and Interpretations

Every owner whose livestock is at large and fails to take all reasonable steps to immediately regain custody and control of their livestock is in contravention of this Bylaw.

7. Every owner who fails to take all necessary steps to prevent livestock from being at large, including but not limited to erecting and maintaining fences adequate for that purpose, is in contravention of this Bylaw.
8. Each of Section 7 and 8 is a separate and distinct offence.
9. Unless a permit has been approved by Council, keeping of livestock in Town limits is prohibited. A copy of the permit application is available and must be submitted by the applicant to Town Hall for Council's consideration.
10. No person shall keep a rooster in Town limits.

Penalty

11. Any person who contravenes any provision of this Bylaw is punishable on summary conviction by a fine of not less than \$150.00 and not more than \$1,000 for a first offence, and not less than \$250.00 and not more than \$1,000 for a second or subsequent offence. For the purposes of this section, it is irrelevant whether the offences were prosecuted pursuant to the same section of this Bylaw.

Repeal

12. A Bylaw known as Farm Animals and Domestic Fowl Bylaw, dated July 7, 1969, is hereby repealed.



CERTIFICATION

I, **Sara Marceau, Town Clerk for the Town of Middleton**, do hereby certify that the bylaw, of which the foregoing is a true copy, was duly passed at a called meeting of the Town Council of the Town of Middleton held on the **15th day of December 2025.**

GIVEN under the hand of the Town Clerk and the corporate seal of the Town of Middleton this **15th day of December 2025.**

Sara Marceau
Town Clerk

Bylaw Adoption	
Date of First Reading:	November 17, 2025
Publication of Notice of Intent:	
Date of 2 nd Reading & Passing:	
Date of Publication of Notice of Passing:	
Description: Passing of Original Bylaw	
Description: The initial approval of the Livestock Bylaw, Chapter 62, which includes the repeal of the previous Farm Animals and Domestic Fowl, Chapter 32 approved July 7, 1969.	

TOWN OF MIDDLETON

**PERMIT APPLICATION TO KEEP CERTAIN FARM ANIMALS AND DOMESTIC FOWL
WITHIN THE TOWN**

Name of Applicant(s): _____

Address of Applicant: _____

Type of Animals or Fowl: _____

Number of Animals or Fowl: _____

**Location where said
Animals are to be kept:** _____

Date

Signature of Applicant

Permit is hereby granted to the above-named to keep the above-mentioned farm animals or domestic fowl within the Town of Middleton. Permits renew automatically unless there are complaints from neighboring residents or the permit holders fail to comply with the Livestock Bylaw.

Applicants wishing to keep livestock on their property must obtain written consent from all adjacent neighbors prior to approval. For the purposes of this application, "adjacent neighbors" means the owners or occupants of all properties that share a common property line or corner with the applicant's parcel, including those directly beside, behind, or diagonally adjacent.

Date

Chief Administrative Officer

Amount of License Fee: NIL

Chapter 31 Cont'd.

6. A license issued under this By-law shall be valid until the 31st day of MARCH next following its issue unless sooner revoked or suspended.
7. A license issued hereunder may be suspended or revoked by the Council if the holder thereof fails to comply with Sanitary Regulations respecting Auto Trailers made under the authority of Chapter 13 of the Acts of Nova Scotia, 1962 and amendments thereto, the Public Health Act.
8. Every licensee shall display his license on demand of a Police Officer or constable.
9. The Clerk on payment of twenty-five cents shall replace any license when a person licensed files with the Clerk his statutory declaration that it has been lost, stolen, or destroyed.
10. The Clerk shall keep a record of every license issued by him, with a number on each record corresponding to the number inserted in the license.
11. Every person who violates or fails to comply with any of the provisions of this By-law shall be liable on conviction to a penalty not exceeding Fifty Dollars, and in default of payment to imprisonment for a period not exceeding thirty days.

CHAPTER 32 - FARM ANIMALS AND DOMESTIC FOWL BY-LAW

Council: July 7, 1969
Minister: Sept. 11, 1969

BE IT ORDAINED by the Town of Middleton in Council as follows:

1. No person shall keep cows, horses, mules, asses, sheep, goats, pigs, foxes, mink, geese, turkeys, hens, or other domestic fowl or any of them within the limits of the Town of Middleton, unless, and until such person shall have first applied for and obtained from the Town Council a permit for such keeping.
2. (1) Any person who desires to keep any of the aforementioned animals or fowl within the limits of the Town may make written application to the Town Council addressed to the Town Clerk which application shall be considered by the Town Council as hereinafter provided for at its first regular meeting after receipt of such application.

After due consideration of the application by the Council and the Medical Health Office the Council may grant a permit in writing to the applicant for such keeping provided that such keeping in the opinion of the Council and Medical Health Officer,

- (a) will not create a nuisance as defined by Section 47(3) of the Public Health Act, Chapter 247 of the Revised Statutes of Nova Scotia 1967.
- (b) will not cause physical damage to the person or property of adjoining owners.
- (c) will not be injurious to the public health.

3. Any permit granted under this by-law shall remain in force for a period of one year from the date thereof, unless sooner revoked due to violation of the provisions contained in Section 2(1), (a), (b) and (c) prior to the expiration of one year, after which time a further application may be received and dealt with by the Council as herein provided.

(a) No fees shall be chargeable by the Town Council for such permits.

4. Persons in this by-law shall include any firm, company or corporation.

5. Any person who violates or fails to comply with the provisions of this by-law shall be liable to a penalty not exceeding \$50.00, and in default of payment to imprisonment for a period not exceeding twenty days, and for a second or subsequent offence to a penalty not exceeding \$100, and in default or payment to imprisonment not exceeding two months.

TOWN OF MIDDLETON

APPLICATION TO KEEP CERTAIN FARM ANIMALS AND
DOMESTIC FOWL WITHIN THE TOWN

Name of Applicant(s): _____

Address of Applicant: _____

Type of Animals or Fowl: _____

Number of Animals or Fowl: _____

Location where said
Animals are to be kept: _____

Date

Signature of Applicant

Permit is hereby granted to the above-named to keep the above-mentioned farm animals or domestic fowl within the Town of Middleton, subject to the conditions outlined in the Farm Animal & Domestic Fowl Bylaw, Chapter 32.

Date

Chief Administrative Officer

Amount of License Fee: NIL

**TOWN OF MIDDLETON
CODE A - GENERAL ADMINISTRATION**

Subject: Keeping of Farm Animal and Fowl

Number: 4.1

Coverage: Council, Staff & Public

Approved by: Council & CAO

Effective Date : September 5, 1978

Revision Date: August 8, 2006

Rationale

This policy establishes guidelines for new applications to keep farm animal and fowl.

Policy Statement

- 1) Further to the requirements in the Town's bylaws regarding applications for keeping farm animals and fowl, persons wishing to keep farm animals and fowl who do not already do so shall supply letters from neighbouring residents stating that they have no objections to the application.

- 2) The renewal of licenses is automatic, provided that there are no complaints from neighbouring residents, and the license holders continue to comply with the Farm Animal and Domestic Fowl Bylaw.

References

- 1) Town bylaws, Ch 32, Farm Animals and Domestic Fowl Bylaw

- 2) Town bylaws, Ch 8-2F, Clerk's Duties, Issuance of Licenses

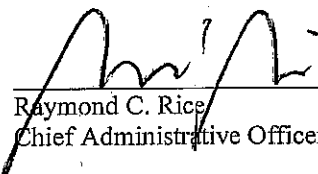
Previous Policies

The previous policy 1/9 "Policy Regarding Keeping of Farm Animals and Fowl" dated September 5, 1978 is hereby amended.

Certification

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

GIVEN under the hand of the Clerk and under the seal of the Town of Middleton this 5th day of March, 2007



Raymond C. Rice
Chief Administrative Officer



Middleton Reservoir

1 ■ Project Scope

2 ■ Project Schedule

3 ■ Construction Budget Summary

4 ■ Photos



Project Scope

New Infrastructure:

- New Reservoir
- Pump Station
- Site Work
- Zone Building Upgrades

Engineering Disciplines:

- Municipal
- Process
- Electrical
- Building Mechanical
- Structural
- Geotechnical

Project Schedule

Anticipated Commissioning Timeline:

Jan 19 – Feb 6, 2026

Anticipated Date for Tank Operational:

Feb 11, 2026

Project Completion (Excluding Seasonal Work):

Feb 20, 2026

Decommissioning of Old Reservoir:

Spring 2026



Solutions today
Tomorrow  mind



Construction Budget Summary - Middleton Reservoir

Total Contract Award	\$3,436,550
Total Construction Change Orders	-\$206,992
Tariff Change Order (Removed from Change Order List)	\$156,929
Total Change Orders After Tariff Removed	\$50,063
Total Change Orders Percentage	1.46%



November 14, 2024 3:53 p.m.



























A photograph of a construction site. In the foreground, there are several red wooden sawhorses on a gravel surface. In the background, there is a blue structure, possibly a utility box, and a roll of material. The scene is set against a backdrop of trees. A semi-transparent green banner is overlaid across the middle of the image, containing the word "Questions" in white text.

Questions

A Special Town of Middleton Council Meeting was held at the Town Hall on Thursday, November 13, 2025.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors Jonathan Archibald, Sandra Fournier, Bernadette Knapp, Dan Smith; and Recording Secretary, Sara Marceau.

Regrets: Councillors John Bartlett

1. CALL TO ORDER

Mayor Smith called the meeting to order at 5:39pm.

2. APPROVAL OF THE AGENDA

251113.01 It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. IN CAMERA

3.1 Personnel

Recording Secretary Sara Marceau left the room at 5:40pm.

251103.02 It was moved and seconded to move to in-camera at 5:40pm. **Motion carried.**

251103.03 It was moved and seconded to move out of camera at 7:50pm. **Motion carried.**

4. ADJOURNMENT

The Mayor declared the meeting adjourned at 7:51pm.

MAYOR

RECORDING SECRETARY

A regular monthly meeting of Middleton Town Council was held in-person at the Town Hall, via Facebook Live, on Monday, November 17th, 2025, starting at 7:00pm.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors Sandra Fournier, Bernadette Knapp, Jonathan Archibald and Dan Smith; Communications and Events Coordinator, Gina Pearson, Chief Administrative Officer, Ashley Crocker; and Recording Secretary, Sara Marceau.

Regrets: Councillor John Bartlett

Also in Attendance:

1. CALL TO ORDER

Mayor Smith called the meeting to order at 7:00 p.m.

2. APPROVAL OF THE AGENDA

251117.01 It was moved and seconded that Council approve the agenda as amended.
Motion carried.

3. PROCLAMATIONS

Mayor Smith proclaimed December 3, 2025, as International Day of Persons with Disabilities in the Town of Middleton.

4. APPROVAL OF THE MINUTES

4.1 Approval of the Previous Meeting Minutes

2025.09.15 Public Hearing Minutes
2025.10.20 Council Meeting Minutes
2025.10.20 In-Camera Meeting Minutes
2025.11.03 Special Council Meeting Minutes
2025.11.13 In-Camera Meeting Minutes

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

5. ANYTHING BY CITIZENS

Nothing to report.

6. NEW BUSINESS

6.1 **Committee of the Whole Recommendations**

- a. RFD 047-2025 Archery Lease Agreement

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

251117.02 It was moved that Council approves the Mayor and CAO executing the new agreement with the Annapolis East Archery Club. **Motion carried.**

- b. RFD 062-2025 Joint Police Advisory Board

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

251020.03 It was moved and seconded that Council request the Minister of Justice approve the dissolution of the Joint Police Advisory Board currently shared with the Municipality of the County of Annapolis, and to authorize the establishment of an independent Town of Middleton Police Advisory Board in accordance with the *Police Act*. **Motion carried.**

- c. RFD 063-2025 Appointment List Update for 2026

CAO Crocker gave a brief overview of the Appointment List Update for 2026.

251117.04 It was moved and seconded that Council remove Danny Wright as the Town's Building Inspector. **Motion carried.**

251117.05 It was moved and seconded that Council remove Dana Olmstead as the Town's Building Inspector. **Motion carried.**

251117.06 It was moved and seconded that Council approve the Appointment List, as presented. **Motion carried.**

6.2 **RFD 052-2025 Middleton Logo Change**

Communications and Events Coordinator Pearson gave a brief overview of the Middleton Logo Change.

There was a lengthy discussion regarding the new logo change, including whether the leaf, stem, and shine should be removed, and ultimately Option 2 was selected.

251117.07 It was moved and seconded that Council approve the Option 2 logo as presented in the survey attached to the Request for Decision, with one change being that the leaf, stem, and shine be removed from the heart. **Motion carried.**

6.3 RFD 057-2025 1st Reading of Livestock Bylaw

CAO Crocker provided a brief overview of the Livestock Bylaw for 1st Reading.

Councillor Archibald noted that a resident is interested in beekeeping and asked whether the Livestock Bylaw applies to beekeeping

- CAO Crocker responded that beekeeping is not covered in the bylaw.

ACTION: CAO Crocker to investigate if bees are allowed to be kept in Town and if there are any bylaws/legislations that govern this.

251117.08 It was moved and seconded that Council gives first reading to Chapter 62, the Livestock Bylaw. **Motion carried.**

6.4 RFD 064-2025 Reservoir Temporary Borrowing Resolution

CAO Crocker gave a brief overview of the Reservoir Temporary Borrowing Resolution.

251117.09 It was moved and seconded that Council authorize and approve the attached Temporary Borrowing Resolution in the amount of \$2,251,191. **Motion carried.**

6.5 January 5, 2026 – Committee of the Whole

CAO Crocker raised the discussion regarding the January 5, 2026, Committee of the Whole meeting, noting that Town staff will be returning on January 5th, and asked what meetings Council wishes to hold in January.

Councillor Smith asked whether the January agenda is typically heavy.

- CAO Crocker replied that it is not usually

ACTION: Recording Secretary Marceau to update Council calendars to reflect that there will be no January 5th COTW meeting.

6.6 2025-26 Capital Projects Update

CAO Crocker provided a brief overview of the 2025-26 Capital Projects Update.

Councillor Smith asked when the reservoir will be completed.

- CAO Crocker noted that she attended the reservoir meeting last week and that the project appears to be proceeding as planned, but perhaps a couple of weeks behind schedule. The grant deadline is the end of March.

ACTION: CAO Crocker to ask CBCL to provide a one-page briefing outlining the status and the next steps.

7 REPORTS

- 7.1 Management Report
- 7.2 Middleton Fire Department Dispatch Report for September
- 7.3 Valley Regional Services Board Sep 17/25 Meeting Minute
- 7.4 Joint Police Advisory Board Sep 18/25 DRAFT Minutes
- 7.5 Audit Committee Oct 9/25 DRAFT Minutes
- 7.6 Mayor's Report

Mayor Smith noted that the above reports were circulated to Council members with the agenda package and called for questions/discussion.

- Councillor Knapp noted that a recent radio segment mentioned the Annapolis Valley Regional Library is experiencing financial difficulties.
- Councillor Smith stated that there is a new agreement in place until a decision is made, noting that this is a provincial issue rather than a municipal one.
- Councillor Smith asked if staff could conduct a survey of the local business community to determine whether they are using the REN, and to gather feedback on what the REN is doing for them.

ACTION: Staff to create a survey for businesses to see how many businesses in Town use Valley REN and how many have seen benefits from the Valley REN, sometime before Draft 1 of the budget is presented to Council.

- Councillor Smith asked for an update on the hiring process for the Director position and inquired whether the Town is also hiring for Public Works.
 - CAO Crocker stated that she is hopeful regarding the Director of Finance position, and that interviews for the Public Works position are taking place this week.

- Councillor Smith asked for a status update on the strategic initiative around policing.
 - CAO Crocker stated that she has a meeting with the RCMP and noted that something to consider in the 2026-2027 budget process is hiring a consultant to conduct a policing assessment and provide recommendations to Council.
 - Deputy Mayor Marshall stated that he knows someone locally who is a subject matter expert and suggested seeing if they could do a presentation on community-based policing at one of the December meetings.

ACTION: Reach out to Dane Berringer to do a presentation at the December Committee of the Whole or Council meeting.

8 ANYTHING BY MEMBERS

There was a lengthy discussion around the NSFIM Conference multiple Councillors attended.

Councillor Knapp attended the Remembrance Day ceremony, noting that it was very well attended and a beautiful service.

Deputy Mayor Marshall noted that the Clean Foundation is holding a public engagement session on November 27th at NSCC Middleton. If you can't attend on the 27th, there is another session on November 28th, after which you can make your way to the Middleton tree lighting and parade starting at 6:30 p.m. on November 28th.

Mayor Smith attended the Mobius Awards, which were held to celebrate innovation and impact in waste reduction and sustainability.

9 ADJOURNMENT

The Mayor declared the meeting adjourned at 8:29pm.

Mayor

Recording Secretary

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



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

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

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

Legislation

- N/A

Recommendation

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

Background

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

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

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

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



Financial Implications

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

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

Strategic Plan/Operating Plan Alignment

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

Alternatives

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: December 15, 2025

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

RATIONALE

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

POLICY STATEMENT

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

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

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

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

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

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

REFERENCES

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

PREVIOUS POLICY

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

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

Chief Administrative Officer

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

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

RATIONALE

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

POLICY STATEMENT

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

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

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

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

3.

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

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

REFERENCES

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

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

PREVIOUS POLICY

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

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

Chief Administrative Officer

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

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

Rationale

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

Policy Statement

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

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

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

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

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

References

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

Previous Policy

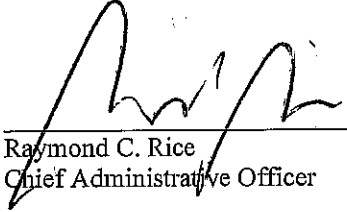
The previous policy 1/35 "Water Arrears Collection Policy", amended August 6, 2002, is hereby amended.

Certification

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

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

5th day of March, 2007



Raymond C. Rice
Chief Administrative Officer

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



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

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

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

Legislation

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

Recommendation

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

Background

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

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



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

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

The revised Anti-Harassment Policy:

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

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

Financial Implications

Minimal financial impact.

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

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



Strategic Plan/Operating Plan Alignment

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

Alternatives

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

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

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

Council may request specific edits or clarifications.

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: December 15, 2025

ANTI-HARASSMENT POLICY

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

1 POLICY STATEMENT

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

2 APPLICATION

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

3 DEFINITIONS

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

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

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

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

3.4 The following is not harassment:

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

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

4 RESPONSIBILITIES

4.1 Town of Middleton is responsible for:

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

4.2 Management is responsible for:

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

4.3 Supervisors are responsible for:

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

4.4 Employees are responsible for:

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

4.5 Employees can expect:

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

5 REPORTING PROCEDURE

5.1 Filing a Complaint

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

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

6 INVESTIGATION

6.1 Investigation

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

7 CORRECTIVE ACTION AND REMEDIES

7.1 Substantiated Complaint

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

8 CONFIDENTIALITY

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

9 OTHER REDRESS

9.1 Employees may file complaints with:

9.1.1 Nova Scotia Human Rights Commission;

9.1.2 CUPE (if applicable);

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

9.1.4 Police, in the case of potential criminal activity.

10 REPEAL, REPLACE, OR AMEND

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

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

Chief Administrative Officer

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

ANTI-HARASSMENT POLICY

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

1 POLICY STATEMENT

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

2 APPLICATION

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

3 DEFINITIONS

3.1 Harassment is:

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

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

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

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

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

3.4 The following is not harassment:

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

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

4 RESPONSIBILITIES AND EXPECTATIONS

4.1 Town of Middleton is responsible for:

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

4.2 Management is responsible for:

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

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

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

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

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

5 REPORTING PROCEDURES FOR ADDRESSING A HARASSMENT COMPLAINT

5.1 Filing a Complaint

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

5.1.2 Complaints may be written or verbal.

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

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

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

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

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

6 INVESTIGATION

5-26.1 Investigation

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

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

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

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

~~5.2.3.1 a description of the allegations;~~

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

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

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

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

7 CORRECTIVE ACTION AND REMEDIES

5.37.1 Substantiated Complaint

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

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

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

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

5.4 Mediation

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

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

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

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

68 PRIVACY AND CONFIDENTIALITY

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

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

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

79 OTHER REDRESS

9.1 Employees may file complaints with:

9.1.1 Nova Scotia Human Rights Commission;

9.1.2 CUPE (if applicable);

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

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

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

8 REVIEW

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

910 REPEAL, REPLACE, OR AMEND

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

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

Chief Administrative Officer

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

REQUEST FOR DECISION
Appointment List Update
RFD#: 067-2025



To: Town Council
From: Ashley Crocker, CAO
Date: December 15, 2025
Subject: 2026 Appointment List Update

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Updated Draft Appointment List

Legislation

- *Municipal Government Act*

Recommendation

That Council, on recommendation from the CAO, appoint Khyali Patel of Brighter Community Planning and Consulting as a Development Officer for the Town of Middleton.

That Council, on recommendation from the CAO, appoint Leah Profitt as Town Treasurer.

That Council, on recommendation from the CAO, appoint Amanda Lewis as the Town’s Animal Control and Bylaw Enforcement Officer.

That Council, on recommendation from the CAO, appoint Sean Amos as the Town’s Dangerous and Unsightly Administrator.

That Council approve the 2026 Appointment List, as presented.

Background

Khyali Patel is a planner at Brighter Community Planning who has been assisting the Town of Middleton’s Development Officer for five months. As Assistant Development Officer, Ms. Patel has demonstrated her ability to understand relevant planning documents (Land Use By-Law, Municipal Planning Strategy, and Subdivision By-Law), review development and planning applications, write staff reports, present

REQUEST FOR DECISION
Appointment List Update
RFD#: 067-2025



applications to Council, and respond to civic inquiries. Upon appointment, Ms. Patel will be joining the Municipal Development Officers Association and intends to pursue Development Officer certification.

Brighter Community Planning recommends the appointment of Khyali Patel as a Development Officer for the Town of Middleton, operating under the supervision of the current Development Officer. Ms. Patel will issue basic development permits and administer development agreements. More complicated applications, such as tentative subdivisions or comprehensive development permits and development agreements, will still be processed by the current Development Officer. When Ms. Patel obtains her Development Officer certificate, she will take on the full role and responsibilities of the Town of Middleton's Development Officer. This strategic transition aligns with our commitment to fostering professional growth and ensuring seamless and efficient management of development processes.

Tara Balcome and Alex Balcome submitted their resignations from the Middleton Swimming Pool Society on December 10th. Their resignations are effective January 1, 2026, so the Appointment List has been updated to remove them as members. Staff have reached out to the Pool Society Chair to discuss replacement, and path forward.

The Town's new Director of Finance, Leah Profitt, will begin on January 5, 2026. She will need to be appointed as the Town Treasurer, and has been added to the Asset Management Working Group.

Robert Bruce and Zahcary Cromwell no longer work for the County of Annapolis and have been removed as the Town's Animal Control and Bylaw Enforcement Officers. Amanda Lewis is a new Bylaw Officer with the County and needs to be appointed for the Town. The County of Annapolis also has a new Manager of Protective Services, Sean Amos, who will take over the Dangerous and Unsightly Administrator appointment.

Financial Implications

N/A

REQUEST FOR DECISION
Appointment List Update
RFD#: 067-2025



Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: December 15, 2025

TOWN OF MIDDLETON
2026 APPOINTMENT LIST
(Approved by Council Dec 15, 2025)

COUNCIL AND COMMITTEES OF COUNCIL

COUNCIL

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL
COUNCILLORS DAN SMITH, JONATHAN ARCHIBALD,
BERNADETTE KNAPP, SANDRA FOURNIER, JOHN BARTLETT

COMMITTEE OF THE WHOLE

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL
COUNCILLORS DAN SMITH, JONATHAN ARCHIBALD,
BERNADETTE KNAPP, SANDRA FOURNIER, JOHN BARTLETT

INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY (IDEA)

ELIZABETH MASON-SQUIRES, CAMERON STIFF,
CHRISTINA HILTZ, CATHERINE JEAN VOYSEY, LARRY PETERS,
BRENDA MACDONALD LONA

AUDIT COMMITTEE

Citizens: PATRICIA LESLIE, SYLVESTER ATKINSON, THI ANH
DAO BUI
Town Council: COUNCILLORS BERNADETTE KNAPP,
SANDRA FOURNIER

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

JOINT ANNAPOLIS COUNTY POLICE ADVISORY BOARD

Citizens-Town: PATRICIA LESLIE, JOHN THOMPSON
Citizens-County: WILLIAM STREET, CAROL GREENTREE
County Council: COUNCILLOR HARDING, WARDEN LEBLANC
Town Council: COUNCILLORS JOHN BARTLETT, SANDRA
FOURNIER
NS Dept. of Justice: **VACANT** (Ad with Province)

SOURCE WATER PROTECTION ADVISORY COMMITTEE

Citizens-Town: BRENDA FORD, BRYSON CROWELL
Citizens-County: **VACANT**
County Council: COUNCILLOR GAIL OXNER
Town Council: COUNCILLORS BERNADETTE KNAPP,
SANDRA FOURNIER
Staff: DPW ADAM VERRAN

ASSET MANAGEMENT WORKING GROUP

Town Council: MAYOR GAIL SMITH
Staff: CAO ASHLEY CROCKER, **LEAH PROFITT**
DPW ADAM VERRAN

**INTER-MUNICIPAL COMMITTEES AND
WORKING GROUPS**

ANNAPOLIS COUNTY INTER-MUNICIPAL WORKING GROUP

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

IDEA GOVERNANCE COMMITTEE

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

VALLEY REGIONAL SERVICES BOARD

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL (ALT)

REMO ADVISORY COMMITTEE

COUNCILLORS DAN SMITH, GARY MARSHALL

REMO PLANNING COMMITTEE

CAO ASHLEY CROCKER, 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
ERIN SCHURMAN-KOLB

DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR

SEAN AMOS

DEVELOPMENT OFFICER(S)

CHRYSTAL FULLER
LAUREN ISABELLE
KHYALI PATEL

FIRE CHIEF & DEPUTIES

CHIEF MIKE TOOLE
DEPUTIES SCOTT VEINOT, JODY SPIDLE

RCMP NCO IN CHARGE

SGT MIKE MAXWELL

REMO COORDINATOR

BRIAN ORDE, TINA HALLIDAY (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

SGT MIKE MAXWELL, DPW ADAM VERRAN

VWRM BYLAW ENFORCEMENT OFFICER

DALE ROBERTS

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

MIDDLETON SWIMMING POOL SOCIETY

ANDY RENWICK, STEPHANIE PURCELL, KATIE GREENE,
VACANT, KELLEY DOUCETTE, **VACANT**,
SHALENE BURNS

REGIONAL LIBRARY BOARD

JILL COX

WESTERN REGIONAL HOUSING AUTHORITY

Citizen at Large: DIANNE MCDONALD

2025-2026 CAPITAL PROJECTS UPDATE

Project Name	Brief Description	Cost	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #	Costs to Date (12-11-25)	Status
TOWN GENERAL PROJECTS										
PARKS BARN FENCE	Rotary Park barn	17,000	-	-	17,000	-	-	25-07	14,747	Project completed and paid in full.
DOCK	replace wooden dock	82,500	-	41,250	33,000	-	8,250	25-09	-	Pending response from community contributors; staff to follow up after holiday break. Second application for funding through ACOA to be completed after contributions have been secured.
FLAIL MOWER	wellfield/ditch	15,000	-	-	15,000	-	-	25-06	12,359	Project completed and paid in full.
LIFT STATION PUMP REPLACEMENT	Sewer pump	10,000	-	-	10,000	-	-	23-05	8,749	Project completed and paid in full.
ROTATOR ASSEMBLY	Pump component	3,700	-	-	3,700	-	-	25-01	-	Project cancelled.
SCHOOL ST LIFT STATION SUCTION LINE	end of life pipe failures	15,000	-	-	15,000	-	-	25-08	7,121	Project complete - final invoices to be received over the coming week(s). Substantially under budget due to cleaning 2 suction lines simultaneously.
SIDEWALK REPLACEMENTS	2 Main St Sections	25,000	-	-	25,000	-	-	22-14	23,258	Project complete - pending receipt of additional invoice from Dexter's.
UV SENSOR	broken sensor	4,500	-	-	4,500	-	-	25-05	4,973	Project completed and paid in full.
STP PUMP REPLACEMENT	broken pump	15,000	-	-	15,000	-	-	25-16	14,167	Project completed and paid in full.
FIRE PUMPER/TANKER	replace 34 YO pumper/tanker	850,000	-	525,000	325,000	-	-	24-17	-	In draft stages of tender process. Fire Chief received last draft information package from suppliers; to review with members. Delivery process could be between 18-24 months. Hoping to release tender request in early 2026.
TOTAL TOWN		\$ 1,037,700	\$ -	\$ 566,250	\$ 463,200	\$ -	8,250		\$ 85,373	
WATER UTILITY PROJECTS										
FIRE HYDRANT REPLACEMENTS	Hydrants - 3 per year	18,000	-	-	18,000	-	-	22-10	-	Manpower to complete project not available for fiscal 2025-26.
WATER RESERVOIR	Reservoir - 2nd year	4,038,176	-	-	2,399,185	1,638,991	-	22-12-A	3,007,386	Project approximately 85% complete. Tank installation and electrical complete, mechanical (inside) 50% complete, adjustments to booster station (piping/fittings/motors) complete. Pressure testing to be scheduled. Estimated completion date January 2026.
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	replace 380m section	638,200	119,000	259,600	259,600	-	-	22-21	621,393	Project complete - invoice for change order received this week, pending any additional invoicing for completed work.
WELL PUMP REPLACEMENT	Replace Pump #3	25,000	-	-	25,000	-	-	24-09	-	Project deferred until after new reservoir is functional; timing not optimal due to status of current reservoir.
WELL LEVEL SENSOR	broken sensor	9,000	-	-	9,000	-	-	25-02	8,656	Well sensor received - to be installed; additional electrical work may be required.
CHLORINE SENSOR	replacement sensor	4,500	-	-	4,500	-	-	25-03	4,115	Project completed and paid in full.
CONNAUGHT AVE WATER LINE AND WATER METER REPLACEMENTS	Replace section new devel + replace broken	100,000 9,400	100,000 -	- -	- 9,400	- -	- -	25-04 25-17	30,501 9,509	Project complete - pending receipt of additional invoices for materials/supplies used on project. Project completed and paid in full.
TOTAL WATER		\$ 4,842,276	\$ 219,000	\$ 259,600	\$ 2,724,685	\$ 1,638,991	-		\$ 3,681,560	
TOTAL 2025-2026 CAPITAL PROJECT EXPENDITURES APPROVED JULY 14, 2025		\$ 5,879,976	\$ 219,000	\$ 825,850	\$ 3,187,885	\$ 1,638,991	\$ 8,250		\$ 3,766,933	
SUPPLEMENTAL PROJECTS APPROVED BY COUNCIL										
FIRE DEPT UTILITY TRUCK	1 Ton 4x4 Truck	150,000	-	-	-	-	-	25-12	77,247	Fire Chief and truck committee working to complete the emergency lighting package to add to GMC Sierra 3500 Utility Truck. Still waiting on arrival of cap.
TOTAL WATER		\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 77,247	
TOTAL 2025-2026 CAPITAL PROJECT EXPENDITURES		\$ 6,029,976	\$ 219,000	\$ 825,850	\$ 3,187,885	\$ 1,638,991	\$ 8,250		\$ 3,844,180	

Town of Middleton
Town General Financial Variance Report
as of November 30, 2025 (prelim)
and Forecast to March 31, 2026
UNAUDITED

	Forecast to 31-Mar-26			
	Forecasted	Budget	Variance (\$)	Variance (%)
REVENUES				
Assessable property taxes	\$ 4,023,214	\$ 4,050,246	\$ (27,032)	-0.67%
Grants in lieu of taxes	151,577	152,231	(654)	-0.43%
Services provided to other governments	94,385	96,824	(2,440)	-2.52%
Sales of services	42,361	62,052	(19,691)	-31.73%
Other revenue from own sources	118,122	96,567	21,555	22.32%
Unconditional transfers from other governments	339,172	338,964	208	0.06%
Conditional transfers from federal or provincial governments or agencies	262,257	214,563	47,694	22.23%
TOTAL REVENUE	5,031,088	5,011,447	19,641	0.39%
EXPENSES				
General government services	653,682	677,836	24,154	3.56%
Protective services	1,749,126	1,723,632	(25,494)	-1.48%
Transportation services	845,986	926,493	80,507	8.69%
Environmental health services	430,499	455,052	24,553	5.40%
Environmental development services	248,826	268,939	20,113	7.48%
Recreation and cultural services	391,290	401,445	10,155	2.53%
Mandatory education contributions	514,192	498,736	(15,456)	-3.10%
Interest (MFC)	43,856	42,823	(1,033)	-2.41%
Interest (Inter-fund)	1,755	1,755	-	0.00%
TOTAL EXPENSES	4,879,211	4,996,711	117,500	2.35%
ANNUAL SURPLUS / (DEFICIT)	151,877	14,736	137,141	
FINANCING AND TRANSFERS				
Principal repayments (MFC)	(207,370)	(207,370)	-	0.00%
Principal repayments (Inter-fund)	(29,010)	(29,010)	-	0.00%
Transfer from Operating Reserve	26,550	163,691	(137,141)	-83.78%
Use of prior year surplus	57,953	57,953	-	0.00%
	(151,877)	(14,736)	(137,141)	
TOTAL AFTER TRANSFERS - SURPLUS/(DEFICIT)	\$ (0)	\$ -	\$ (0)	

Forecast Variance Explanation

Commercial assessment appeal successful - \$20k reduction in tax revenue
<i>Nothing to report</i>
<i>Nothing to report</i>
Fewer day camp registrations, Multicultural Festival revenue shortfalls and in-kind donations not recorded in GL
Penalties & interest on arrears \$16k better than budget
<i>Nothing to report</i>
\$30k Emergency Services Provider grant & \$11.5k Crime Prevention grant rec'd but not budgeted, plus \$5k Active Communities grant over budget
Bank service charges \$8k below budget , Equip expense \$5k below budget , Training/convention expense \$5k below budget (DOF vacancy)
\$30k Emergency Services Provider grant related expenses not budgeted, offset by \$7k savings related to timing of 2nd RCMP officer hire
\$40k wages & benefits - staff vacancy, \$10k survey & engineering not needed to date, \$8k savings equipment repairs, utilities, fuel, & supplies, \$7k training expense related to ACWWA & MPWWA conferences not attended (timing conflict), \$6k storm sewer maintenance (early winter start), \$5k insurance expense
\$14k savings on equipment repairs and supplies
\$8k multi-cultural expenses, \$4k MIP Cost share Econ Dev Officer not needed this fiscal year.
Savings on parks equipment and maintenance expenses
Provincial education budget arrived after the Town budget was approved.
<i>Nothing to report</i>
<i>Nothing to report</i>

Projected deficit to be funded from Operating Reserve \$ **84,503** 221,644 137,141

**Town of Middleton
Water Utility Financial Variance Report
as of November 30, 2025 (prelim)
and Forecast to March 31, 2026
UNAUDITED**

	Forecast to 31-Mar-26			
	Forecast	Approved Budget	Variance (\$)	Variance (%)
REVENUES				
Metered sales	628,162	614,597	13,565	2%
Flat rate sales	200	900	(700)	-78%
Public fire protection	287,619	287,619	-	0%
Sprinkler service	2,317	2,317	-	0%
Other operational revenue	6,402	6,887	(485)	-7%
Non-operating revenue	1,268	1,010	258	26%
TOTAL REVENUE	925,968	913,330	12,638	1%
EXPENSES				
Source of supply	2,212	46,011	43,799	95%
Power and pumping	60,939	70,441	9,502	13%
Water treatment	36,501	39,406	2,905	7%
Transmission and distribution	258,146	265,524	7,378	3%
Admin and general	278,734	278,109	(625)	0%
Taxes	53,163	46,607	(6,556)	-14%
Amortization	80,883	80,883	-	0%
TOTAL EXPENSES	770,578	826,981	56,403	7%
ANNUAL SURPLUS / (DEFICIT)	155,390	86,349	69,041	80%
FINANCING AND TRANSFERS				
Capital out of revenue	328,600	-	(328,600)	0%
Transfer to reservoir reserve	89,948	89,948	-	0%
	418,548	89,948	(328,600)	-365%
TOTAL AFTER TRANSFERS	(263,158)	(3,599)	(259,559)	7212%

Forecast Variance Explanation

Both residential & commercial water invoicing up slightly over budget
Nothing to report
Nothing to report
Nothing to report
Nothing to report
Nothing to report

\$40k Well cleaning project deferred until after new reservoir is operational
Nothing to report
Nothing to report
Nothing to report
Nothing to report
Nothing to report

Funding for Connaught Ave & balance of School St. projects

Day Camp 2025

		Budget	Actual	Variance	Variance Explanations
Day Camp Revenue					
<i>Grants</i>					
	CSJ Grant (4 Day Camp Leaders)		8,792		
	CSJ Grant (1 Day Camp Director)		2,198		
		10,990	11,540	550	Nothing to report
<i>Program Revenue</i>					
	Students - Middleton residents	0.2	125	6,475	
	Students - County residents	0.8	135	27,972	
	Early Drop Off / Late Pick Up		10	100	
			34,547	26,822	(7,725)
			45,537	38,362	(7,175)
Total Revenue					
Recreation Expenses					
<i>Salaries</i>					
	Salaries & Benefits - Day Camp Director (2)		12,817		
	Salaries & Benefits - Day Camp Leaders (4)		20,123		
		32,940	30,343	2,597	Some students worked slightly less than budgeted
<i>Program Costs</i>					
	Program Supplies		3,453	119	3,335
	New Program Supplies		985	985	(0)
	Petting Zoo			300	(300)
	Mad Scientist - Speaker			286	(286)
	Facility Rental		-	-	
	First Aid Training		623		623
	Summer Staff Shirts		779	867	(89)
	First Aid Supplies		405	-	405
			6,245	2,557	3,689
			39,185	32,900	6,286
Total Expenses					
Net Income / (Loss)					
			6,352	5,462	(889)

Multi-Cultural Event 2025

Revenue	Budget	Actual	Variance	Variance Explanations
<i>Sponsorship</i>				
Confirmed Sponsors	1,000.00	-	(1,000.00)	Sponsors ended up not sponsoring
<i>Town Funding</i>				
Heart of the Valley previous funding commitment	4,500.00	4,500.00	-	The town's contribution was not actually "revenue"
Multi-cultural Festival Grant (Province)	4,000.00	4,000.00	-	<i>Nothing to report</i>
	<u>8,500.00</u>	<u>8,500.00</u>	<u>-</u>	
<i>In-Kind Donations</i>				
Colin Crowell - stage donation	5,000.00	-	(5,000.00)	Stage was borrowed instead
Colin Crowell - sound technician	1,000.00	1,000.00	-	<i>Nothing to report</i>
	<u>6,000.00</u>	<u>1,000.00</u>	<u>(5,000.00)</u>	
<i>Concert Tickets</i>				
	<u>5,000.00</u>	<u>650.00</u>	<u>(4,350.00)</u>	Much lower attendance than expected
Total Revenue	<u>20,500.00</u>	<u>10,150.00</u>	<u>(10,350.00)</u>	
Expenses				
Salaries (included in operating budget already)		-		
Concert - Performer A Branch	4,000.00	3,189.95	810.05	Original performer could not attend, A Branch slightly cheaper
Concert - Performer Quake Matthews	1,750.00	1,567.90	182.10	<i>Nothing to report</i>
Accommodations, snacks and coffee for performers	-	283.51	(283.51)	Unanticipated accommodations expense - Quake Matthews
Bouncy Castle	984.82	984.82	-	<i>Nothing to report</i>
Security	1,126.85	1,126.85	-	<i>Nothing to report</i>
Sound System - Dylan Mombourquette	3,062.15	3,935.58	(873.43)	Cancellation fee due to moving the date
Alcohol Permits	-	124.60	(124.60)	<i>Nothing to report</i>
Sound Technician - Colin Crowell, in-kind	1,000.00	1,000.00	-	<i>Nothing to report</i>
Stage - Colin Crowell, in-kind	5,000.00	-	5,000.00	Stage was borrowed instead
Marketing	581.60	-	581.60	Did not end up spending on marketing
Supplies	-	378.60	(378.60)	Spent on some supplies instead of marketing
	<u>17,505.42</u>	<u>12,591.81</u>	<u>4,913.61</u>	
Total Expenses	<u>17,505.42</u>	<u>12,591.81</u>	<u>4,913.61</u>	
NET INCOME / (LOSS)	<u>2,994.58</u>	<u>(2,441.81)</u>	<u>(5,436.39)</u>	

Shad Derby 2025

Revenue	BUDGET	ACTUAL	VARIANCE	VARIANCE EXPLANATIONS
<i>In-Kind Donations</i>				
Goodie Bags for Kids	150.00	150.00	-	Nothing to report
Coffee for Event	100.00	100.00	-	Nothing to report
Water	50.00	50.00	-	Nothing to report
Prizes	300.00	300.00	-	Nothing to report
Prizes	300.00	300.00	-	Nothing to report
Prizes	300.00	300.00	-	Nothing to report
Prizes	300.00	300.00	-	Nothing to report
Prizes	300.00	300.00	-	Nothing to report
	<u>1,800.00</u>	<u>1,800.00</u>	-	
<i>Registrations</i>				
Online Registrations	255.00	412.60	157.60	Higher than expected
Day Of Registrations	450.00	450.00	-	Nothing to report
	-	-		
	<u>705.00</u>	<u>862.60</u>	<u>157.60</u>	
Total Revenue	<u>2,505.00</u>	<u>2,662.60</u>	<u>157.60</u>	
Expenses				
Salaries (included in operating budget already)	-			
Hats	733.23	733.23	(0.00)	Nothing to report
Fishing nets, magnets, pliers	18.69	18.69	(0.00)	Nothing to report
Pliers and Fish Net	21.81	21.81	0.00	Nothing to report
Prizes	1,500.00	1,500.00	-	Nothing to report
Water	50.00	50.00	-	Nothing to report
Coffee	100.00	100.00	-	Nothing to report
Goodie Bags for Kids	150.00	150.00	-	Nothing to report
Courier	-	33.17	33.17	Unanticipated cost
Total Expenses	<u>2,573.73</u>	<u>2,606.90</u>	<u>33.17</u>	
NET INCOME / (LOSS)	<u>(68.73)</u>	<u>55.70</u>	<u>124.43</u>	

Heart Run/Century Ride 2025

Revenue	Budget	Actual	Variance	Variance Explanations
Sponsorship				
Confirmed Sponsors	3,990.00	4,350.00	360.00	<i>Nothing to report</i>
Gift Cards*	800.00		(800.00)	<i>Nothing to report</i>
	4,790.00	4,350.00	(440.00)	
In-Kind Donations*				
Product Donation	1,038.57		(1,038.57)	In kind revenues and expenses are not recorded at the G/L level
Product Donation	519.29		(519.29)	In kind revenues and expenses are not recorded at the G/L level
Product Donation	207.71		(207.71)	In kind revenues and expenses are not recorded at the G/L level
Product Donation	207.71		(207.71)	In kind revenues and expenses are not recorded at the G/L level
Product Donation	103.86		(103.86)	In kind revenues and expenses are not recorded at the G/L level
	2,077.14	-	(2,077.14)	
Registrations				
Heart Run	7,050.00	7,265.00	215.00	Increased registrations than budgeted
Same Day Registrations		109.75	109.75	Increased registrations than budgeted
Century Ride	8,500.00	11,414.00	2,914.00	Increased registrations than budgeted
Same Day Registrations		340.00	340.00	Increased registrations than budgeted
Purchased Jersey		65.00	65.00	Increased registrations than budgeted
	15,550.00	19,193.75	3,643.75	
Total Revenue	22,417.14	23,543.75	1,126.61	
Expenses				
Century Ride				
Jerseys	5,157.80	7,099.30	1,941.50	Increased jersey expense due to increased registrations
Alternate Swag Items	1,246.28	999.10	(247.18)	Spent less than planned
Volunteer Shirts	311.57		(311.57)	Not needed
Postage - Mail Jersey's	207.71		(207.71)	Not needed
PortaPotty	233.68	181.75	(51.93)	<i>Nothing to report</i>
Chicken Dinner	1,495.54	1,080.12	(415.42)	Came in lower than budget
Other food items from Heather's	311.57	1,122.35	810.78	Offset slightly by Chicken Dinner above, some was in-kind
Road Paint	83.09	62.25	(20.84)	<i>Nothing to report</i>
Photographer	300.00		(300.00)	Not needed
Adopt a Mile Signs	155.79	41.54	(114.25)	Came in lower than budget
Gloves, Wipes, Napkins, granola bars, cups, etc.	519.29	118.25	(401.04)	Came in lower than budget
Food Stop Food - Purchased	830.86	158.82	(672.04)	Came in lower than budget
Food Stop Food - Donated in Kind	1,454.00	56.40	(1,397.60)	In kind revenues and expenses are not recorded at the G/L level
Food supplies	100.00	71.13	(28.87)	<i>Nothing to report</i>
	12,407.18	10,991.01	(1,416.17)	
Heart Run				
T-shirts	2,582.40	2,280.74	(301.66)	Spent less than planned
Medals	1,557.86	1,012.61	(545.25)	Spent less than planned
Gels	155.79	150.00	(5.79)	<i>Nothing to report</i>
Run Nova Scotia Fees	-	213.00	213.00	Additional expense not budgeted
Registration and Timing	2,077.14	1,589.14	(488.00)	Spent less than planned
Chocolate Milk*	519.29		(519.29)	In kind revenues and expenses are not recorded at the G/L level
Water (Large bottles)*	103.86		(103.86)	In kind revenues and expenses are not recorded at the G/L level
Cups	-	14.52	14.52	<i>Nothing to report</i>
Turn Signs	155.79		(155.79)	Not needed
Age Category Awards	207.71		(207.71)	Not needed
Water Pumps	149.55	97.31	(52.24)	Spent less than planned
	7,509.38	5,357.32	(2,152.06)	
	19,916.56	16,348.33	(3,568.23)	
Total Expenses				
NET INCOME / (LOSS)	2,500.58	7,195.42	4,694.84	

*In kind revenues and expenses are not recorded at the G/L level

COUNCIL'S STRATEGIC INITIATIVES

#	STRATEGIC INITIATIVE	UPDATE
1	Perform an assessment of policing services within the Town of Middleton	<ul style="list-style-type: none"> Staff to investigate options for the assessment, considering the new policing standards just announced by the province
2	Explore the construction of a multi-faceted facility for municipal services	<ul style="list-style-type: none"> Staff have explored three different grant programs to help fund the new Community Centre Fill Hall The CCFHC instructed staff to explore a phased approach with JOST and the low bidder. Received phased approach. Exploring funding options. Staff to compile information for design/build RFP
3	Create a plan for replacing road and sidewalk infrastructure in priority areas	<ul style="list-style-type: none"> A preliminary assessment was completed for the Provincial Paving Grant Staff to compile information on roads by March 31, 2026 Next steps: assess/prioritize each road and sidewalk and research costs
4	Create a plan for upgrading water infrastructure in priority areas	<ul style="list-style-type: none"> Staff to compile information on water infrastructure PCAP Grant was awarded on July 10, 2025 for the School Street Waterline Project – this project is now complete!
5	Finish the new reservoir including the decommissioning of the old reservoir	<ul style="list-style-type: none"> UARB approved the project on Aug 2/24 Contract was publicly tendered and awarded to Roscoe Construction on Aug 6/24 Site preparation has begun Construction of the pump house has begun Reservoir tank generated ~\$155K in tariffs at the border – staff working on getting an exemption Reservoir tank is currently being constructed

Management Report

December 15, 2025



#	STRATEGIC INITIATIVE	UPDATE
6	Create a growth plan that promotes housing and population growth, as well as economic development	<ul style="list-style-type: none">• Secondary Plan:<ul style="list-style-type: none">▪ Plan still needs to be approved by Council, and MPS/LUB amendments approved▪ Apr 15/25 – PAC held a public hearing▪ Planner is working with main developer to understand issues with the draft Secondary Plan▪ PAC Meeting scheduled for Dec 17/25
7	Create a communications strategy that enhances public communication and transparency	<ul style="list-style-type: none">• First draft of communications strategy will be ready for Council review by March 31, 2026• Content for new website is currently being created
8	Increase recreational programming and social events to the public	<ul style="list-style-type: none">• New Multi-cultural festival (Fall of 2025)• New Shad Derby (May 2025)• New summer events for families and children (July – August 2025)

Management Report

December 15, 2025



OPERATIONAL UPDATES

ADMINISTRATION		
Completed	In Progress	Issues
<p>Staffing:</p> <ul style="list-style-type: none"> • Director of Finance recruitment – Leah Profitt starts January 5, 2026 • New Equipment Labourer / Operator starts Monday December 15, 2025 <p>Project Work:</p> <ul style="list-style-type: none"> • Provincial Public Housing project has gone public. Information has been shared with residents. Any further questions the public has can be directed to MLA Bowlby. Information will come from the Province and will go through us to residents. • Logo has been chosen and disseminated. <p>Other Items:</p> <ul style="list-style-type: none"> • 	<p>Staffing:</p> <p></p> <p>Project Work:</p> <ul style="list-style-type: none"> • Options for Town Hall – received a draft report from Palmer and Doherty • Need to start Operating Plan • Grant reporting • Met with website developer – content for website uploaded by Dec. 15th and developer to complete website in New Year. • Branding Package has been created and is 85% complete <p>Other Items:</p> <ul style="list-style-type: none"> • Management team reviewing priorities and policies • Staff will be working with Pool Society on cameras at the pool 	<p>Staffing:</p> <p></p> <p>Project Work:</p> <p></p> <p>Other Items:</p> <ul style="list-style-type: none"> • Affordability Study of keeping certain assets and services should be completed

Management Report

December 15, 2025



FINANCE

Completed	In Progress	Issues
<ul style="list-style-type: none">• Preliminary Tax Sale Notices sent November 28• Capital projects spending to December 11• Operating results to end of October• Finance Director recruited to start early January!• Training on new procedures for staff• Most trade payables accounts now reconciled	<ul style="list-style-type: none">• November 2025 Bank Reconciliation• Working on updating Finance policies for Tax Sales, Tax Collection Procedures and Water Collection• Review of all Financial polices to determine which ones require updating or complete removal• Preparing orientation for new Director <p>Fine-tuning job descriptions for finance staff</p>	<ul style="list-style-type: none">• Collection of water receivables requires attention. Staff trained on better procedures. Notices with this water billing that shut offs will be enforced for non-payment. Deposits will be required for all new accounts and ownership changes.

RECREATION and EVENTS

Completed	In Progress	Issues
<ul style="list-style-type: none"> • Holiday Parade & Tree Lighting were successful. About 40 participants in the parade. About the same number of attendees as last year at Tree Lighting. • Wreath Making Workshop was successful. Participants all had positive feedback. There were 16 registered. • Letters to Santa are now completed. 13 letters received. • International Day of Persons with Disabilities flag raising was well attended by the public, Carleton Road Industries, Special Olympics, and Include Me! • Learn 2 Run participants graduated on Dec. 6th • Para hockey was successful - 6 classes from Annapolis East Elementary School, 9 Classes from Middleton Regional High School, (approximately 300 students in total) • Washrooms at the parks are now closed for the season • Canada Summer Jobs Grant for 2026 has been submitted 	<ul style="list-style-type: none"> • Santa Paws’ Little Helper Photo Competition voting is taking place – there are 20 contestants. Winners announced on Dec. 15th • House Decorating Competition takes place on Dec. 19th. Judges will be around once it’s dark. • Town Hall Light Show is up and running – it will continue through December • Zumba, Core Connections, Titan Training, & Learn 2 Run are running well with strong attendance and positive feedback – they will return in the New Year • Signage for parks has been ordered (dogs on leash, no smoking, park closes at dusk, etc.) • Senior walking continues at CORAH at NSCC • IDEA Draft Plan is nearing completion • Free skates are available at the arena throughout the winter 	<ul style="list-style-type: none"> • Including the care home on North Street made some congestion during the parade – works well for the Witch Walk, but not a full parade

Management Report

December 15, 2025



PLANNING

Completed	In Progress	Issues
<ul style="list-style-type: none">• 2 Building Permits Issued	<ul style="list-style-type: none">• IF Holdings DA – application for a development on Commercial Street which will add one commercial unit and 6 residential units to an existing building was approved by Council on Jul 17/24 and no appeals were lodged• Applicant needs to sign affidavit	
<ul style="list-style-type: none">• The closing date for the Province’s Property Opportunity Notices was Mar 30/24 – COG Developments was awarded the Magee Drive PON	<ul style="list-style-type: none">• Staff are working on a proposal with COG Development on the Development Agreement for a higher density multi-unit building• Subdivision plans have been approved	
	<ul style="list-style-type: none">• The Secondary Plan that was finalized in the spring of 2024 was reviewed by the Planning Advisory Committee, who held a Public Hearing on the matter on Apr 15th• The feedback received at the public meeting will be included in a future planning report that will be presented to the PAC	

Management Report

December 15, 2025



PUBLIC WORKS and PARKS

Completed	In Progress	Issues
<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Hauled topsoil from Brush Dump to PW yard Cleaned up yard and organized existing yard inventory 	<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Clearing catch basins Cleaning and organizing upstairs of PW barn 	<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Dead trees along Main St and Connaught Ave to be cut Haul topsoil pile from brush dump to public works yard
<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Installed snow gear on machinery Repaired Salter bearing New battery and breaks on GMC 	<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> F250 plow controls are intermittent, and wiring needs to be checked Drive shaft got bent on tandem truck and new one is being built 	<p><u>Public Works Equipment:</u></p>
<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Snow removal and salting Some patching of water main breaks completed 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Salting and Snow removal on going 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Repair curb on School St Replace lights on Sunset Cres and Meadow Lane Asphalt repair on Jones and Ross will need to wait until spring
<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> Checks completed at booster station for new pump install Transformer and new pumps installed at reservoir 	<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> New Reservoir on Going, Well level sensors at well field 	<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> Well 3 cleaning getting deferred to 2026 when new reservoir is up and running.
<p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> Installed new suction line at School Street lift stations New UV lights installed 	<p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> Clean Grit Chamber 	<p><u>Wastewater & Equipment</u></p>

Management Report

December 15, 2025



FIRE DEPARTMENT

Completed	In Progress	Issues
<ul style="list-style-type: none">• Monthly truck inspections• Guest speaker in discussing effective post-fire cleaning and decontamination practices to lower future cancer risk.• Chimney Fire training completed• Assisted with the annual town parade and tree lighting• Attended a meeting at the Bridgetown Fire Department over the new provincial training system• Call volume is still on the rise (160+)	<ul style="list-style-type: none">• Waiting for the new cap to arrive for the new utility truck	<ul style="list-style-type: none">• Working on trying to source emergency light parts for our 1999 tanker truck. Parts are discontinued due to the aging of the truck.

Incident Summary
From Nov 1 25 to Nov 30 25

Date/No.	Address/Type	Minutes	Responders	Injuries	Fatalities
Nov 1 25 10:54:55	Highway 101 Exit 18a W, MIDDLETON	0	0		
25-09827	Grass / brush				
Nov 4 25 13:52:02	11 Freeman St, MIDDLETON	5	0		
25-09926	Commercial Fire Alarm				
Nov 5 25 17:06:00	Highway 101 Exit 18a W, MIDDLETON	0	0		
25-09957	Investigation				
Nov 5 25 17:51:32	79 Burke Dr, WILMOT	38	0		
25-09960	Residential Fire Alarm				
Nov 6 25 16:26:54	138 Sunset Cres, MIDDLETON	21	0		
25-09985	Commercial Fire Alarm				
Nov 6 25 18:06:07	50 King St, MIDDLETON	70	0		
25-09991	Structure - Residential; house / garage /shed				
Nov 7 25 08:40:17	Highway 101 Dm 174 E, SPA SPRINGS	0	0		
25-10014	Investigation				
Nov 10 25 06:00:24	263-1 Marshal St, MIDDLETON	13	0		
25-10094	Flood				
Nov 14 25 04:29:42	2343 Highway 362, MARGARETSVILLE	212	0		
25-10199a	Mutual Aid to the Scene			Assistance to 25-10199	
Nov 18 25 12:29:05	557 Highway 362, GATES MOUNTAIN	0	0		
25-10336	Lift assist				
Nov 21 25 16:18:41	428 Main St, MIDDLETON	41	0		
25-10446	Commercial Fire Alarm				
Nov 21 25 17:00:18	428 Main St, MIDDLETON	14	0		
25-10448	Commercial Fire Alarm				
Nov 27 25 06:24:21	1 North St, MIDDLETON	0	0		
25-10601	Lift assist				
Nov 28 25 23:31:02	13995 Highway 1, WILMOT	28	0		
25-10648	MVA - No Entrapment				
Nov 30 25 22:14:31	1994 Lily Lake Rd, VICTORIA VALE	69	0		
25-10716	Chimney				
15 incidents for Middleton		8 hrs 31 mins	0		
		8 hrs 31 mins	0		



A regular meeting of the Inclusion, Diversity, Equity and Accessibility Advisory Committee (IDEA) was held at County of Annapolis, 752 St. George ST, Annapolis Royal on Monday, Nov 03, 2025, starting at 10:00 a.m.

PRESENT

Cameron Stiff (Chair), Tina Hiltz, Brenda Macdonald, Jean Voysey, Elizabeth Mason-Squires (Virtual), Melissa Roscoe (Virtual, Village of Lawrencetown), Lisa Fenton (Active Living Coordinator), Sandi Millet-Campbell (CAO Annapolis Royal), Rob Frost (CAO County of Annapolis), Ashley Crocker (Virtual, (CAO Middleton), Debra Ryan (Director of Community Development), Alyssa Blais (Strategic Initiatives Coordinator), Rachael Browne (Recording Secretary),

Regrets: Larry Peters

1. Land Acknowledgement

A land acknowledgment was shared to recognize the Indigenous lands on which the meeting was held.

2. Approval of the Agenda

Meeting started at 10:05 am. Agenda received and shared.

3. Approval of the Minutes

Corrections noted:

Change the date at the top from October 29 to October 9.

Correct "42% want to remain connected to the work."

Town of Annapolis noted that the Province has been sending emails about non-compliance for accessibility plans, and the assumption that submissions would be collective. Concerns were raised about unrealistic items (e.g., snow and ice removal given seasonality).

Motion: Cameron Stiff

Seconded: Brenda MacDonald

Status: Approved as amended.

4. IDEA Plan (Split Between EDI and Accessibility)

Rob Frost, CAO, presented an overview and rationale for splitting EDI and Accessibility work into separate committees or plans. Key discussion points:

Comments from Members:

Tina Hiltz: Supports the split; aligns with the military's approach. Combined IDEA results in loss of visibility for accessibility issues, especially for invisible disabilities. Additional comments about improving municipal documentation, fonts, signage.

Brenda MacDonald: Agrees. Accessibility needs dedicated focus; EDI covers broad themes. Shared personal example about museum accessibility limitations. Highlighted NS's mandate to be fully accessible by 2030. Annapolis Royal could become the first fully accessible town in Canada. Also shared positive experience with children engaging about disability; sees education as important.

Jean Voysey: Supports separation; accessibility planning is a large task.

Alyssa Blais: Supports separation with an integrated, collaborative approach; cautioned about assumptions related to visible identity markers.

Cameron Stiff: Believes all work is interconnected; discrimination and barriers—social or physical—overlap. Wonders how to reconcile differing views.

Lisa Fenton: Favors splitting plans for budgeting and organizational clarity but maintaining cooperative meetings.

Sandi Millet-Campbell: Concerned about volunteer capacity—may be easier for communities to keep the committee unified.

Melissa Roscoe: Aligns with Annapolis Royal's view.

Rob Frost: Both EDI Plan and Accessibility Plan must be submitted. Committee can continue discussing future structure.

Debra Ryan: Asked the committee to confirm whether both joint plans should proceed. Consensus was to submit two separate plans

- 1) EDI (draft) to be presented by Alyssa Blais
- 2) Accessibility (draft) to be created by Debra Ryan for discussion at the next meeting

5. Vision Statements - EDI and Accessibility

Five vision statements were reviewed:

- Option 1–4: Combined EDI/Accessibility visions
- Option 5: Annapolis County Accessibility Plan Vision

Feedback: Brenda MacDonald: Prefers similar vision statements for both. Suggests using “visible and invisible” disability language and listing definitions. Cameron Stiff: Favors one unified vision covering fairness and all IDEA angles. Alyssa Blais: Believes one inclusive vision can work. Debra Ryan and Alyssa Blais will workshop revised options and circulate for feedback.

Comments Related to Plans:

Alyssa Blais: Recommended tracking metrics; building capacity across municipalities; using Professional Development budgets for IDEA training (staff, councillors, committees). This was the strongest theme from consultations.

Brenda MacDonald requests digital copies in large, easy-to-read fonts; Cameron Stiff requests time to review; notes LGBTQ2+ community not visible in plan; Tina Hiltz notes absence of veteran representation; Rob Frost suggests setting deadlines for comments and next steps.

6. Annapolis County Facility Assessments - Report

Debra Ryan distributed the report digitally that morning. Towns and Villages are asked to send facility information in the same format by November 17 for inclusion.

7. Town / Village Facility Assessments

Updates to be submitted to Debra Ryan, they will be incorporated into the Accessibility plan.

8. Accessibility Plan

Ongoing item: no additional notes recorded.

9. Next steps required for final report – timing, whom, council approvals

Committee to provide comments to Alyssa Blais by November 17 at 10:00 a.m. (Alyssa to circulate documents to ease commenting.) Final plan will be submitted to governance and then presented to CAOs. United Nations Day of Persons with Disabilities event tentatively around December 3.

10. Next Meeting

The next meeting at 10:00 am, December 4th, 2025 at Middleton Town Hall, 131 Commercial Street, Middleton.

11. Other Business

Honorarium

A number of IDEA members brought up the topic of paying honorariums for volunteer committee members similar to when the County paid for those on the accessibility committee .

Training and education

It was discussed that more training is needed for councils and staff to educate them on accessibility and EDI . It was suggested that it would be nice to encourage mandatory training to give folks a perspective what it is like living with a disability however good education would help to showcase the importance of making sites more inclusive in our communities. Training and education is covered in both reports .

12. Adjournment

The meeting was adjourned at 11:41 a.m.

Cameron Stiff

Cameron Stiff (Dec 12, 2025 15:22:55 EST)

Chair

Rachael Browne

Rachael Browne (Dec 12, 2025 16:26:27 AST)

Recording Secretary









IDEA Meeting Minutes_final_3 Nov 2025

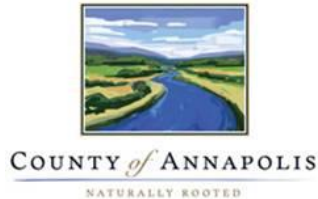
Final Audit Report

2025-12-12

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"IDEA Meeting Minutes_final_3 Nov 2025" History

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A regular meeting of Joint Police Advisory Board was held at the County of Annapolis Council Chambers on Thursday, November 13th, 2025, starting at 11:03am.

PRESENT

Chairing the meeting, Nile Harding, Warden Diane Le Blanc, Councillor Sandra Fournier, Citizens Carol Greentree, Patricia Leslie, William Street, S.SGT Maxwell RCMP, CAO Ashley Crocker Town of Middleton, CAO Rob Frost County of Annapolis and Recording Secretary Tina Halliday

Regrets: Councillor John Bartlett

Also in attendance: Cheryl Mason, Interim Manager of Protective Services and Jason Haugh from Municipal Affairs

1. WELCOME

At 11:03am, Chair Harding welcomed everyone to the Joint Police Advisory Board meeting.

2. ADDITIONS TO AGENDA

Motions to add the following items to the agenda;

251113.02-Moved by Warden D. Leblanc and seconded by S. Fournier, to add item 5 c. Dept of Justice Email/Dane Berringer to the agenda. **Motion carried.**

251113.01 Moved by Chair N. Harding and seconded by S. Fournier to add item d. Presentation of RCMP welcome packages to the agenda. **Motion carried.**

3. APPROVAL OF THE AGENDA

251113.03 It was moved by B. Street and seconded by C. Greentree to approve the agenda as amended. **Motion carried.**

4. APPROVAL OF THE MINUTES

Approval of the Previous Meeting Minutes

2025.09.18 Meeting Minutes were approved as circulated with a small spelling change noted for Carol Greentree's name on the previous minutes. Need to remove the "e" from the first name.

5. NEW BUSINESS

a. Roles and Responsibilities of a Police Advisory Board

CAO Rob Frost gave a brief presentation to the committee about the Roles and Responsibilities of a Police Advisory Board. *This presentation has been attached to this document for future reference.*

b. Update by Staff Sgt. Maxwell on police presence at Rotary Park in Middleton

A short background was presented indicating that there was a perceived lack of police presence from some community members that are concerned about the amount of loitering and drinking and driving around Rotary park as well as other parks around the Town. Concerns from citizens were forwarded to Staff Sgt. Maxwell by both Chair N. Harding and Councillor S. Fournier.

Quarterly Report (see attached):

2nd Qtr- July to Sept

1579 Calls received. Approximately the same as last year at the same time.

Some of the standout items;

- Ytd 33 controlled drug and substance act investigations on the go vs 21 last year.
- Intelligence led policing- citizens are reporting that these things that are going on.
- Reduction in property crime but increases in other things such as fraud. *They are trying to combat the fraud by having Sharon Elliott do more presentations to seniors to help protect the most vulnerable.*
- Theft over \$5000 is down but under \$5000 is up greatly due to the state of the economy and people stealing necessities from grocery stores etc.
- Traffic violations up from last year.
- Impaired drivers up this year due to increased enforcement
- 17 check stops this year vs 5 last year
- Police visibility and community engagement priority- regularly in schools doing breakfast programs. *Sharon is always doing one on one with community members.*
- Traffic authority is another way police visibility is increasing.
- Domestic Violence- have added a RCMP Domestic Violence Reviewer position as a quality addition to their team which will give them a strong investigator to lean on with lots of experience that can help guide and offer assistance and advice to other

investigating officers that may not have had the exposure and experience with these types of cases.

-With respect to Rotary Park- RCMP are taking this very seriously- will be making targeted enforcement in regards to these concerns. In their office, a Crime Reduction Initiative is in place, making sure to document patrols to these areas of concern.

-They are putting the work in and if they don't get the results they want, they will go back to the drawing board to figure out which direction to move.

- RCMP cannot combat feelings with statistics. If people don't feel safe, statistics will not fix that. Officers are talking every day about things they can do to help with these feelings.

-Use of social media is a great way to promote RCMP presence out and about in the community. Everyone should consider doing more of this. Perhaps the Neighborhood watch groups could help with this.

-Have been arresting and charging people more than ever.

An important function of this PAB is to go out into community groups, such as Neighbourhood Watch groups, to act as a conduit to come back to share their concerns with the rest of the PAB. This is a good way to help support the community groups. RCMP always try to have a member at those meetings.

-Information files are well up from years past, which includes Crime Stoppers tips and people calling in with information as we've been asking them to do. That message is working and that helps the RCMP greatly.

If they want to take back the safety of their communities, people have to be able to talk to the police rather than protecting those people in their communities that are committing crimes. It's very hard to mend broken trust and this is a big step to repairing these relationships.

c. Discussion about Provincial Appointment

Former Chair of this committee, Dane Berringer has applied to be the Provincial Representative for this group. There has been more than one name put forward to be this representative, so they need to wait until a decision has been made. No correspondence has been received as there has been a delay with the Minister of Justice decision with the shuffling of the Cabinet. Dane is suggesting we reach out to Minister Baltzer and MLA Bowlby to see if we can have a representative appointed by the Minister. This will be dependent on how we move forward as a board.

Motion 251113.04 made by Warden D. Le Blanc, seconded by S. Fournier, to write to the Department of Justice/Minister to ask for a provincial representative to be appointed to our Police Advisory Board, explaining that we have been waiting for quite some time for this to happen. Motion carried.

**Suggestion that this committee would like to have some training opportunities about Police Advisory Boards. There is an understanding that the Province is revamping the program and that is what the delay has been up to this point.

d. Presentation of RCMP Welcome Packages

-Offered 5 welcome packages to Staff Sgt. Maxwell as a gift for new members of the RCMP that join his detachment.

-We will continue to tweak these packages to include various centres and areas of interest as they evolve.

-There is a cadet that is about to graduate, and they will be the first to receive one.

Chair N. Harding took a moment to make some closing remarks before the meeting ended, to address the recent developments with the Town of Middleton's decision to withdraw from the joint committee. He states that while this outcome is disappointing it does not diminish what we have achieved here together. We've worked collaboratively and purposely to strengthen communication between municipal units and the RCMP. Some accomplishments that he thinks we've made are; development of the RCMP welcome packages, review and briefing of the Provincial Police Review and the continued dialogue and follow up with Staff Sgt Maxwell on the policing priorities and community specific concerns, including the increased patrols in the Town of Middleton. The intent of the Joint PAB has always been to foster collaboration and a mutual understanding among municipal partners and the RCMP. It's unfortunate that this cooperative effort has been set aside but he remains proud of the progress we have made and the respectful, forward looking approach that we have maintained. He extended his sincere thanks to all the members of this board, both municipal and citizen representation, for their commitment and professionalism. They have each played a meaningful role in advancing the goals of this advisory body. If the board transitions, the Municipality of the County of Annapolis will pause the PAB meetings until a new board structure is established, with the intent to resume regular meetings no later than February 2026, which would be in accordance with the Police Act requirements for quarterly meetings. Thank you once again for your dedication and for the constructive spirit you've brought to this table.

6. NEXT MEETING

The next meeting date will be decided by the committee once the changes are made to the structure of the committee.

7. ADJOURNMENT

The meeting was adjourned at 12:05pm.

Chair

Recording Secretary

DRAFT



VALLEY REGIONAL SERVICES BOARD OF DIRECTORS



Summary of Meeting based on November 19, 2025, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

BOARD DECISIONS

Kings Transit and Valley Waste Resource Management Authorities, jointly

- The Valley Regional Services Board of Directors approved contracting BMO as the banking institution for both the Kings Transit Authority and Valley Region Solid Waste-Resource Management Authority for a five-year term
- The Valley Regional Services Board of Directors approved contracting BDO as the auditor for both Kings Transit Authority and the Valley Region Solid Waste-Resource Management Authority for a five-year term

Kings Transit Authority

- The Valley Regional Services Board of Directors approved the creation of one additional full-time Heavy-Duty Mechanic position, acknowledging this action will result in a current-year budget overrun.

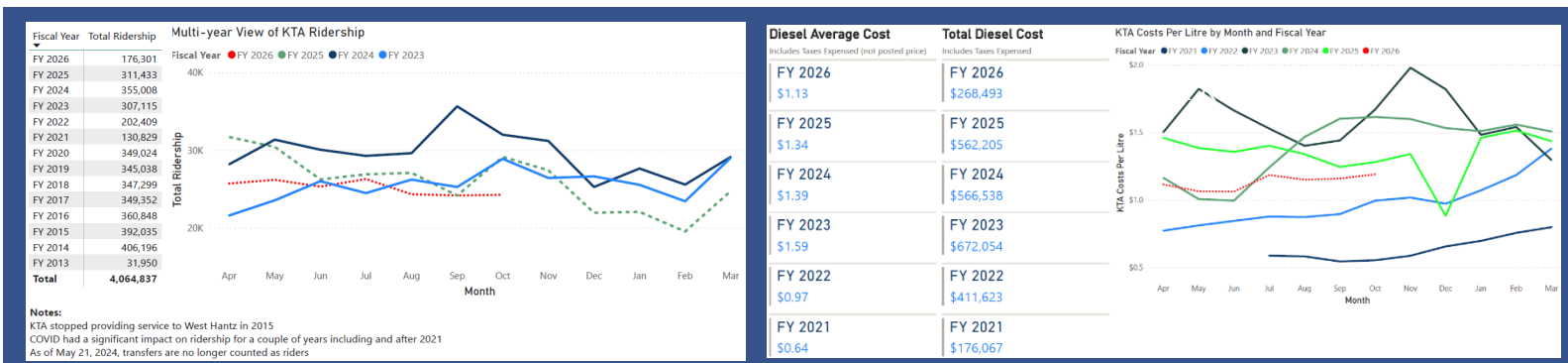
KINGS TRANSIT AUTHORITY



Under the leadership of General Manager Hodges, the following items of interest are underway:

General Manager Updates:

- The Greenwood 2 (G2) Route will remain suspended until at least early December due to mechanical issues. A spare bus has been of temporary assistance to mitigate disruptions.
- Priority has been given to stabilizing the fleet and commissioning the new Nova Buses so that the G2 route can be reinstated.
- The maintenance team continues to balance daily triage of the active fleet with efforts to bring the newly purchased buses online. Hiring an additional mechanic will provide immediate relief to the workload pressures.
- Decrease in Ridership, displayed in the graph below, is much in part to the continued cancellation of the G2 Route.
- The operations team continues to recruit and train new drivers. One new full time Operator has joined the team.
- The KTA ICIP Phase 2 scope change was submitted to the Nova Scotia Department of Municipal Affairs and awaits approval.
- The *Tidal Transit Authority* name was submitted to the Registry of Joint Stocks and awaits approval.
- KTA GM and Fleet Manager attended the Canadian Urban Transit Association (CUTA) Fall Conference in Montreal.
- Kings Transit entered a float in the New Minas Parade of Lights on November 15th
- Budget preparation is well underway, a big thank you to Dan for his dedication and tenacity.
- Brandy Stirling has been welcomed as the new KTA Customer Service Administrator.



Notes:
KTA stopped providing service to West Hantz in 2015
COVID had a significant impact on ridership for a couple of years including and after 2021
As of May 21, 2024, transfers are no longer counted as riders

VALLEY WASTE - RESOURCE MANAGEMENT



Under the leadership of General Manager Andrew Garrett, the following items of interest are underway:

General Manager Updates:

Extended Producer Responsibility (EPR) for Packaging & Printed Paper

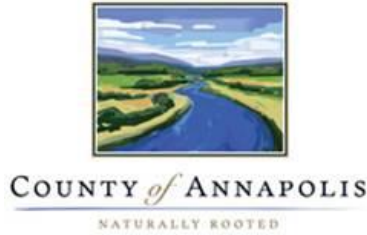
- Circular Materials hosted a successful media event on November 5. The new program launches in two weeks, and several agreements are in the final stages. This includes collection agreements and post-collection agreements.
- Effective December 1, residential recycling tipping fees at Management Centres will be removed. Revenue will come from Circular Materials.
- ReGroup has been awarded the contract to process all residential recyclables in Nova Scotia and New Brunswick. Their Dartmouth facility is expected to open in early 2027. Scotia Recycling is pursuing an interim contract with Circular Materials.
- Depots: Certain hard-to-recycle items may be taken to depots. Registered depots include:
 - CN Orde & Sons, Lequille
 - Greenwood Recycling Centre
 - New Minas Recycling
 - L.W. Layton Salvage, Canning
- Communications: Staff are sharing Circular Materials' content on social media and other advertising is planned.
- New Recyclable Items (Effective December 1):
 - Curbside: Paper cups, pet food bags, tubes (cream, toothpaste), ice cream containers, cardboard cans
 - Depot Program: Foam polystyrene, chip bags, coffee bags, empty non-hazardous aerosol cans
- Regulatory Updates: The solid waste bylaw and directives will need to be updated to reflect new EPR requirements and service changes. Staff are tracking all necessary updates.
- The 2026 Waste Management Calendar will be distributed to municipal offices, grocery stores, Enviro-Depots, and community halls during the first week of December. The calendar contains information for the new recycling program as well as changes to bulky waste collection.

Operations

- A Request for Proposals for the transportation of ground wood (5-year term) has been released with a closing date of December 4th.
- Fall cleanup is nearly complete with higher than usual tonnage. Clean-up will be replaced with bi-weekly bulky collection beginning April 1, 2026.
- Staff met with procurement staff at the Municipality of East Hants regarding procurement software they developed. The software allows digital submissions in a safe and secure manner.

2025-2026 CAPITAL PROJECTS

The Request for Proposals deadline for the **Expansion of Eastern Management Centre closed on October 23** with one bid under review. An application to the Canadian Housing Infrastructure Fund (CHIF) was submitted last winter and the results of that proposal are yet to be announced. If unsuccessful, the project qualifies for Provincial Territorial CHIF funding which opens in January.



**Annapolis County Inter-Municipal Working Group
Committee Meeting #21
Wednesday, November 26, 2025, 6:30 pm
Council Chambers, Municipality of the County of Annapolis**

Present:

Mayor Amery Boyer, Town of Annapolis Royal, Chairperson
Mayor Gail Smith, Town of Middleton Warden Diane Le Blanc,
Municipality of the County of Annapolis
Deputy Mayor Gary Marshall, Town of Middleton
Deputy Warden Dustin Enslow, Municipality of the County of Annapolis
Sandi Millett-Campbell, CAO, Town of Annapolis Royal
Rob Frost, CAO, Municipality of the County of Annapolis

Guest: Tony Harvie, NS Department of Public Works

Regrets: Deputy Mayor Sybil Skinner-Robertson, Town of Annapolis Royal
Ashley Crocker, CAO, Town of Middleton

1. WELCOME

Chairperson Mayor Amery Boyer called to meeting to order at 6:33 pm and welcomed everyone to the meeting.

Two additions to the agenda

- Twinning trip to Royan France
- Recent Letters from the Minister of Municipal Affairs

2. REVIEW AND ADOPTION OF MINUTES OF October 27, 2025

Approved by unanimous consent.

3. Discussion with Tony Harvie, NS Department of Public Works

- Kevin Bekkers is the best person to talk to regarding the Causeway concerns.
- Causeway is interesting. Separation of who is responsible for what between the Province and NSPI is a one page document.
 - o PW owns top 16 inches, bottom is NSPI as long as they pay tax on the facility.
 - o When NSPI gives up the asset it will go back to the Province.
- Issue is in the bottom, identified in the report. Contractor coming on Monday to repave again. Already 1200mm of asphalt! Every 3 years they are repaving.
- No safe place for sidewalks. Requires the bridge to be restructured to build new sidewalk. Province does not maintain any sidewalks.
- Tony Urquhart, NSPI head of dam safety.

Other Roads

- Arlington Rd – Grader was up there the other day
- After the wildfire, 750km of roads need to be graded
- Haven't had an operational increase in 30 years
- Exit 21 has been the focus because it was one of the worst in the area
- For this winter, there is a lack of staff. Increase in payment and still has less people. 16 people short for snow plow drivers.
- Permitted to contract out 10%, but no more
- Next year – Middleton to Frenchy's on the #1 will be done
- 141 staff, 1.2million in salaries for the fire

CAOs will draft correspondence to ask to speak with Kevin Bekkers.

4. Follow-Up Discussions on Economic Development Options

- a. Ec Dev Position/ REN/ Tourism
 - Annapolis County CAO discussed the draft proposal
 - The Town of Middleton is currently part of the REN, would need to provide notice if a decision was made to leave the REN
 - Would need to be longer than a one year commitment
 - General consensus to proceed with drafting an IMSA for further discussion with Councils

5. IDEA Discussions

- IDEA Committee is meeting next week to review draft plans.
- Exploring having separate accessibility and EDI plans.
Once the IDEA Committee meets there will be a IDEA Governance Committee meeting on December 11th

6. Letters from the Minister

- Discussion took place regarding the letter(s) from the Minister of Municipal Affairs and the Deputy Minister.

7. Twinning - Trip to France

- Discussion to take place at future meeting.

8. Discussion of Next Speakers, and Questions or Issues that the Committee would like to be addressed

- Good to be able to ask questions and have open discussions with the presenter/ speaker
- What are the issues that the three municipal units are working through
- Plan to continue AC IMWG meetings every two months for now
- Recreation? – Regional Complex- SWOT analysis – tender document for consultation?

9. Next Meeting – January 29, 2026 6:30pm, Town of Middleton

- **Kevin Bekkers, causeway, report**
- **Recreation**
- **Twinning Towns**
- **And/or Chris d'Entremont**

10. Adjournment: 8:39pm

Q2 - 2025



SNAPSHOT

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PROGRESS POINTS

- Participated in both Kentville and Middleton Multi-Cultural Fairs
- Met with AVRCE staff to support newcomer families and students
- Maintained active engagement with 20+ community and program partners
- Initial discussions with Acadia, Kings Transit, Valley Regional Hospital re. Population Readiness Strategy (evolution of workforce strategy)
- Coordinated August disaster-response meetings with business supports/EDOs, engaging Western REN and Halifax Partnership for guidance
- Hosted Sept. 23 “Building Business Insights: A BRE Conversation” event with approximately 50 attendees
- Joined response discussions for drought-impacted small farms with the Dept. of Ag. to identify local markets for undersized products
- Final DMMO Sustainable Funding Report completed and shared with municipal staff and Councils
- Led CAO session ahead of Sept. 17 Joint Council; facilitated Marketing Levy session presenting consultation findings; follow-up session scheduled with CAOs and municipal staff
- Annapolis Valley Tourism Network session hosted on Oct. 7 at Devour! Studio (approximately 30-40 attendees)
- Secured TDAP and Voice of the Visitor funding proposals to support brand strategy
- Follow-up with Cumberland and Truro-Colchester RENs to review updates to AgriLink proposal – ready for submission to multiple funding partners; increased focus on private sector funding
- Media secured for BRE event (Saltwire article: https://www.saltwire.com/nova-scotia/annapolis-valley/valley-ren-hosting-business-retention-and-expansion-event-in-wolfville-n-s?itm_source=annapolis-valley)
- Participated in provincial meetings with Build NS and Invest NS, as well as the Dept. of Intergovernmental Affairs – data has been requested re. Phase 2 of Build NS cellular upgrades in the Valley region



NEWS

As a stepping stone to exploring a sustainable funding model for a Destination Marketing & Management Organization, a Joint Council Information Session was held on September 17th. Approximately 30 council members across 8 different municipal units, 10 municipal staff, and 10 Tourism Committee and Valley REN staff members were in attendance. We hope this marks the beginning of a constructive, region-wide conversation about regional tourism development.

Valley REN hosted “Building Business Insights: a BRE conversation”, with 50 attendees, keynote speaker, Cassandra Baccardax, a panel discussion, and networking opportunities for local business and community leaders.

UPCOMING EVENTS

- NOV 1, 2025 - IMMIGRATION AND COMMUNITY FAIR
- NOV 6, 2025 - PRACTICAL STRATEGIES FOR MANAGING RISK & FINDING OPPORTUNITY - WORKSHOP
- NOV 26, 2025 - AG TECH & DIGITAL TRANSFORMATION (PARTNERED WITH DIGITAL NOVA SCOTIA)

TO STAY UP TO DATE AND IN THE KNOW, VISIT OUR WEBSITE WWW.VALLEYREN.CA TO SUBSCRIBE TO OUR MONTHLY NEWSLETTER.





MAYORS REPORT November 2025

Over the past several weeks, our community has come together in meaningful and inspiring ways, and I am pleased to share some highlights from recent events.

Affordable Housing Site Visit – November 27

On November 27, I had the opportunity to visit the new affordable housing site currently under development in our community. This project represents an important step forward in ensuring that residents of all ages, incomes, and backgrounds have access to safe, stable, and attainable housing. I look forward to seeing this much-needed project progress and to the positive impact it will have on families and individuals in our town.

Parade and Tree Lighting – November 28

The following evening, November 28, I joined residents, volunteers, and community groups for our annual parade and tree lighting celebration. This event is always a highlight of the holiday season, bringing together people of all ages to share in the spirit of joy, generosity, and togetherness. I want to extend my gratitude to all the organizers, participants, and emergency service personnel who worked tirelessly to ensure a safe and festive experience for everyone. Seeing our downtown illuminated and our streets filled with smiling faces was a wonderful reminder of the special community we are fortunate to call home.

International Day of Persons with Disabilities Flag Raising – December 4

On **December 4th**, I was honored to participate in the flag raising ceremony for the International Day of Persons with Disabilities at Centennial Park. This day is a powerful reminder of our commitment to inclusivity, accessibility, and equity. Standing alongside advocates, community members, and organizations dedicated to supporting persons with disabilities, we reaffirmed our responsibility to ensure everyone in our community can participate fully and with dignity.

As we move into the holiday season, I want to extend my heartfelt gratitude to all residents for your continued engagement, kindness, and support.

Wishing everyone a safe, joyful, and restorative holiday. Happy Holidays!