

AGENDA

1. CALL TO ORDER

2. CERTIFICATE OF RECOGNITION

2.1 Mayor Gail Smith

3. APPROVAL OF THE AGENDA

4. PROCLAMATIONS

4.1 African Heritage Month – February 2026

5. APPROVAL OF THE MINUTES

5.1 Council Meeting Minutes – December 15, 2025

6. 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.

7. NEW BUSINESS

7.1 PAC Recommendations

a. RFD 007-2026 Northlands Secondary Planning Strategy – CAO

7.2 RFD 001-2026 Appointment List Update – CAO

7.3 RFD 002-2026 Code of Conduct Investigator – CAO

7.4 RFD 003-2026 Grants to Organizations Policy – CAO

7.5 RFD 004-2026 Employee Benefits Policy – CAO

7.6 RFD 005-2026 Events for 2026 – CAO

7.7 RFD 006-2026 Fire Department 4x4 Truck Capital Project – CAO

7.8 RFD 008-2026 Housing Accelerator Fund Grant Update – CAO

7.9 2025-26 Capital Projects Update – Director of Finance

7.10 Information Report – Temporary Borrowing New Reservoir – Director of Finance

7.11 Information Report – Budget Schedule for 2026-2027 – Director of Finance

8. REPORTS

- 8.1 Management Report
- 8.2 Middleton Fire Department Dispatch Report for December
- 8.3 IDEA Committee Meeting Dec 9/25 DRAFT Minutes
- 8.4 IDEA Governance Committee Meeting Dec 11/25 DRAFT Minutes
- 8.5 Valley Regional Services Board Dec 17/25 Meeting Minute
- 8.6 Valley REN LOC Meeting Nov 27/25 DRAFT Minutes
- 8.7 Planning Advisory Committee Meeting Jan 12/26 DRAFT Minutes
- 8.8 Mayor's Report
- 8.9 2023-2024 Municipal Profile and Financial Condition Indicators
- 8.10 Middleton Fire Department – End of Year Report 2026

9. CORRESPONDENCE

- 9.1 December 19, 2025, Letter from Build Nova Scotia re: Public Housing Development
- 9.2 December 15, 2025, Letter from Kim Masland re: End of the Bottled Water Reimbursement Program
- 9.3 January 15, 2026, Letter from Pastor Jeff Milne re: Doors to Hope Society Dissolution Notice

10. ANYTHING BY MEMBERS

11. IN CAMERA

- 11.1 Contractual
- 11.2 Contractual
- 11.3 Contractual

12. ADJOURNMENT

Proclamation

AFRICAN HERITAGE MONTH

February 2026

“Strength in Unity: Moving Forward with Purpose, Prosperity, Power and Progress”

WHEREAS February is recognized internationally as African Heritage Month – a time to recognize and salute the many contributions and ongoing achievements of people of African Descent all over the world and, here in the Town of Middleton, we pay tribute to a time of greater understanding; and

WHEREAS this year’s theme: *“Strength in Unity: Moving Forward with Purpose, Prosperity, Power, and Progress”* highlights celebrating collective advancement and the guidance of elders, and;

WHEREAS this African Heritage Month we celebrate our heritage and culture and the incredible spirit to overcome.

THEREFORE, be it resolved that I, Mayor Gail Smith, do hereby proclaim the month of February 2026 to be **African Heritage Month** in the Town of Middleton. I encourage residents, businesses and community groups to participate in the activities and celebrations and to take the opportunity to reflect on the story of Nova Scotia’s vibrant African Nova Scotian Community.

Dated at the Town of Middleton
this 19th day of January 2026

Gail Smith, Mayor

A regular monthly meeting of Middleton Town Council was held in-person at the Town Hall, via Facebook Live, on Monday, December 15th, 2025, starting at 7:00pm.

PRESENT

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

Also in Attendance: Citizen Heather Baxter.

1. CALL TO ORDER

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

2. VOLUNTEER OF THE YEAR AWARD

Mayor Smith presented Heather Baxter with the 2025 Volunteer of the Year Award.

3. SECOND READING

RFD 068-2025 2nd Reading of Livestock Bylaw

CAO Crocker provided a brief overview of the Livestock Bylaw.

251215.01 It was moved and seconded that Council gives second reading and approves Chapter 62, the Livestock Bylaw. **Motion carried.**

4. APPROVAL OF THE AGENDA

251215.02 It was moved and seconded that Council approve the agenda as circulated. **Motion carried.**

5. PRESENTATIONS

Paul Young from CBCL gave a presentation on the Middleton Reservoir Replacement Project.

Some key takeaways were:

- Project Schedule
 - Anticipated Commissioning Timeline, January 19-February 6, 2026
 - Anticipated Date for Tank Operational, February 11, 2026
 - Project Completion (Excluding Seasonal Work), February 20, 2026
 - Decommissioning of Old Reservoir, Spring 2026

Councillor Smith asked how the current timeline compares to the original plan and whether any additional costs were incurred.

- Paul Young stated that the project is approximately two (2) months behind schedule; however, there were no additional costs, as the price remained the same, though the work took slightly longer to complete.

Deputy Mayor Marshall raised concerns about long-duration power outages and the availability of auxiliary power. He asked whether there is a designated location for auxiliary power in the event of a week-long outage.

- Paul Young confirmed the building includes a built-in power generator with a 48-hour fuel capacity.

Councillor Archibald asked about the life expectancy of the tank.

- Paul Young stated the manufacturer estimates a lifespan of 75 years; noted these are the most commonly used tanks.

Councillor Smith asked whether there are any concerns with starting the reservoir during winter conditions.

- Paul Young explained that the new reservoir would not be started on the coldest day of the year and that the system is constantly mixing to maintain reliability.

6. APPROVAL OF THE MINUTES

6.1 Approval of the Previous Meeting Minutes

2025.11.13 Special Council Meeting Minutes

2025.11.17 Council Meeting Minutes

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

7. ANYTHING BY CITIZENS

Nothing to report.

8. NEW BUSINESS

8.1 **RFD 065-2025 Water Arrears Collection Policy**

CAO Crocker provided a brief overview of the Water Arrears Collection Policy.

251215.03 It was moved that Council approve amendments to the Town's Water Arrears Collection Policy. **Motion carried.**

Councillor Archibald noted that several residents are seasonal. Raised concerns about how seasonal residents can notify staff and asked whether they have the option to have their water shut off.

- CAO Crocker stated that residents can contact staff to advise that they are seasonal residents and may request to have their water shut off.

8.2 RFD 066-2025 Anti-Harassment Policy

CAO Crocker provided a brief overview of the Anti-Harassment Policy.

251215.04 It was moved and seconded that Council approve the revised Anti-Harassment Policy as presented, and that the policy take effect immediately to meet provincial compliance requirements. **Motion carried.**

Councillor Smith asked whether only the individual being harassed can raise a concern, or if another person may also bring the issue forward.

Councillor Archibald asked whether Council would be included in training related to harassment.

ACTION: CAO Crocker to investigate training options.

8.3 RFD 067-2025 Appointment List Update

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

251215.05 It was moved and seconded 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. **Motion carried.**

251215.06 It was moved and seconded that Council, on recommendation from the CAO, appoint Leah Profitt as Town Treasurer. **Motion carried.**

251215.07 It was moved and seconded that Council, on recommendation from the CAO, appoint Amanda Lewis as the Town's Animal Control and Bylaw Enforcement Officer. **Motion carried.**

251215.08 It was moved and seconded that Council, on recommendation from the CAO, appoint Sean Amos as the Town's Dangerous and Unsightly Administrator. **Motion carried.**

251215.09 It was moved and seconded that Council approve the Appointment List, as presented. **Motion carried.**

8.4 2025-26 Capital Projects Update

CAO Crocker and Director of Public Works Verran provided a brief overview of the 2025–26 Capital Projects Update.

Mayor Smith asked for an update on the dock at Riverside Park.

- CAO Crocker advised that a contractor has provided a preliminary estimate. Noted that another funding avenue through ACOA has been explored, but no funding has been secured to date. The Town would need to contribute funds (reserves) to compliment the grant. Also proposed running the canoe/kayak program at Lily Lake/Second Lake as a trial.

Councillor Knapp asked about fire hydrant replacement and whether any had been replaced this year.

- DPW Verran stated that one hydrant was replaced due to damage; however, due to manpower limitations, no additional replacements have been completed this year.

ACTION: DPW Verran to look into hydrant adapters that require replacement.

Councillor Smith asked how many hours or days the reservoir would supply water if it were full.

- DPW Verran estimated approximately five (5) days.

8.5 Financial Forecast for Town General and Water Utility

CAO Crocker provided a brief overview of the Financial Forecast for Town General and Water Utility.

8.6 Financial Reports for 2025 Events

CAO Crocker provided a brief overview of the Financial Reports for 2025 Events.

There was a lengthy discussion regarding the Multicultural Event and the day camps held this summer.

Councillor Smith suggested conducting a survey of residents to identify what events they would like the Town of Middleton to host.

Councillor Archibald asked what percentage of day camp participants were Middleton residents versus county residents.

ACTION: CAO Crocker to discuss with staff.

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

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

There was a lengthy discussion around the Joint Police Advisory Board training that is taking place on January 7th in Wolfville.

10. ANYTHING BY MEMBERS

Councillor Bartlett asked DPW Verran about the most recent snowstorm and why the snowbanks on Main Street had not been removed. Councillor Bartlett also informed residents about a free turkey dinner being held at the Capital Pub on Christmas Day for those who will be alone.

- DPW Verran responded that the truck had broken down.

Councillor Knapp extended wishes to everyone for a Merry Christmas and a Happy New Year.

Deputy Mayor Marshall reminded residents about the public works process during a snowstorm and suggested that this information should be made available on the Town's website. Deputy Mayor Marshall also extended wishes to everyone for a Merry Christmas and a Happy New Year!

11. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:53pm.

Mayor

Recording Secretary

REQUEST FOR DECISION
Northlands Secondary
Planning Strategy
RFD#: 007-2026



To: Town Council
From: Sara Marceau, Planning Services Coordinator
Date: January 19, 2026
Subject: Northlands Secondary Planning Strategy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- SPS Report

Legislation

- N/A

Recommendation

Council directs staff to initiate work on amendments to the Municipal Planning Strategy (MPS) and Land Use By-law (LUB) to consider a development proposal on the Parsons lands within the Northlands Secondary Plan area. Staff is further directed to work with Parsons Investments Ltd. to fully understand its proposal and to use the principles, approaches, and technical work from the Northlands Secondary Planning Strategy to the greatest extent possible when preparing recommendations to Council.

Background

The Planning Advisory Committee met on January 12, 2026, to discuss the Northlands Secondary Planning Strategy (SPS) where they made a recommendation to Council.

See attached report.

REQUEST FOR DECISION
Northlands Secondary
Planning Strategy
RFD#: 007-2026



Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
X	Community	
	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: 19 January 2026

To: Council

From: Chrystal Fuller, Brighter Community Planning

Date: January 19, 2026

Reference: Amendments to the MPS and LUB to implement the Secondary Planning Strategy

Purpose: Provide Council with a plain-language summary of the Planning Advisory Committee (PAC) discussion on January 12, 2026 and PAC’s recommended direction on how to proceed with the Northlands Secondary Planning Strategy area.

This decision provides direction to staff only. It does not approve a subdivision, servicing, or a specific development layout.

PAC Recommendation:

PAC recommends that Council direct staff to work with Parsons Investments Ltd. to develop a regulatory approach that enables development of the Parsons lands. PAC’s intent is that this work be informed by the principles and technical work in the Northlands Secondary Planning Strategy (SPS), while allowing for a development scheme that is feasible to implement.

Other options Council may consider:

- (a) Proceed with staff’s recommended approach: adopt the SPS in principle and consider First Reading of the related MPS and Land Use By-law amendments for the full Northlands area (subject to technical edits).
- (b) Request additional information and return the matter to PAC before advancing any amendments for First Reading.

Draft Motion:

Council directs staff to initiate work on amendments to the Municipal Planning Strategy (MPS) and Land Use By-law (LUB) to consider a development proposal on the Parsons lands within the Northlands Secondary Plan area. Staff is further directed to work with Parsons Investments Ltd. to fully understand its proposal and to use the principles, approaches, and technical work from the Northlands Secondary Planning Strategy to the greatest extent possible when preparing recommendations to Council.

Summary of PAC discussion (January 12, 2026):

- Staff recommended adopting the SPS in principle and advancing the related MPS and LUB amendments to First Reading, subject to technical edits.
- PAC heard concerns from Parsons Investments Ltd., the largest landowner in the SPS area, that the SPS concept and draft regulations may not be workable and could constrain near-term development.
- PAC therefore recommended that staff work with Parsons to bring forward a workable regulatory approach for the Parsons lands, using the SPS principles and technical work as the main reference.

Process considerations:

Council may wish to ensure the process remains transparent and well-documented, with clear opportunities for other landowners and the public to comment on any proposed amendments, and with recommendations tested against the SPS principles and public feedback (including stormwater and flooding, traffic, density transitions, and servicing timing).

Next steps:

If Council accepts PAC's recommendation, staff would return with a follow-up report that summarizes Parsons' concept and recommends the most appropriate planning tool, including required public engagement steps and an estimated schedule.

The following are possible options to proceed with the Parson's land development. Staff will evaluate which of these options is the most appropriate method to go forward and include this analysis in the follow report.

1. Amend the MPS and LUB to re-designate and rezone the Parsons lands (as-of-right zoning or site plan approval). This requires the statutory MPS/LUB amendment process, including public participation and a public hearing.
2. Amend the MPS to allow a Development Agreement for the Parsons lands and negotiate a site-specific agreement. This involves public engagement for both the MPS amendment and the Development Agreement.
3. Amend the Northlands SPS and then implement the broader set of amendments for the full SPS area.



Figure 1 - Northland Secondary Plan area

REQUEST FOR DECISION
Appointment List Update
RFD#: 001-2026



To: Town Council
From: Ashley Crocker, CAO
Date: January 19, 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 Jennifer Daniels as the Alternate REMO Coordinator for the Town of Middleton.

That Council approve the 2026 Appointment List, as presented.

Background

Jennifer Daniels is the new Fire Services Coordinator at the County of Annapolis. This position is better aligned to fulfilling the REMO Alternate duties when REMO Coordinator Brian Orde is not available.

Financial Implications

N/A

REQUEST FOR DECISION
Appointment List Update
RFD#: 001-2026



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: January 19, 2026

TOWN OF MIDDLETON
2026 APPOINTMENT LIST
(Approved by Council Jan 19, 2026)

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, **JENNIFER DANIELS (ALT)**

TOWN AUDITORS

BDO CANADA

TOWN CLERK

SARA MARCEAU

TOWN ENGINEER

DPW ADAM VERRAN

TOWN RETURNING OFFICER

SARA MARCEAU

TOWN SOLICITORS

TAYLOR MACLELLAN COCHRANE

TOWN TREASURER

LEAH PROFITT

TRAFFIC AUTHORITY

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

REQUEST FOR DECISION
Code of Conduct Investigator
RFD#: 002-2026



To: Town Council
From: Ashley Crocker, CAO
Date: January 19, 2025
Subject: Code of Conduct Investigator

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Policy 3.14 - Code of Conduct for Elected Officials of the Town of Middleton

Legislation

The Code of Conduct for Municipal Elected Officials Regulations made under Section 520 of the *Municipal Government Act* requires the Town to appoint an investigator to investigate reported breaches of the code.

Complaint and Investigation Process

Appointment of Investigator by Municipality

- 6** **(1)** An investigator must have experience conducting investigations and applying the principles of natural justice and procedural fairness.
- (2)** A municipality must include an investigator’s contact information on its publicly accessible website.
- (3)** A municipality must ensure that no conflict of interest exists between the investigator and the parties involved in a complaint.

Recommendation

That Council appoint Burchell Wickwire Bryson LLP as the Code of Conduct Investigator and that the CAO is authorized to enter into a 2-year contract for services.

Background

On December 16, 2024, Council approved the provincially mandated Elected Officials Code of Conduct (RFD 047-2024). The code is an important tool for promoting integrity and accountability within local government in Nova Scotia. The code provides clear guidelines for elected members of council,

REQUEST FOR DECISION
Code of Conduct Investigator
RFD#: 002-2026



supporting them in upholding the high standards expected by their communities. By strengthening good governance, the code brings lasting benefits to municipalities and villages across the province, furthering our shared commitment to serve the public with transparency and excellence.

In March 2025, the Minister of Municipal Affairs, John Lohr, sent correspondence advising that the code regulations were to be amended on April 1, 2025 to make online training mandatory for all municipal elected officials under the direction of the Nova Scotia Federation of Municipalities (NSFM). That training rolled out across the province and had to be completed within 30 days. All Town of Middleton members of Council completed the training.

In that same letter, Minister Lohr advised that the Association of Municipal Administrators of Nova Scotia (AMANS) developed a list of qualified individuals whom municipalities and villages may appoint as Code Investigators following an RFQ process under the direction of the AMANS Procurement Committee.

As a result of the review process, staff are recommending Burchell Wickwire Bryson LLP be appointed, which will result in a contract. There are ten companies on the list, one of which would be excluded from our review as Taylor McLellan Cochrane is already appointed as the Town Solicitor and advises the Town on many matters of law, resulting in potential conflict of interest with most issues.

Financial Implications

Costs dependent on investigations, as needed.

Strategic Plan/Operating Plan Alignment

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

**REQUEST FOR DECISION
Code of Conduct Investigator
RFD#: 002-2026**



Alternatives

Council can direct staff to choose someone else from the list of qualified investigators. The list can be found at: <https://www.amans.ca/amans-qualified-list-of-investigators-municipal-code-of-conduct.html>

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: January 19, 2026

January 14, 2026

VIA E-MAIL: acrocker@town.middleton.ns.ca

Ashley Crocker, MBA, CPA
Chief Administrative Officer
Town of Middleton
131 Commercial Street
Middleton, NS B0S 1P0

Dear Ashley:

Re: Burchell Wickwire Bryson Code of Conduct Investigation Rates

Further to our email exchange and telephone conversation on Monday, January 12th, this letter sets out our current standard rates for investigative and related services in the context of complaints made under the *Code of Conduct for Municipal Officials*.

The lawyers at our firm who are most likely to be involved in this work include:

- Noella Martin, KC, Partner
- Parker Byrne, Associate

We expect that for this type of work, our services will be billed at hourly rates. Depending on the nature of the complaint and work involved, there are others at the firm who may be engaged in the work (e.g., partners, associates, articled clerks, and support staff).

Person	Hourly Rate (+HST)
Noella Martin, KC	\$395
Parker Byrne	\$285
Articled Clerks	\$175

We do not charge for set-up or closing of a file. Our hourly rates instead cover all aspects of an investigation and the related report writing. This includes but is not limited to:

- Preparing for and conducting an investigation;
- Writing an investigation report;

- Conducting any related research and preparing any opinions necessary to the investigation;
- Travel time (if necessary);
- Meeting with Council (if necessary);
- Undertaking all related activities.

Where any delegation is appropriate, we strive to delegate work to the most appropriate member of the team to ensure timeliness and cost efficiency.

In addition to our hourly rates, we bill for costs and expenses that we incur in connection with an investigation. These typically include courier and delivery charges, postage and courier charges, large volume printing and copying costs, travel expenses, and any other costs and expenses. Our rates for these charges, excluding taxes, are as follows:

Disbursement	Fee
Large volume copying	\$0.25/page (or at cost if sent out)
Travel	\$0.63/km
Other disbursements	At cost

Unless we are required to print large quantities of documents for a particular matter, i.e. more than 100 pages, we will not charge fees for photocopying. Where significant photocopying is required, we will use a third party (at no mark up) where the third party will charge less than our firm rate, or it is just more practical to send out the work.

We take steps to minimize disbursements. We use email whenever possible and rent vehicles for travel when it will be less expensive and more practical to do so.

We are keen to conduct this work. Given that there are two of us who can do an investigation of this nature, we can have one of us available at a time that works for the Town, should you retain our services.

Please do not hesitate to contact us with any questions about next steps.

Yours very truly,

BURCHELL WICKWIRE BRYSON ^{LLP}



Noella Martin, KC

REQUEST FOR DECISION
Grants to Organizations Policy
RFD#: 003-2026



To: Town Council
From: Ashley Crocker, CAO
Date: January 19, 2026
Subject: Grants to Organizations Policy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft Grants to Organizations Policy
- Current Grant Administration Policy 1.2

Legislation

- *Municipal Government Act* Section 65A

Recommendation

That Council approve the replacement of the existing Grant Administration Policy with the Grants to Organizations Policy as presented.

Background

The current Grant Administration is out of date, last updated in 2006. An update of the policy is required to ensure staff and Council have a framework for approving grant applications as part of the budget process if funds allow.

Staff will develop an updated application form following policy approval.

Financial Implications

None.

REQUEST FOR DECISION
Grants to Organizations Policy
RFD#: 003-2026



Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
X	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: January 19, 2026

GRANTS TO ORGANIZATIONS POLICY	
Effective Date January 19, 2026	Approved by Council Motion #
Revision Date:	

1 POLICY STATEMENT

- 1.1 The purpose of this policy is to provide guidelines for reviewing and evaluating requests from organizations for financial assistance pursuant to clause 65A of the *Municipal Government Act*.

2 SCOPE

- 2.1 This policy affects all recognized organizations under Section 65A in the *Municipal Government Act* that wish to obtain funding from the Town for a service, program, special project, initiative, or capital campaign for the benefit of residents, businesses, and visitors to the Town of Middleton.

3 DEFINITIONS

- 3.1 **Council** means the Town Council of Middleton
- 3.2 **Event** means an event held within the Town of Middleton that has a significant positive impact on the community.
- 3.3 **Activity** means an activity held within the Town of Middleton with specific timeframes and schedules that has a significant positive impact on the community.
- 3.4 **Program** means a program held within the Town of Middleton with specific timeframes and schedule of activities and has a significant positive impact on the community.
- 3.5 **Project** means any one or combination of event, activity, or program.
- 3.6 **Staff** means employees of the Town of Middleton.
- 3.7 **Town** means the Town of Middleton.

4 GRANT POLICY

4.1 One-time Requests

4.1.1 One-time requests to support capital campaigns and projects may be considered by Council using the following criteria:

4.1.1.1 The request is greater than \$5,000.

4.1.1.2 The request will not exceed \$50,000.

4.1.1.3 Only one application per organization may be approved every eight years.

4.1.1.4 The request is aligned with Council's Strategic Plan.

4.1.1.5 The financial capacity/local economy of the day is considered.

4.1.1.6 The funding of the request would be in addition to the grants to organization budget allowance; and

4.1.1.7 Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

4.1.2 One-time requests to support extraordinary operational events and initiatives may be considered by Council using the following criteria:

4.1.2.1 The request is greater than \$2,000.

4.1.2.2 Only one application per organization may be approved every four years.

4.1.2.3 The request is aligned with Council's Strategic Plan.

4.1.2.4 The financial capacity/local economy of the day is considered.

4.1.2.5 The funding of the request would be in addition to the grants to organization budget allowance; and

4.1.2.6 Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

4.2 Community Grants

4.2.1 The Town will consider providing limited financial assistance to organizations that:

4.2.1.1 Organize or operate programs for the benefit of the residents of the Town of Middleton, or

4.2.1.2 Coordinate and implement local events in the Town of Middleton.

- 4.2.2 Community Grants will be approved by Council as part of the Town’s budget process.
- 4.2.3 This program does not provide financial assistance to social service, health, education or similar services, departments, or agencies.
- 4.2.4 The maximum amount awarded to any group for any Community Grant will not exceed \$10,000.
- 4.2.5 Applications from community groups with new or innovative programming or festival ideas may present to Council at the request of Council.
- 4.2.6 Applicants who have received a Community Grant in a previous year are not guaranteed approval for a Community Grant in subsequent years.

5 APPLICATION PROCESS

- 5.1 All organizations applying to the Town for a grant must fill out an application form every year.
- 5.2 The application form will require applicants to provide a description of why the funds are being requested, what the funds will be used for, and how the community in the Town of Middleton will be positively impacted.

6 REPEAL, REPLACE, OR AMEND

- 6.1 A policy known as Grant Administration, policy number C 1.2, having an effective date of June 3, 2002, is hereby replaced.

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 19th day of January 2026.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	January 10, 2026
Date of Approval	January 19, 2026

TOWN OF MIDDLETON	
CODE C - COMMUNITY & ECONOMIC DEVELOPMENT	
Subject: Grant Administration	Number: 1.2
Coverage: Staff, Council, & Public	Approved by: Council & CAO
Effective Date : June 3, 2002	Revision Date: September 5, 2006

Rationale

The following policy establishes guidelines for the distribution of Town grants to organizations providing recreational & cultural services.

Policy Statement

- 1) The objectives of the Recreation grants shall be:
 - a) To provide support for recreational, tourism, and cultural activities in the town,
 - b) To offer short-term assistance to recreational, tourism and cultural organizations of the town, and
 - c) To offer assistance to long-term management committees of the Town.

- 2) Grants shall be awarded to organizations based on the following principals:
 - a) Supporting and rewarding initiative and leadership,
 - b) Improving the quality of life in Middleton,
 - c) Creating access to recreation, cultural and tourism opportunities for all citizens,
 - d) Respecting and supporting the sustainability principles of the Town, and
 - e) Benefiting the overall well-being of the community.

- 3) Grants must fall into one of the following categories:
 - a) **Program Start-up Grants:** these grants would be intended for new organizations that have a program start-up request.
 - b) **Management Committee Grants:** these grants would be intended for management committees operating recreational facilities on the town's behalf.
 - c) **Other Organizations:** these grants would be intended for organizations that apply to the Town of Middleton for support on an annual basis (for more information see table, below).

- 4) The following support request would not be eligible for grant program assistance:
 - a) Requests to support individual initiatives,
 - b) Requests from privately operated tourism, recreational, or cultural businesses,
 - c) Requests from regional organizations that do not offer programming in town.

- 5) Organizations requesting a grant must:
 - a) Be a registered not-for-profit group,
 - b) Elect a full executive,
 - c) Have a written mandate, objectives, and job descriptions for hired staff,
 - d) Provide a recreational or cultural service to the residents of Middleton.

TOWN OF MIDDLETON GRANT CRITERIA & ELIGIBILITY

Eligibility:		
PROGRAM START-UPS (New organizations or groups)	OTHER ORGANIZATIONS (e.g. Macdonald Museum, HOV)	MANAGEMENT COMMITTEES (e.g. Pool Committee)
<ul style="list-style-type: none"> ▪ Program or event may offer a service the Town may otherwise have to supply. 	<ul style="list-style-type: none"> ▪ Program or event may offer a service the Town might otherwise have to supply. 	<ul style="list-style-type: none"> ▪ Committees shall supply the Town with an annual financial statement and a summary of activities.
<ul style="list-style-type: none"> ▪ Applicants shall demonstrate that ticket sales, fees for service or other revenue sources supply the majority of their budget. 	<ul style="list-style-type: none"> ▪ Applicants shall demonstrate that ticket sales, fees for service or other revenue sources supply the majority of their budget. 	<ul style="list-style-type: none"> ▪ Committees shall supply town with a preliminary budget and a plan for programming and facility/maintenance improvements for the coming year.
<ul style="list-style-type: none"> ▪ Applicants shall show a strong level of community support and involvement for their program(s). 	<ul style="list-style-type: none"> ▪ Applicants shall show a strong level of community support and involvement for their program(s). 	
	<ul style="list-style-type: none"> ▪ A portion of the annual budget should be dedicated to promoting tourism to Middleton. 	
Assessment Criteria		
<ul style="list-style-type: none"> ▪ Applications shall be judged on merit and awarded on the basis of available funding. 	<ul style="list-style-type: none"> ▪ Applications shall be judged on merit and awarded on the basis of available funding. 	<ul style="list-style-type: none"> ▪ Applications shall be judged on merit and awarded on the basis of available funding.
<ul style="list-style-type: none"> ▪ Applications shall be judged on sustainability, and evidence of partnered funding 	<ul style="list-style-type: none"> ▪ Applications shall be judged on sustainability, and evidence of partnered funding 	<ul style="list-style-type: none"> ▪ Applications for long term development plans shall be subject to council approval.
<ul style="list-style-type: none"> ▪ Funding may be awarded on a one-time basis only 	<ul style="list-style-type: none"> ▪ Applications shall show a decreased reliance over time on Town funding 	
DEADLINES:		
Applications shall be reviewed on an as-needed basis.	Applications shall be submitted by January 15 th annually.	Applications shall be submitted by January 15 th annually.

Previous Policies

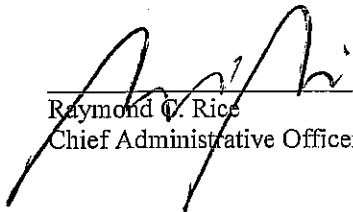
The previous policy 6/4 "Community Recreation and Culture Grants" Passed by council in 1988-89 is hereby repealed.

The previous policy 6/20 "Town of Middleton Grant Programs" Passed by council June 3, 2002 is hereby repealed.

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 5th day of September, 2006.

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


Raymond W. Rice
Chief Administrative Officer

REQUEST FOR DECISION
Employee Benefits Policy
RFD#: 004-2026



To: Town Council
From: Ashley Crocker, CAO
Date: January 19, 2026
Subject: Employee Benefits Policy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft Updated Employee Benefits Policy
- Redlined version of current Employee Benefits Policy showing updates
- CUPE Local 2825 Contract

Legislation

- *Nova Scotia Labour Code*

Recommendation

That Council approve the revised Employee Benefits Policy as presented.

Background

With the approval of the CUPE Local 2858 Contract, there were a few changes that needed to be made to the Employee Benefits Policy. The main one was around vacation entitlement. Although the vacation entitlement was operationally executed, the Employee Benefits Policy was not updated.

Non-union employees have been allowed to accrue time off in lieu of overtime since pre-2022. This has never been reflected in the Employee Benefits Policy so two new sections covering hours of work and time off in lieu were added.

Some clarification around sick time was also added to the policy.

Financial Implications

None.

REQUEST FOR DECISION
Employee Benefits Policy
RFD#: 004-2026



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: January 19, 2026

EMPLOYEE BENEFITS POLICY

Effective Date: February 7, 1994

Revision Date: February 7, 1994; April 2, 2001; March 7, 2005; October 2, 2006; December 20, 2021;
January 19, 2026

1 PURPOSE

1.1 The following policy establishes employee benefits for Town employees, to ensure uniform delivery of benefits to all employees.

2 STATUTORY HOLIDAYS

2.1 Employees shall be entitled to Statutory holidays per below:

- a) New Year's Day
- b) Nova Scotia Heritage Day
- c) Good Friday
- d) Easter Monday
- e) Victoria Day
- f) Canada Day
- g) Labour Day
- h) Thanksgiving Day
- i) Remembrance Day
- j) Christmas Day
- k) Boxing Day
- l) National Day for Truth and Reconciliation
- m) 1st Monday in August, or a civic holiday so proclaimed.
- n) One (1) floating holiday per fiscal year
- o) Any other day proclaimed by the Federal, Provincial or Municipal Government, as a public holiday

2.2 As described in the Labour Standards Code, when a holiday falls on a day that is a non-working day for employees, the holiday shall be observed on next working day immediately following the

general holiday, or at a time mutually agreed upon by the employee and the CAO (inside employees) or Director of Public Works (outside employees).

2.3 Only employees who are currently working shall be entitled to paid holidays.

3 VACATIONS

3.1 The Town of Middleton vacation year begins April 1st and ends March 31st of the following year.

3.2 Permanent employees shall receive vacation based on years of unbroken service per the following schedule.

During first year of employment	Pro-rated portion of 10 working days
After 1 year's service	15 working days
After 10 year's service	20 working days
After 15 year's service	25 working days
After 25 year's service	30 working days

3.3 The CAO may approve a different number of days for an employee who has gained experience elsewhere, such as a Director level position.

3.4 If an employee is approved for a different number of days than mentioned above, the employee shall receive an additional five (5) days upon the anniversary dates outlined in section 3.2 to maximum of thirty (30) days.

3.5 A permanent employee who works less than a full year or less than full-time hours shall receive vacation days on a pro-rata basis with time worked per schedule 3.2.

3.6 Employees who are not permanent employees will receive vacation pay in lieu of vacation days per schedule 3.2.

3.7 Past service may be counted for determining vacations at the discretion of the CAO at the time of re-employment.

3.8 If an employee is hired and begins work between March 1 and April 1 of any given year, the employee shall receive one vacation day.

3.9 If a paid holiday falls or is observed during an employee's vacation period, they shall be allowed an additional vacation day with pay at a time mutually agreed upon by the employee and the CAO (inside employees) or Director of Public Works (outside employees)..

3.10 Vacations shall be taken between April 1 and March 31 of any given year and shall not be carried over to any subsequent year without approval of the CAO. When it is not possible for an employee to use allotted vacation time as outlined in 3.2, for whatever reason, the employee must notify the

CAO as soon as possible: to request approval of carry-over in the next fiscal year or approval for a payout of remaining vacation at the end of that year. Such approval will not be unreasonably withheld. Where carry-over is approved, employees will notify the CAO of their plans to use such vacation carry-over within a six (6) month period. Under no circumstances can vacation be carried over for a period in excess of six (6) months.

- 3.11 Vacation is given in advance of being earned. Therefore, if an employee leaves or is terminated, the vacation entitlement will be calculated based on the number of days worked. If an employee has taken more vacation days than they have earned, the value of those days will be deducted from the employee's final pay.
- 3.12 Vacation time shall be determined on a seniority basis within the Departments, and scheduling shall be subject to management approval and operational considerations. Employees shall not take vacation in an unbroken period of more than three (3) weeks unless mutually agreed between the employee and the CAO.

4 GROUP INSURANCE BENEFITS

- 4.1 The Town shall supply group coverage for life, accidental death and dismemberment, long-term disability, health insurance including medical and dental care. The Town shall pay:
 - 4.1.1 50% of premium costs for employees who have not completed 5 year's service with the Town, and
 - 4.1.2 65% of premium costs for employees with over 5 years of service.
- 4.2 Employees will have the option of declining the health and dental components of the benefit program providing they have comparable coverage through an alternate plan. They will also be required to sign a waiver as provided by the insurer, as well as, provide proof of their alternate plan carrier and plan number.
- 4.3 The employer will pay its share of group benefit plan premiums for up to one (1) year from date of approval, provided the employee continues to pay their share of premiums, if such absence is the

result of Workers' Compensation, LTD, pregnancy, parental or adoption leave or in the event of unpaid illness.

- 4.4 Employees who qualify for long-term disability benefits will be responsible for their portion of all premium costs for a twelve (12) month period. If the employee does not return to work after twelve (12) months, the employee is then responsible for 100% of the benefit premiums.
- 4.5 Employees who are absent from work due to a work-related injury or illness that is covered by Workers' Compensation will be responsible for their portion of all premium costs until they return to work.
- 4.6 The Town agrees to offer extended Health Care and Dental Insurance for early retirees as follows:
 - a) the employee has been employed for a minimum of ten (10) years, and
 - b) the employee has reached the age of fifty-five (55), and
 - c) the employee agrees to pay one hundred percent (100%) of the early retiree premiums.
 - d) participation ceases when the employee attains the age of sixty-five (65).
- 4.7 The Town reserves the right to amend the Group Insurance Plan at any time. The Town will consult with employees before making any material amendments.

5 PENSION PLAN

- 5.1 All eligible non-union employees shall be enrolled in the Defined Contribution Pension Plan. The Town shall contribute 6% for all eligible earnings for each enrolled employee and the employee shall contribute 6% of eligible earnings.
- 5.2 An employee may elect to have voluntary deductions made from their pay and will advise the Town in writing of the amount(s) accordingly. The Town's contribution will not exceed the amount previously stated in section 5.1.
- 5.3 The Town reserves the right to amend the Pension Plan at any time. The Town will consult with employees before making any material amendments.

6 EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

- 6.1 Employees and their immediate families have access to an Employee and Family Assistance Program (EFAP). This program offers confidential support services including individual and family

counseling, financial and legal counseling, family advisory and health information services. If necessary, the program also provides referrals to long-term, specialized care.

7 SICK LEAVE

- 7.1 Employees shall earn sick leave at the rate of one and one half (1.5) days for every month an employee is employed to a maximum of one hundred and twenty (120) days. Employees shall not accumulate sick leave while on lay-off.
- 7.2 Employees hired prior to October 4, 2004; sick leave shall be earned at a rate of 2 days per month to a maximum accumulation of 120 days. Employees shall not accumulate sick leave while on lay-off.
- 7.3 The Town may require a doctor's certificate after three days of consecutive illness. The Town shall pay 100% of the employee's salary for an employee who is absent from work due to a work-related injury or illness that is covered by Workers' Compensation until such time they receive coverage directly from Workers' Compensation or the employee returns to work. The Town shall be refunded 100% of the employee's salary paid for said period directly from Workers' Compensation. If the employee is not approved or covered by Workers' Compensation, any salary paid by the Town that is not covered would be deducted from the employee's sick leave.
- 7.4 Where no one other than the employee can provide for the needs during illness of a spouse (including common-law spouse), children or parents, the employee shall be entitled to use a maximum of four (4) accumulated sick leave days per year for this purpose.
- 7.5 A deduction shall be made from accumulated sick leave of all normal working days (exclusive of holidays) that the employee is absent for sick leave.
- 7.6 An employee of more than one (1) year of service who has exhausted sick leave credits may be allowed an extension of sick leave to a maximum of five (5) working days. Upon return to duty, the employee shall repay the extension of sick leave in full at the rate of one day per month.
- 7.7 When an employee is on an unpaid leave of absence for any reason, the employee shall not receive sick leave credits for the period of such absence but shall retain accumulated credit.
- 7.8 Medical appointment(s) that cannot be scheduled outside of regular working hours shall be paid from accumulated sick leave. Actual time of the appointment and the appropriate related travel time may be included.
- 7.9 Sick leave entitlements are provided exclusively for use during periods of illness or injury occurring during active employment. Accumulated but unused sick leave does not constitute a vested benefit and holds no monetary value. Accordingly, upon cessation of employment with the Town

of Middleton, whether by resignation, termination, retirement, or any other form of separation, any unused sick leave shall be deemed forfeited and shall not be compensated in any form.

8 HOURS OF WORK

- 8.1 The normal work week for inside employees and the Director of Public Works shall be five (5) days per week (Monday to Friday), seven (7) hours per day, constituting a thirty-five (35) hour work week. The normal workday shall be from 8:30am to 4:30pm, with one (1) hour for lunch and with a rest period of fifteen (15) consecutive minutes in both the first half and the second half of the day. Any arrangement outside of this schedule must be approved by the CAO.
- 8.2 The work week for outside employees shall be five (5) days per week (Monday to Friday), eight (8) hours per day, constituting a forty (40) hour work week. The normal workday shall be from 8:00am to 5:00pm, with one (1) hour for lunch and with a rest period of fifteen (15) consecutive minutes in both the first half and the second half of the day. Any arrangement outside of this schedule must be approved by the CAO.
- 8.3 Non-union employees at times will be requested to work hours above their usual hours of work.

9 TIME OFF IN LIEU OF OVERTIME

- 9.1 Time Off in Lieu (TOIL) is provided to non-union employees at the discretion of the employer as an alternative to paid overtime when non-union employees are requested to work hours above their usual hours of work.
- 9.2 TOIL is accrued at straight time (hour for hour worked).
- 9.3 TOIL may be granted only for pre-approved overtime. Employees must obtain supervisory approval prior to working overtime.
- 9.4 TOIL shall be taken at a time mutually agreeable to the employee and the supervisor, considering operational requirements. TOIL should be scheduled and used within 3 months following the

month in which it was earned, unless extended by mutual agreement. Requests for TOIL shall not be unreasonably denied.

- 9.5 Non-union employees may accrue TOIL up to a maximum of one (1) week unless otherwise approved by the CAO.
- 9.6 TOIL balances shall be included on each non-union employee's timesheet and shall be reviewed by the employee's supervisor each pay.
- 9.7 TOIL balances are never paid to a non-union employee, except upon termination.

10 RETIREMENT

- 10.1 At the time of retirement, the Town shall pay to the employee in a lump sum payment, a retirement award of \$500 for the first 10 years' service, plus \$200 per each year of service in excess of 10 years.

11 RECOGNITION OF IMPROVED BENEFITS

- 11.1 Recognizing that Employee Benefits should be provided equitably and consistently to all Town employees, any improvement in the previously mentioned employee benefits in any contract negotiated by the Town, shall automatically accrue to the benefit of all non-union full-time employees.

12 APPEALS PROCESS

- 12.1 For unionized positions grieving a decision by the CAO under this policy, the procedure set out in the Union contract shall be the accepted process.
- 12.2 Non-union positions may appeal a decision of the CAO under this policy direct to Committee of the Whole of Council, with a copy of the appeal filed with the CAO. Such appeals shall be dealt with in an in-camera session as a personnel issue.
- 12.3 Where any provision requiring approval applies to the Chief Administrative Officer's position, Council shall be the approving authority.

13 CONFLICTS

13.1 Where a union contract conflicts with this policy, the union contract shall prevail for unionized employees.

14 REFERENCES

14.1 Province of Nova Scotia - Labour Standards Code

15 PREVIOUS POLICIES

15.1 The previous policy 9/5 “Fringe Benefit Policy for employees” amended by Council on March 7, 2001 is hereby amended.

15.2 The previous policy 9/6 “Long Term Disability and Accidental Death Policy” amended by Council on February 5, 2001 is hereby amended.

15.3 The previous policy D 4.1 “Fringe Benefits Policy” amended by Council on October 2, 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 **19th day of January 2026**.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	January 10, 2026
Date of Approval	January 19, 2026

EMPLOYEE BENEFITS POLICY

Effective Date: February 7, 1994

Revision Date: February 7, 1994; April 2, 2001; March 7, 2005; October 2, 2006; December 20, 2021;
January 19, 2026

1 PURPOSE

1.1 The following policy establishes employee benefits for Town employees, to ensure uniform delivery of benefits to all employees.

2 STATUTORY HOLIDAYS

2.1 Employees shall be entitled to Statutory holidays per below:

- a) New Year's Day
- b) Nova Scotia Heritage Day
- c) Good Friday
- d) Easter Monday
- e) Victoria Day
- f) Canada Day
- g) Labour Day
- h) Thanksgiving Day
- i) Remembrance Day
- j) Christmas Day
- k) Boxing Day
- l) National Day for Truth and Reconciliation
- m) 1st Monday in August, or a civic holiday so proclaimed.
- n) One (1) floating holiday per fiscal year
- o) Any other day proclaimed by the Federal, Provincial or Municipal Government, as a public holiday

2.2 As described in the Labour Standards Code, when a holiday falls on a day that is a non-working day for employees, the holiday shall be observed on next working day immediately following the

general holiday, or at a time mutually agreed upon by the employee and the CAO (inside employees) or Director of Public Works (outside employees).

2.3 Only employees who are currently working shall be entitled to paid holidays.

3 VACATIONS

3.1 The Town of Middleton vacation year begins April 1st and ends March 31st of the following year.

3.2 Permanent ~~Full-time~~ employees shall receive vacation based on years of unbroken service per the following schedule.

During first year of employment	Pro-rated portion of 10 working days
After 1 year's service	10 15 working days
After 3 year's service	15 working days
After 10 year's service	20 working days
After 15 year's service	25 working days
After 25 year's service	30 working days

3.3 The CAO may approve a different number of days for an employee who has gained experience elsewhere, such as a Director level position.

3.4 If an employee is approved for a different number of days than mentioned above, the employee shall receive an additional five (5) days upon the anniversary dates outlined in section 3.2 to maximum of thirty (30) days.

3.5 A permanent employee who works less than a full year or less than full-time hours shall receive vacation days on a pro-rata basis with time worked per schedule 3.2.

3.6 Employees who are not permanent employees ~~Seasonal and casual employees~~ will receive vacation pay in lieu of vacation days per schedule 3.2.

3.7 Past service may be counted for determining vacations at the discretion of the CAO at the time of re-employment.

3.8 If an employee is hired and begins work between March 1 and April 1 of any given year, the employee shall receive one vacation day.

3.9 If a paid holiday falls or is observed during an employee's vacation period, they shall be allowed an additional vacation day with pay at a time mutually agreed upon by the employee and the CAO

~~(inside employees) or Director of Public Works (outside employees), the employee and their supervisor.~~

- 3.10 Vacations shall be taken between April 1 and March 31 of any given year and shall not be carried over to any subsequent year without approval of the CAO. When it is not possible for an employee to use allotted vacation time as outlined in 3.2, for whatever reason, the employee must notify the CAO as soon as possible: to request approval of carry-over in the next fiscal year or approval for a payout of remaining vacation at the end of that year. Such approval will not be unreasonably withheld. Where carry-over is approved, employees will notify the CAO of their plans to use such vacation carry-over within a six (6) month period. Under no circumstances can vacation be carried over for a period in excess of six (6) months. ~~If the carry-over vacation is not used at the end of the six (6) month period it will be paid out.~~
- 3.11 Vacation is given in advance of being earned. Therefore, if an employee leaves or is terminated, the vacation entitlement will be calculated based on the number of days worked. If an employee has taken more vacation days than they have earned, the value of those days will be deducted from the employee's final pay.
- 3.12 Vacation time shall be determined on a seniority basis within the Departments, and scheduling shall be subject to management approval and operational considerations. Employees shall not take vacation in an unbroken period of more than three (3) weeks unless mutually agreed between the employee and the CAO.

4 GROUP INSURANCE BENEFITS

- 4.1 The Town shall supply group coverage for life, accidental death and dismemberment, long-term disability, health insurance including medical and dental care. The Town shall pay:
- 4.1.1 50% of premium costs for employees who have not completed 5 year's service with the Town, and
- 4.1.2 65% of premium costs for employees with over 5 years of service.
- 4.2 Employees will have the option of declining the health and dental components of the benefit program providing they have comparable coverage through an alternate plan. They will also be required to sign a waiver as provided by the insurer, as well as, provide proof of their alternate plan carrier and plan number.
- 4.3 The employer will pay its share of group benefit plan premiums for up to one (1) year from date of approval, provided the employee continues to pay their share of premiums, if such absence is the result of Workers' Compensation, LTD, pregnancy, parental or adoption leave or in the event of unpaid illness. Employees who are on an approved unpaid leave of absence will be responsible to

~~pay 100% of benefit premiums for a twelve (12) month period or until they return to work, whichever is sooner.~~

- 4.4 Employees who qualify for long-term disability benefits will be responsible for their portion of all premium costs for a twelve (12) month period. If the employee does not return to work after twelve (12) months, the employee is then responsible for 100% of the benefit premiums.
- 4.5 Employees who are absent from work due to a work-related injury or illness that is covered by Workers' Compensation will be responsible for their portion of all premium costs until they return to work ~~or become eligible for disability benefits.~~
- 4.6 The Town agrees to offer extended Health Care and Dental Insurance for early retirees as follows:
- a) the employee has been employed for a minimum of ten (10) years, and
 - b) the employee has reached the age of fifty-five (55), and
 - c) the employee agrees to pay one hundred percent (100%) of the early retiree premiums.
 - d) participation ceases when the employee attains the age of sixty-five (65).
- 4.7 The Town reserves the right to amend the Group Insurance Plan at any time. The Town will consult with employees before making any material amendments.

5 PENSION PLAN

- 5.1 All eligible non-union employees shall be enrolled in the Defined Contribution Pension Plan. The Town shall contribute 6% for all eligible earnings for each enrolled employee and the employee shall contribute 6% of eligible earnings.
- 5.2 An employee may elect to have voluntary deductions made from their pay and will advise the Town in writing of the amount(s) accordingly. The Town's contribution will not exceed the amount previously stated in section 5.1.
- 5.3 The Town reserves the right to amend the Pension Plan at any time. The Town will consult with employees before making any material amendments.

6 EMPLOYEE AND FAMILY ASSISTANCE PROGRAM

- 6.1 Employees and their immediate families have access to an Employee and Family Assistance Program (EFAP). This program offers confidential support services including individual and family

counseling, financial and legal counseling, family advisory and health information services. If necessary, the program also provides referrals to long-term, specialized care.

6.2 ~~The service is provided at no cost to employees or immediate family members.~~

7 SICK LEAVE

7.1 Employees shall earn sick leave at the rate of one and one half (1.5) days for every month an employee is employed to a maximum of one hundred and twenty (120) days. Employees shall not accumulate sick leave while on lay-off.

7.2 Employees hired prior to October 4, 2004; sick leave shall be earned at a rate of 2 days per month to a maximum accumulation of 120 days. Employees shall not accumulate sick leave while on lay-off.

7.3 The Town may require a doctor's certificate after three days of consecutive illness. The Town shall pay 100% of the employee's salary for an employee who is absent from work due to a work-related injury or illness that is covered by Workers' Compensation until such time they receive coverage directly from Workers' Compensation or the employee returns to work. The Town shall be refunded 100% of the employee's salary paid for said period directly from Workers' Compensation. If the employee is not approved or covered by Workers' Compensation, any salary paid by the Town that is not covered would be deducted from the employee's sick leave.

7.4 Where no one other than the employee can provide for the needs during illness of a spouse (including common-law spouse), children or parents, the employee shall be entitled to use a maximum of four (4) accumulated sick leave days per year for this purpose.

7.5 A deduction shall be made from accumulated sick leave of all normal working days (exclusive of holidays) that the employee is absent for sick leave.

7.6 An employee of more than one (1) year of service who has exhausted sick leave credits may be allowed an extension of sick leave to a maximum of five (5) working days. Upon return to duty, the employee shall repay the extension of sick leave in full at the rate of one day per month.

7.7 When an employee is on an unpaid leave of absence for any reason, the employee shall not receive sick leave credits for the period of such absence but shall retain accumulated credit.

7.8 Medical appointment(s) that cannot be scheduled outside of regular working hours shall be paid from accumulated sick leave. Actual time of the appointment and the appropriate related travel time may be included.

7.9 Sick leave entitlements are provided exclusively for use during periods of illness or injury occurring during active employment. Accumulated but unused sick leave does not constitute a vested

benefit and holds no monetary value. Accordingly, upon cessation of employment with the Town of Middleton, whether by resignation, termination, retirement, or any other form of separation, any unused sick leave shall be deemed forfeited and shall not be compensated in any form.

8 HOURS OF WORK

- 8.1 The normal work week for inside employees and the Director of Public Works shall be five (5) days per week (Monday to Friday), seven (7) hours per day, constituting a thirty-five (35) hour work week. The normal workday shall be from 8:30am to 4:30pm, with one (1) hour for lunch and with a rest period of fifteen (15) consecutive minutes in both the first half and the second half of the day. Any arrangement outside of this schedule must be approved by the CAO.
- 8.2 The work week for outside employees shall be five (5) days per week (Monday to Friday), eight (8) hours per day, constituting a forty (40) hour work week. The normal workday shall be from 8:00am to 5:00pm, with one (1) hour for lunch and with a rest period of fifteen (15) consecutive minutes in both the first half and the second half of the day. Any arrangement outside of this schedule must be approved by the CAO.
- 8.3 Non-union employees at times will be requested to work hours above their usual hours of work.

9 TIME OFF IN LIEU OF OVERTIME

- 9.1 Time Off in Lieu (TOIL) is provided to non-union employees at the discretion of the employer as an alternative to paid overtime when non-union employees are requested to work hours above their usual hours of work.
- 9.2 TOIL is accrued at straight time (hour for hour worked).
- 9.3 TOIL may be granted only for pre-approved overtime. Employees must obtain supervisory approval prior to working overtime.
- 9.4 TOIL shall be taken at a time mutually agreeable to the employee and the supervisor, considering operational requirements. TOIL should be scheduled and used within 3 months following the

month in which it was earned, unless extended by mutual agreement. Requests for TOIL shall not be unreasonably denied.

9.5 Non-union employees may accrue TOIL up to a maximum of one (1) week unless otherwise approved by the CAO.

9.6 TOIL balances shall be included on each non-union employee's timesheet and shall be reviewed by the employee's supervisor each pay.

9.7 TOIL balances are never paid to a non-union employee, except upon termination.

10 RETIREMENT

10.1 At the time of retirement, the Town shall pay to the employee in a lump sum payment, a retirement award of \$500 for the first 10 years' service, plus \$200 per each year of service in excess of 10 years.

11 RECOGNITION OF IMPROVED BENEFITS

11.1 Recognizing that Employee Benefits should be provided equitably and consistently to all Town employees, any improvement in the previously mentioned employee benefits in any contract negotiated by the Town, shall automatically accrue to the benefit of all non-union full-time employees.

12 APPEALS PROCESS

12.1 For unionized positions grieving a decision by the CAO under this policy, the procedure set out in the Union contract shall be the accepted process.

12.2 Non-union positions may appeal a decision of the CAO under this policy direct to Committee of the Whole of Council, with a copy of the appeal filed with the CAO. Such appeals shall be dealt with in an in-camera session as a personnel issue.

12.3 Where any provision requiring approval applies to the Chief Administrative Officer's position, Council shall be the approving authority.

13 CONFLICTS

13.1 Where a union contract conflicts with this policy, the union contract shall prevail for unionized employees.

14 REFERENCES

14.1 Province of Nova Scotia - Labour Standards Code

15 PREVIOUS POLICIES

15.1 The previous policy 9/5 “Fringe Benefit Policy for employees” amended by Council on March 7, 2001 is hereby amended.

15.2 The previous policy 9/6 “Long Term Disability and Accidental Death Policy” amended by Council on February 5, 2001 is hereby amended.

15.3 The previous policy D 4.1 “Fringe Benefits Policy” amended by Council on October 2, 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 19th day of January 2026.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	January 10, 2026
Date of Approval	January 19, 2026

REQUEST FOR DECISION
Events for 2026
RFD#: 005-2026



To: Town Council
From: Gina Pearson, Communications and Events Coordinator
Lisa Fenton, Active Living Coordinator
Date: January 19, 2026
Subject: Events for 2026

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- 2025 Event Survey Results
- 2026 Event Information PowerPoint

Legislation

- N/A

Recommendation

Council should review the proposed event options for 2026 and provide direction to staff.

Background

Following the introduction of both new and returning events in 2025, and in the absence of the traditional Heart of the Valley Festival, Council requested that a community event survey be conducted to better understand the types of events residents would be interested in participating in during the 2026 calendar year. The survey received 85 responses, with participation from a broad range of demographics within Middleton and the surrounding area, including youth to senior populations. While the feedback provided valuable insight, the responses were varied and did not indicate a clear or consistent direction for future event planning.

REQUEST FOR DECISION
Events for 2026
RFD#: 005-2026



Financial Implications

Financial implications will be varied depending on which events Council chooses for 2026. Costs of events and any additional supplies, services, or entertainment are outlined in the PowerPoint slides.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

A public survey was conducted in the Fall of 2025 to gather community feedback on preferred event types, event-related costs, willingness to volunteer, and to provide an opportunity for additional comments on past events. Discussions were also had with staff, businesses, and community members. The survey was delivered to all demographic groups including youth and seniors.

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: 19 January 2026

2025 Event Summary



Overview of 2025
Projection to 2026

January 19, 2026 Council Presentation

2026 Proposed “Main” Events

Event	2025 Dates	2026 Dates	Considerations
Shad Derby	May 24 th	May 9 th or 16 th	Based on shad run (discuss with CARP)
Canada Day	July 1 st	July 1 st	Parade – yes Children’s activities – ?
Heart Run / Century Ride	August 9 th & August 10 th	August 8 th & August 9 th	Need to keep weekend consistent to stay on the Run Nova Scotia Road Race Series and use Route 541 Timing
Multi-cultural Festival or Heart of the Valley Festival	Orig. June 28 th Act. Sept 6 th	July 17 th (Friday) July 18 th	Family-focused, community oriented focusing on parks and downtown core
Haunted House & Witch Walk	October 24 th & October 25 th	October 24 th & October 25 th	To be discussed with Macdonald Museum
Tree Lighting Ceremony and Holiday Parade	November 28 th	November 27 th	Early date avoids competition with neighboring communities

Shad Derby

May 24, 2025

Total Revenue: \$2,662.50
Total Expense: 2,606.90
Net Profit: \$ 55.70

- First-year, full one day event
- 33 adults and 5 Youth attended (plus 11 who did not attend due to weather)
- Planning started later than ideal
- No formal budget, but **exceptional local sponsor support**
- Sponsorship & in-kind support: **\$1,700 in-kind (7)**
- Expenses: hats only and a few nets and pliers
- **Revenue from registration fees**
- Additional value:
 - Partnership with **Clean Annapolis River Project** used as a means for them to collect data on all fish that are caught that day.
 - Data collection supports **Department of Inland Fisheries & Aquaculture** who are incredibly supportive of the initiative as well as DNR
- Strong potential for growth with earlier planning
- Provides revenue to local businesses that sell fishing licenses, bait, and tackle and to the local restaurants as people came from all over Nova Scotia for the day. Some stayed overnight at the local motels.
- There was one food cart at the derby - could add more with increased participation.





Accessibility Week + Events

Last week of May and
first weekend in June

- Town Contribution – planning, organizing, staffing
- Flag Raising, Red Shirt Day, Coloring Contest, Full day event at the Sports Hub
- In partnership with Annapolis County, Annapolis Royal, Village of Lawrencetown
- Community Partners Include: Include Me!, Special Olympics, CNIB, People First, Autism Nova Scotia, Parasport Nova Scotia
- Part of the Accessibility Advisory Committee which is now the IDEA Committee
- Minimal cost to the town for the event



Canada Day

July 1, 2025

- Partnership with **Macdonald Museum**
- Town role:
 - Children's activities at Centennial Park
 - Coordination of Canada Day Parade
- Museum provided **\$300** for activity supplies
- No direct Town revenue or expenses beyond staffing and float decoration
- **Fire Department** provided traffic control (critical support)
- Parade details:
 - **22 individual entries**
 - Multiple vehicles per entry with some registrations



Century Ride / Heart Run

August 9-10, 2025

Total Revenue: \$23,543.75
Total Expense: 16,348.33
Net Profit: \$ 7,195.42

- **Months of planning** (January–August)
 - Century Ride:
 - 150 pre-registrations + same-day
 - Registration revenue: **\$11,394**
 - Heart Run:
 - 154 registrations
 - 54 Run Nova Scotia members (discounted)
 - Registration revenue: **\$7,265**
 - Sponsorship & in-kind support:
 - **\$4,800 cash (18)**
 - **\$2,000 in-kind (8)**
 - Covers:
 - jerseys, shirts, medals
 - food, hydration, timing
 - insurance, porta-potties, registration systems
 - Goal:
 - Double or triple participation through continued growth
- NOTES** – Planning for these two events begin in January and continue until the weekend of the event. This is the Town’s most time consuming and planning heavy event.



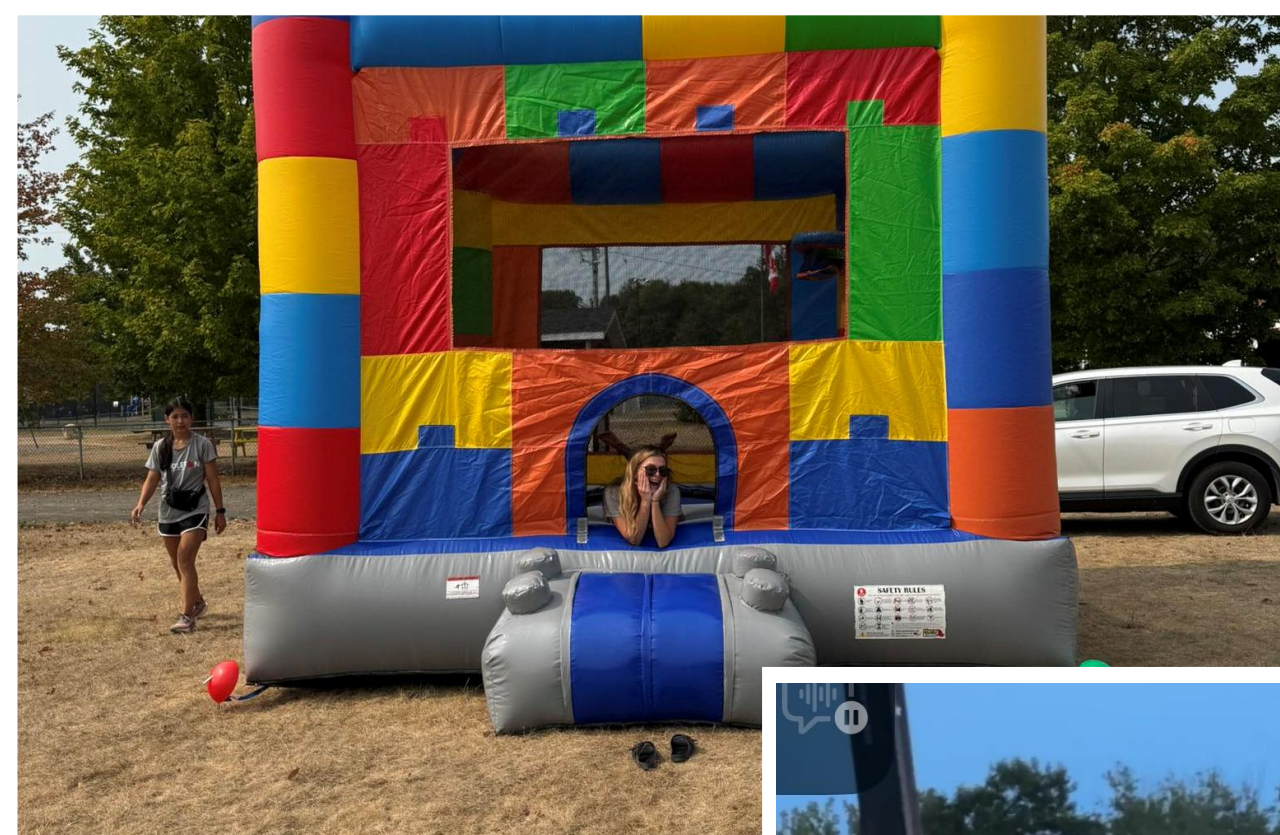


Multi-Cultural Festival

September 6, 2025

Total Revenue: \$10,150.00
Total Expense: 12,591.81
Net Loss: \$ 2,441.81

- Originally intended as a **stand-alone single-day event**
- Not meant to replace the Heart of the Valley Festival
- Circumstances changed:
 - Heart of the Valley Festival Committee dissolved
 - Decision made to host **one large summer event**
- Challenges encountered:
 - Original date in June fell on last major rain day of summer and had to be postponed to September
 - Vendors unavailable after rescheduling
 - Headline musician cancelled for personal reasons
 - Summer staff were finished for the year leaving only Town Hall staff
- Grant received: **\$4,000**
- In Kind Sponsorship of \$1,000
- Outcome:
 - Attendance did not meet expectations
- **Response:**
 - Staff distributed a Community Event Survey to get feedback on events and how to increase participation
 - **85 responses received**
 - Feedback was shared with Council
- **Result:**
 - Ongoing discussion about bringing back a re-imagined Heart of the Valley Festival or variation of it



PRESENTS

6th

ANDRU BRANCH & HALFWAY TREE

AWARD-WINNING RECORDING ARTIST ANDRU BRANCH NAMED HIS BAND HALFWAY TREE AFTER THE BUSTLING MUSIC DISTRICT IN KINGSTON, JAMAICA, WHERE HE RECORDED HIS JUNO-NOMINATED DEBUT ALBUM WITH MEMBERS OF THE WAILERS, AND HIS CRITICALLY-ACCLAIMED SOPHOMORE ALBUM WITH ZIGGY MARLEY'S RHYTHM SECTION. LISTED ON EXCLAIM! MAGAZINE'S "ESSENTIAL CANADIAN REGGAE

ROTARY RACEWAY PARK
337 MARSHALL STREET
MIDDLETON
CONCERT STARTS AT 7:30
DOORS OPEN AT 7:00

OPENING PERFORMANCE BY QUAKE MATTHEWS

TICKETS \$25 FOR TICKETS



SMOOSHIES ICE CREAM SANDWICHES

BOOK US FOR YOUR NEXT EVENT!
events@smooshies.ca

MENU

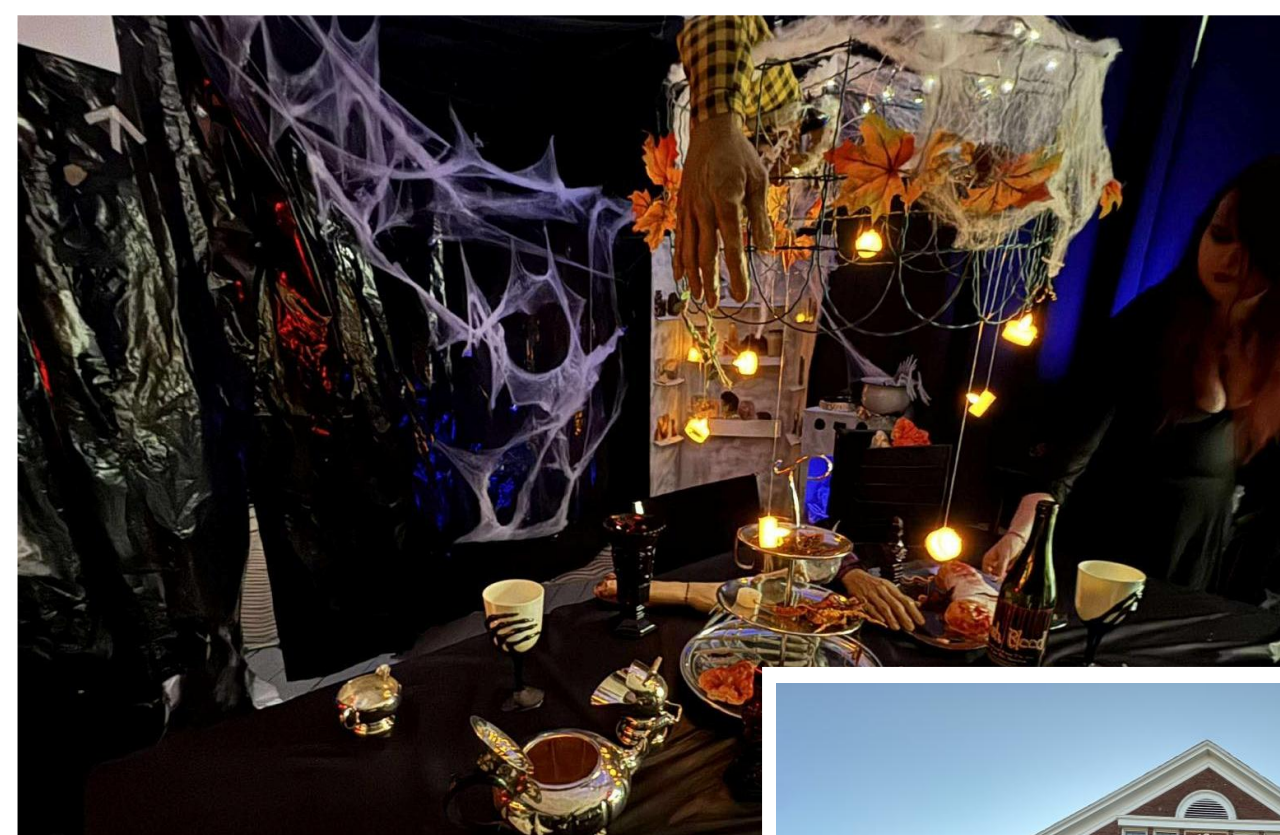
- COFFEE 'N' CREAM
- STRAWBERRY POP-TART
- PIZZA 'N' BUTTER
- NAVY 02
- DOMTOS
- SOAK PATCH RICE & BEANS
- EGG WAFFLES
- BOTTLED WATER
- UNDER 1-SHIRT XS-XL
- BASEBALL HATS
- STICKERS
- TEMPORARY TATTOOS

#freeze themoment
@smooshiestruck
!smooshiestruck

Haunted House & Witch Walk

October 24-25, 2025

- Partnership with **Macdonald Museum**
- Town provides staffing, set up, decorating, props and coordination, taking 3 weeks of preparation and 2 weeks of decorating (1 staff for most of it and received help for the walls from Museum this year)
- Museum provides space
- **New approach in 2025:**
 - Introduced admission (\$5 / \$15 group of four)
 - Invited local businesses to participate and decorate a room
 - **Concern** – some miscommunication around whether businesses were going to provide scare actors on the nights of the event led to needing some last-minute volunteers.
- Attendance remained consistent with past years
- Sponsorship and In-Kind support **\$200 (2)**
- Revenue split:
 - **\$977 Town**
 - **\$977 Museum**
- Town net:
 - **\$10 net revenue**
- Attendance:
 - Approx. **550 Haunted House attendees**
 - **150 Witch Walk participants** (Fire and Police assisted with parade)
 - **Lack of volunteers is an issue with many events**



Additional Halloween Activities

- House Decorating Contest – Sponsored by Heather’s Independent
- Business Costume Contest – Sponsored by Heather’s Independent
- No cost to the Town

Tree Lighting & Holiday Parade

November 28, 2025

Town provides organization, coordination, decorating, staffing and clean up.

- Parade:
 - **31 entries**
 - Many registrations had multiple vehicles
- Tree Lighting attendance:
 - Approx. **250 people**
- Strong community support:
 - Local businesses, schools, organizations
 - Members of council participated either as businesses or volunteers
 - Fire Department is integral to this event
- Sponsorship & in-kind support: **\$1,450 in-kind (8)**
 - Seven businesses and organizations donated time
- Net cost to Town:
 - Approx. **\$250**

Additional Holiday Initiatives

- **Wreath Making**
 - Middleton Valley Rose Florists
 - Cost to Town \$0
- **House Decorating Contest**
 - Sponsored by Heather's Independent
 - Prizes donated
 - Cost to Town \$0
- **Pet Costume Contest**
 - Sponsored by Mid Valley Pets
 - Prizes donated
 - Cost to Town \$0
- **Winter active challenge**
 - Grant funded





Other Community Events and events Hosted by Summer Staff

- **Concerts in the Park**
- **Karaoke**
- **Laser Tag**
- **Teen Dance**
- **Basketball and Volleyball Tournaments**
- **Flag Raising and Awareness Days**
 - Continue to add value and vibrancy to the community



Middleton Event Survey

The survey results did not offer a concrete answer to help understand what the community wants. Some key takeaways are below.

1) The community would like:

- Strong family-friendly + inclusive design
- Earlier evenings
- Connection and community feeling
- Seasonal anchors and simple recurring programming
- Opportunities to participate, not just attend

2) Most Requested Events:

- Music in the park, trivia, scavenger hunts, parades, markets, pop-ups
- Family/kid-focused activities selected repeatedly

3) Cost Feedback:

- A lot of survey responses said they would “maybe” pay
- Resistance seems to be more about value, quality, and relevance

4) Communication:

- A lot of survey responses wanted better communication / earlier notice
- Another survey completed in 2025 showed that the community prefers communication through social media. The Town also uses the Beat, the Council Snapshot, posters, word of mouth, and have hard copies available at Town Hall, the library and CORAH.
- Getting communications seen by all is not a unique problem to Middleton

Middleton Event Survey

What Events Does the Community Want?	What do they not want?
Markets (especially varied vendors)	Bigger
Food-based events (food trucks, tastings)	Louder
Music (local, casual, pavilion-style)	More expensive
Cultural / multicultural events	
Community dinners	
Parades	
Seasonal Events (Christmas, Halloween, Canada Day)	
Simple Events (Trivia, scavenger hunts)	
More human, frequent and accessible	

Overall message: The community is asking for **connection over scale, consistency over spectacle, and thoughtful planning over costly one-off events**. This feedback supports a balanced approach that combines a few signature seasonal events with more frequent, accessible programming throughout the year.

Most of the events listed above are already being done – which is a good starting point!

2026 Proposed “Main” Events

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Key Considerations: All Events Moving Forward

- Events rely heavily on:
 - business sponsorships
 - donations
 - **volunteer participation – not enough staff to do it all**
- Planning:
 - enough in advance
 - around other local event dates
 - conservatively to protect the Town, community partners and to ensure staff capacity
- Community preferences:
 - event survey results were varied, providing little guidance
- Financial:
 - is the Town willing to cover some events financially if there are not enough volunteers, sponsorships or donations?
 - even when events perform well financially, they should remain budgeted as we can't assume the same businesses or organizations will continue to sponsor or support them
- Communication:
 - Cannot guarantee to reach every single resident
 - Communications Strategy will help guide how better to communicate events to the public

Key Considerations: Potential Revived Heart of the Valley Festival

- **Parade:**
 - Do we do the parade on Canada Day and then another two weeks later at a potential Heart of the Valley Festival?
 - A lot of positive feedback received with it being on Canada Day as it is a holiday and allows more businesses to take part and community members to observe.
- **Fireworks:**
 - Should fireworks be considered given the current climate issues (fire ban)?
 - Should a drone show be considered?
 - The cost of fireworks is now upwards of \$9,000 for 5-7 minutes
- **Festival Length:**
 - A one-day festival on Saturday?
 - A Friday night and Saturday?
 - Full weekend?
 - In 2026 the length of the festival may be constrained due to lack of planning to date
- **Volunteer Committee:**
 - A volunteer committee is required to host an event of this size
 - Should the Town be more actively involved in the committee?
- **Planning:**
 - For a full festival, planning should have started in 2025
 - How best to move this forward for 2026?

Costs: Fireworks and Drone Show

- **Fireworks:**
 - Local municipal unit hosted fireworks on New Year's Eve
 - 15 minutes
 - \$10,000
 - Did not include cost for setting off fireworks (generally a fire department)
- **Drone Show:**
 - Drone Light Show Canada
 - Shows are fully customizable
 - Performances last around 18 minutes
 - Require an area of about 30x30 meters for takeoff (any large open space like a field)
 - This company did the first-ever drone light show in Cape Breton Island during Nova Scotia Mi'kmaw Summer Games at Membertou First Nations with 225 drones
 - 85 drones - \$8,500
 - 150 drones - \$22,000
 - 250 drones - \$40,000

Costs: Entertainment

- **Local Bands:**
 - \$400 - \$800
- **Professional Bands:**
 - \$1,800 - \$4,000 (plus travel and accommodations)
- **Security (if needed):**
 - \$1,200
- **Sound System (if needed):**
 - \$4,000

Closing

- **Community events remain a cornerstone of:**
 - tourism
 - community pride
 - economic activity
 - social connection
- **With Council's guidance and early direction:**
 - staff can plan responsibly
 - reduce financial risk
 - and continue delivering high-quality events for Middleton

Discussion

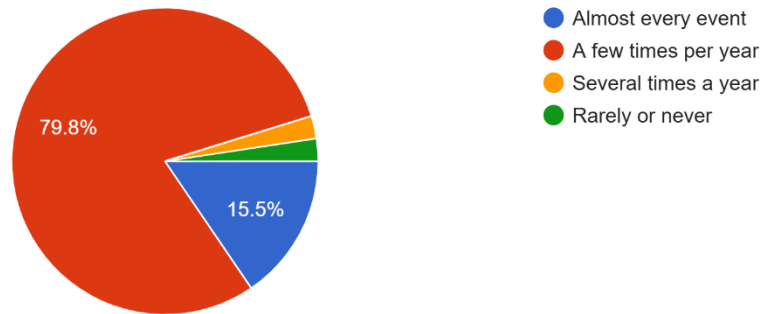
- 1) Should staff prioritize fewer signature events or more frequent small-scale events?
- 2) Should a revitalized Heart of the Valley Festival be explored?
 - a) Is there time to properly plan one for 2026?
 - b) Volunteer Committee needed
 - c) Fireworks? Drone show?
- 3) Should any events be removed for 2026?
- 4) Should any new events be explored for 2026?
- 5) What specific events should be planned for Canada Day?



MIDDLETON EVENT SURVEY RESULTS

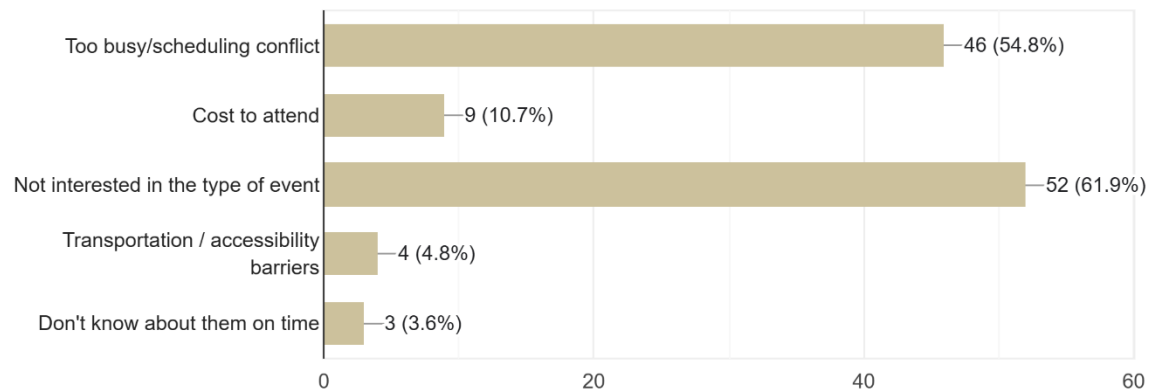
General Interest How often do you currently attend Community Events in Middleton?

84 responses



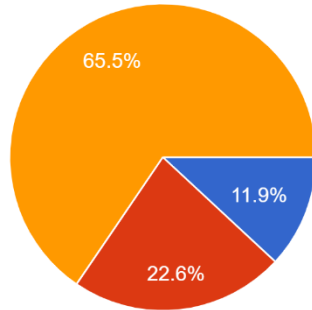
What are the biggest reason you do not attend some events (check all that apply)

84 responses



Would you prefer:

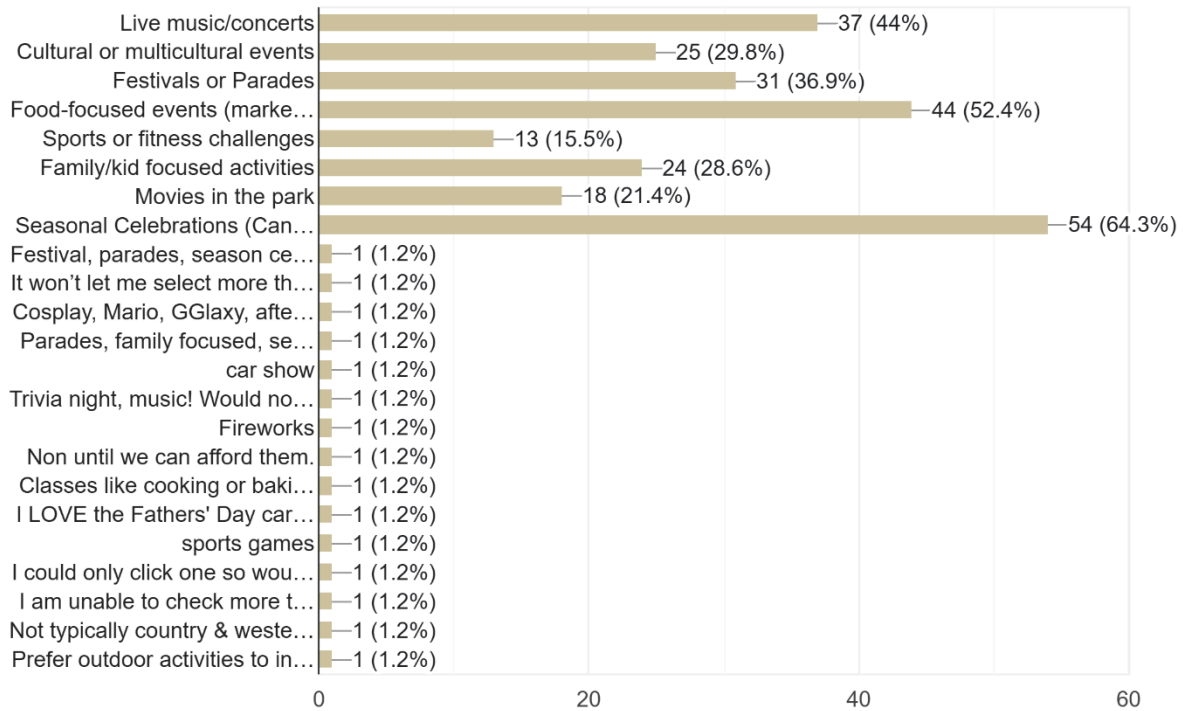
84 responses



- Large weekend events (Like Heart of the Valley, Festivals etc.)
- Smaller events held more often throughout the year (music in the park, workshops like paint nights, game nights, pop up activities, karaoke, laser tag etc.)
- A mix of both

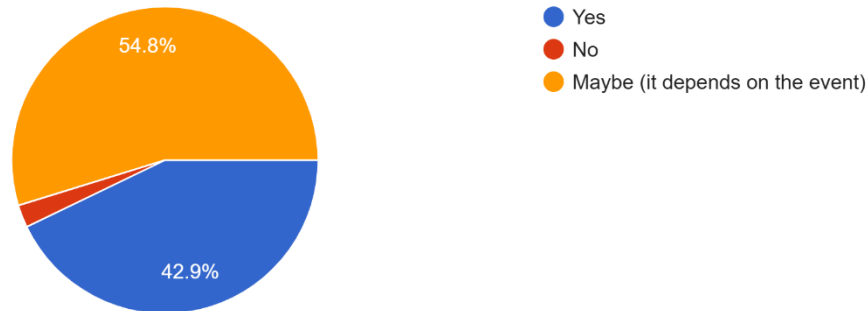
What types of events interest you the most? (Check all that apply)

84 responses



Value and Participation Knowing that many events cost thousands of dollars to host, would you be willing to pay a small admission fee (eg. \$5-\$10) for concerts, movies or fireworks.

84 responses



What would make you more likely to attend community events?

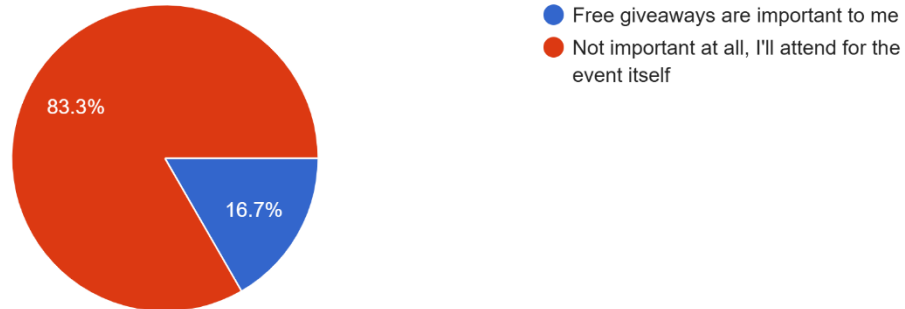
1. Targeted towards young children
2. at a time that works with my schedule
3. Interest
4. Better organization, maybe more effort from town council.
5. Time of the event
6. On weekends/evenings
7. More events like Haunted House and Tree Lighting and the old fashioned HOV
8. Fun activities
9. something interesting
10. Good weather
11. knowing about them in advance
12. Less scheduling conflicts
13. Popularity, and how it's advertised may not get the word through enough and some people miss out
14. Not held late in the evening
15. Low cost different vsriety of events
16. More advertising, I often only learn about events from Facebook and if I don't happen to see the update I don't know about it until it's over.
17. Family friendly
18. Nothing you can do, just need more time
19. Welcoming everyone, Christians, etc
20. My class mates also going

21. If they happen prior to 8pm as I am a single mom young child who requires a consistent routine. Also maybe if community events could have a "quiet space" as my kiddo is a sensory kiddo. I guess that would fall under accessibility or inclusiveness.
22. Better advertising,
23. Offered during the day time; small events
24. More advertising, posters around town. Sometimes I don't hear about an event until after
25. Smaller amounts of people (less big crowds)
26. things that are interesting not redundant - good music, good food, having people actually attend.
27. if it is something that i like , and if i know about it .
28. Something different!
29. Knowing a decent amount in advance that the event is happening could be helpful in allocating both time and money in order to attend
30. Maybe food related like food trucks/treats like Mini Orbits donuts, Beavertails, etc
31. Interest in event
32. Events that interest me. No cover charge
33. If they had food vendors or if there were more places to sit down.
34. Stop having them ... fix infrastructure
35. time of event and type
36. Interest in activity
37. Police
38. Less music/noise
39. Better advertising. Don't know most of the time
40. More variety at each event
41. better advertising
42. Na
43. If they were directed toward a good cause
44. Better notice of it happening. Longer concerts. The park concerts are great but short. How about an actual full length concert festival. Or food truck festival
45. If more people were going, I have gone to a few where there were not many people or the options at the activity were few so left.
46. Quality and excellence of event
47. interesting entertainment, fun foods (variety of food trucks?)
48. Lots of notice
49. Food trucks, themes such as christmas, halloween
50. reasonable cost
51. something I'm interested in and at a time I can attend
52. knowing about them to plan for them
53. Having a way of transportation to and back from the event. I don't have access to a car so something like a shuttle would be great.
54. Sports games
55. Timing
56. Things that attract the community

57. hours of event...prefer daytime
58. If I knew someone attending the event. If it was not expensive and a good time and not during the day when I am in school or working.
59. Seating at venue; low-cost water/drinks; promotions of local products/talent
60. I like the parades and tree lighting, food tastings so events that interest me
61. Depends on event
62. It's whether I have time and the event does not happen during the work days
63. I am disabled so most times i have to consider if there will be places i can sit as i cannot stand for long periods of time.
64. More held when I am available (evenings and weekends)
65. entertaining and interesting
66. If the event was local, family oriented and included music.
67. More events available.
68. Events that interest me.
69. transportation is an issue so a ride and free
70. Timing
71. I'd attend more community events if I had more friends to go with (I just moved here last year :).
72. All good
73. I would attend when there is an event that interests me
74. It's all about timing and availability (and cost somewhat). I have kids and often can't get a sitter last-minute so family events are easiest for us
75. scheduling
76. Better advertising, i dont always see events on facebook even though i follow the page.
77. Appeal to kids ages 10-13
78. Quality of the event
79. Appeal and activities
80. Evening events.
81. Timing (with young kids it is hard if they're later in the evening)
82. More events that draw in bigger crowds and are of interest to me of my family
83. We attend as many as we can, we love middletons events!
84. Events that are more multicultural so I have a chance to learn and experience different cultures

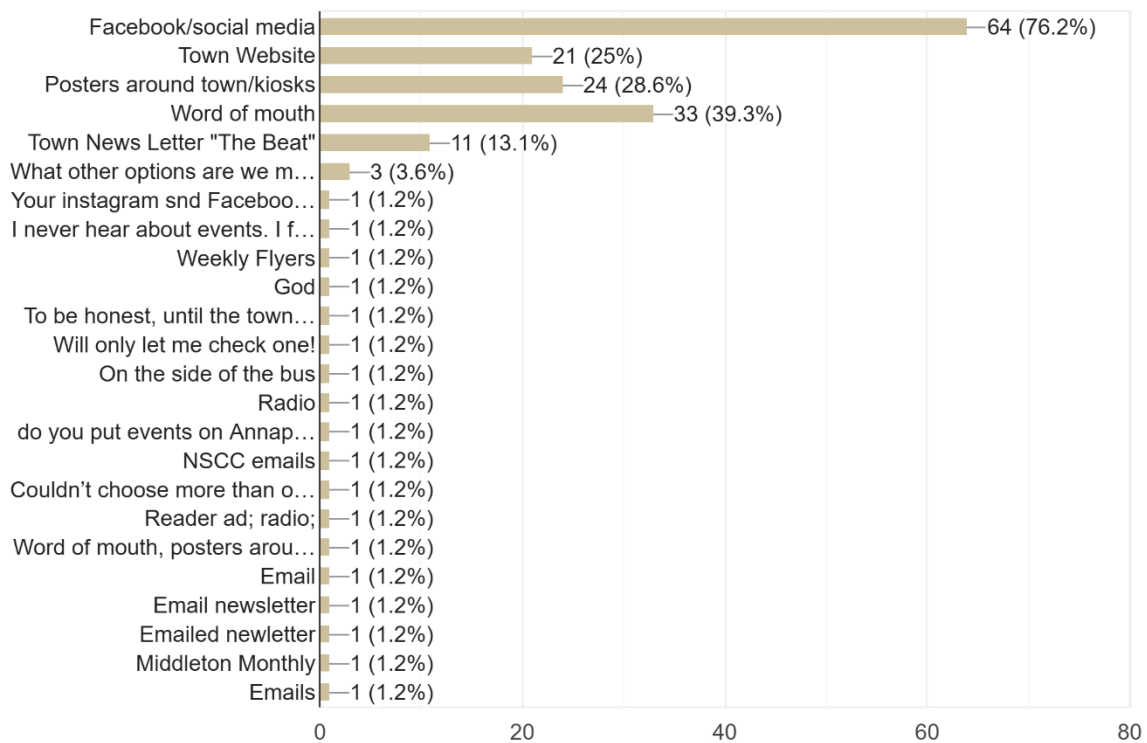
Do you prefer events where you receive something free (snack, swag) or are you just looking for entertainment and community spirit?

84 responses



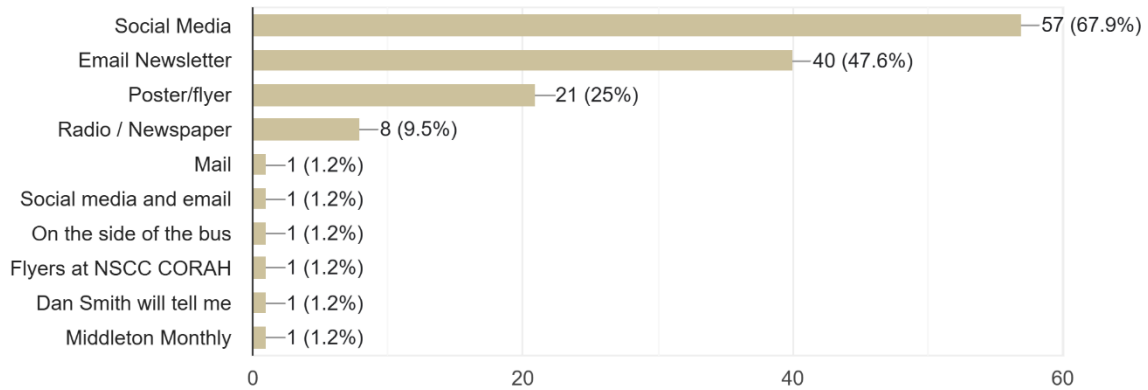
Communication and Involvement How do you usually find out about events? (check all that apply)

84 responses



What is the best way for us to reach you about town events?

84 responses



What is one event you currently support regularly in the Annapolis Valley?

1. Canada day
2. None
3. Fireworks
4. We just moved here, we attended the multicultural event
5. CORAH Walking
6. Markets
7. Kentville home show
8. Fireworks and seasonal events
9. Inclusive events
10. Tree Lighting and Heart Run/Century Ride
11. Silent auctions
12. Usually Heart of the Valley, Tree Lighting and Haunted House
13. Christmas tree lighting
14. I don't have one
15. Annapolis Valley Exhibition
16. None that have been consistent
17. Middleton Library events
18. Tree lighting/ Santa arrival
19. Christmas activities in Middleton every year (parade, tree lighting, Santa...)
20. Christmas Lights/ Parade
21. Windsor garlic festival
22. Festivals, The Pumpkin walk,
23. 10k run in Wolfville
24. Include Me and Family Matters Family Resource center in Lawrencetown

25. Christmas tree lighting ceremony
26. concerts at the Old Anglican church; used to support town's farmers market
27. Christmas parade, tree lighting,
28. can't think of one
29. Middleton Haunted House, Tree Lighting, Devour
30. Middleton car show
31. 100 club for firefighters
32. Firefighter events
33. Annapolis Valley Exhibition
34. Farm Markets/Public Skating
35. Apple blossom concert & fireworks
36. Heart of the Valley
37. MacDonald House activities
38. Hot dog eating contest
39. Annapolis valley exhibition
40. farmers markets
41. Museum
42. Valley Days Parade
43. Concerts in the parks, ribfest, the ex, middleton car show, berwick town wide yard sale
44. Community breakfasts, activity days
45. Christmas parade
46. Heart Run, Berwick Gala Days
47. Bridgetown Fests
48. Fireworks
49. concerts in the park
50. Holiday Parade
51. Strongman Competition, Rec Department Walking program, Mcdonald museum events
52. Farmers Market / Apple orchard
53. local sport games like acadia games
54. Tree lighting
55. Canada Day
56. heart of the valley
57. Canada day, tree lighting.
58. Annapolis Valley Exhibition (director)
59. Canada Day Celebreation and used to go to Heart of the Valley Breakfast
60. Haunted House
61. Zumba class and paint night at the Fire Hall
62. Parades and fireworks
63. Heart of the Valley Festival
64. in the summer, we try to go to music in the park in Kingston every Wednesday evening....love this event....very disapoointed now in our Heart of the Valley although I realize that it is come challenging to get folks to be involved in the preparing and organizing of what it was

65. Markets and heart of the valley when it was held.
66. Farmer's market and heart of the valley
67. Devour
68. cannot remember
69. Eating local baked goods. Kidding, I did go to the antique car event, I stopped by the track to see the daytime setup and visit friends.
70. L2R
71. I haven't had time yet
72. Canada Day celebrations
73. Witch Walk, Walking at CORAH
74. Annapolis Farmers Market
75. Nothing yet
76. A.R. and Wolfville's Farm Market (occasionally)...Fall local markets...Touring classical music events which are close by (occasionally)...many events go by Middleton, it would be nice if we had something (a suitable venue) to attract them here.
77. Lawrencetown Ex.
78. Kingston farmers market, kentville multi cultural festival
79. Fireworks is one we always attend
80. Haunted house, and cant think of others at the moment
81. Craft shows, always enjoyed parts of the HOV festival, concerts, etc

Hosting events takes a great deal of staff time and volunteer effort. Would you or your family consider volunteering to help with events or sit on a committee to make events happen in Middleton?

1. Yes
2. maybe
3. Yes
4. Maybe
5. Possibly
6. No
7. No
8. Maybe
9. Maybe!
10. Depends on if they are open to new ideas. The mentality of this town is "that's not how we always do it"
11. yes
12. Probably not. I take my respite clients to these events
13. maybe
14. perhaps
15. I already do

16. Yes, though I've never seen requests for volunteers
17. I have for many years previously
18. Sure! I could
19. I would like to be involved in some capacity.
20. Sure. Depends on the event, when and where the meetings would be held.
21. Maybe, as the kids get older I could. Depends on commitment level
22. Depending on the event
23. we already do
24. If given ample time in advance and the need for volunteers is clearly communicated, 100%
25. Not at this time.
26. Maybe. It depends
27. Maybe, depending on our schedule
28. Yes I would gladly volunteer
29. No, sorry.
30. Yes i could volunteer
31. Not able at the moment but maybe in the future
32. Yes, I would love to
33. Not at this time, perhaps in the future
34. Not right now
35. yes, depending on the event, i have volunteered for the car show a few times
36. Yes I would love to have more volunteer opportunities
37. yes they can if its close by
38. No time
39. Yes I would volunteer at some events
40. no
41. Absolutely if there was a post that you could sign up to volunteer that would be great. Perhaps there is one but I am not aware of it.
42. I already serve on two boards and Middleton PAC... not sure how much more I have to give, but depending on the event(s) I might have some time to help
43. NO Been there done that, helped town with Rotary Park, judged parade, active in the hospital auxiliary, started CHB before paid staff took over.
44. Yes, if my schedule allows
45. I may consider sitting in on a committee
46. Already help with volunteering.
47. some, but life is also busy for us and we are in the aging bracket and still have jobs
48. Yes I would!
49. Yes I would volunteer to help with events.
50. YES!! Sign me up :)
51. I would consider volunteering
52. We would consider it.
53. Unsure, depends on time
54. not at this time

55. I might...I volunteered for decades, but nothing has captured my attention since moving here.
56. Maybe, depends on timing of meetings, etc
57. Depends on the time we have and that would be required
58. If i am available i am willing to help
59. If it fit in my schedule, yes

What is one event you would love to see happen in Middleton?

1. Heart of the Valley
2. no response
 - Pumpkin walk on Nov 1st! Encourage folks to bring their used carved pumpkins to a walking trail and set up a pumpkin walk the night after Halloween. Then the town composts of them! - Babies and seniors social - Black History Month celebrations
3. More multi cultural events and concerts
4. An indigenous awareness event
5. Larger craft show
6. Christmas event- parade of lights, fireworks
7. The Christmas lighting is always good
8. some sort of food festival
9. Bigger, longer parade during early after noons
10. food festival of some kind with something other than what you get at Big Scoop or Angie's
11. Town picnic or barbeque
12. summer outdoor music & theatre
13. Free concerts - casual vibe
14. Halloween/ festival themed stuff , road line dances, all ages community dances
15. The paint nights
16. N/a
17. I would prefer to see regular rec programming for residents versus one time events
18. Not sure, sorry
19. I would love to see a Super Mario galaxy festival
20. Something cultural to learn from
21. Community Dinners or Musical benefits like the old days, to bring the community back together and to raise money for bigger events.
22. Would love to see the farmers market back.
23. A concert series such as the two events KLM held at the Old Anglican church this summer. Classical music in a small venue. Most of the concerts in town haven't had acts that interest me.
24. Christmas parade
25. Small group events like paint nights or other crafts
26. Food Truck Festival with music

27. town wide yard sale like ravenwood
28. Heart of the valley the way it used to be! Dance and music at pavilion!
29. Something local maybe? Here is the fd, your local farmer's market, local growers, local clubs/activities, just all in one place.
30. Not sure
31. Return of the heart of the valley Days
32. Food events
33. None... there is no money!!!!!! Taxes are throught the roof!
34. Concerts
35. Wrestling
36. Nature walks in the *afternoon*, town-wide yard sale.
37. Fireworks
38. Food festival
39. live music, local food themed events
40. fireworks
41. Valley Days Parade
42. Food truck festival. Have a look at the lunenburg food and craft show. Its an awesome event
43. Inclusion activities during the day for seniors and individuals with disabilities that are not fitness related, Cora seems to do great with that.
44. Shad fishing tournament with lower registration fee
45. Food truck festival
46. Na
47. Markets with different vendors
48. summer craft show and food truck event like Lunenburg has each yr
49. A fall festival, not Halloween specific
50. Cinnamon Bun Festival
51. Movie night / Drive in
52. movie
53. Japanese food tasting
54. Food truck rally
55. concert
56. I would love to see yoga, pilates something to get my body moving.
57. Bounces & Bubbles - put up a bunch of inflatable bouncy castles/houses/slides close to the splash pad, and have buckets of bubble wands along with a bubble machine or two. A wet, soapy, splashy, silly day! Hot dogs, chips & pop/water
58. Taping of part of a Hallmark Movie?
59. Return of Heart of the Valley
60. Parades
61. Paint night or wreath making afternoon
62. Food-based festival.
63. the heart of the valley weekend as it was

64. A fun day of activities for kids, old fashioned games, horseshoe tournament, live local music and small prizes for the kids.
65. Indoor or outdoor concerts.
66. Old time band concert (like the Moonlight concerts in Paradise)
67. a dance
68. Not sure at this time
69. I would love to see Middleton partner with existing Annapolis Valley events to bring them here. There are many benefits to this strategy, including cost-savings for Middleton and for the event, they're able to expand their reach. For example, Deep Roots. Is there an opportunity to have a partnered stage in Middleton at say, The Capital Pub, with bands/artists performing leading up to or during Deep Roots. Other events where there could be partnerships is the Apple Blossom Festival or the Annapolis Valley Exhibition. I would also love to see the blocks from the Town Hall to the end of Commercial St. at the banks closed for a street party event that brings together local farmers and crafters to sell their food and crafts in the streets. You can generate revenue that's paid for by vendors for space and the public attends for free. One good example of an event like this is Open Street Sunday in Dartmouth where the street is closed 11-5 and the event takes place 12-4 and the businesses get involved and it's a popular event. One last idea is to host a coordinated community yard sale day. This could get a lot of people involved and get neighbours out meeting each other. Antiquing and thrifting seem to be really popular hobbies here and may be an easy way for folks to get involved at their own pace in a community event if they haven't before.
70. Amalgamation of fire departments
71. Pumpkin fest, a big sports game outside like watching the blue jays playoffs
72. Multicultural food festival, arts & crafts show, Family fun fair (with rides or bouncy castles, lots of activities for kids).
73. Food trucks and concert with local talent
74. town wide yard sale
75. Vibrancy and Quality
76. Family activity one
77. Comedy show.
78. Pickleball tournaments (so painted lines on the court that don't use the tennis nets)
79. Christmas events
80. Not sure!
81. More of the multicultural experiences

Is there anything else you would like us to know about Middleton Events?

1. No
2. no
3. No

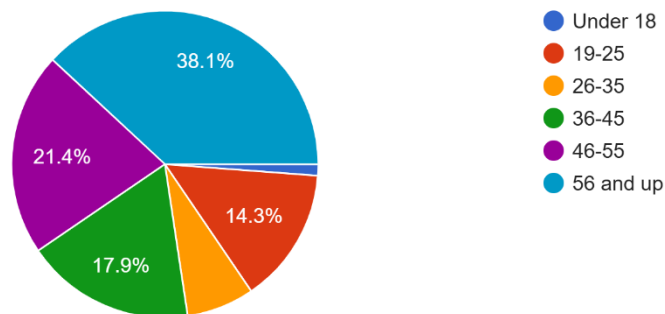
4. no
5. Na
6. not at this time
7. N/A
8. Start involving the younger generation, listen to them, they are the ones without something to do.
9. Daytime parade in the summer. Canada Day parade and event was great this year!
10. I love the ones I've gone to over the years, this years lack of a summer festival sucked the Multi Cultural festival was really lacking you could tell there was no effort put into it
11. this years so called multi-cultural festival was a waste of money
12. the promotion is poor and not available in a time to plan to volunteer or attend
13. Consistency is key to most events - every Friday etc
14. Keep things simple. I think it was during Covid- having a scavenger hunt was great!
15. Christmas park events last year with the chilli and soup was amazing
16. More regular recreation opportunities for residents. Fewer expensive annual events. One program per season is insufficient. Eg. Learn to Run one season, then Learn to Run 2 next season The options for selecting all that apply only allow for one selection in this survey
17. They're really fun and let's all have a good time!
18. Nothing too late in the day
19. We desperately need to bring community back together.
20. I have found that Middleton feels more like a community now that there has been an increase in town events for all to attend .
21. More coordination/cooperation between the various organizations that host events, workshops, concerts. The new monthly event schedule helps. I'm not a big social media user so I've missed events by various organizations within the town that were promoted on face book, X, and instagram. I realize there is a difference between events organized by the town, and those put on by organizations within the town. But, there is an interconnected thread. So many other towns in the Valley have more cultural, historical, musical, craft and farmers market type events than Middleton. We seem to be way behind places like Bridgetown, Lawrencetown, and various smaller communities. I appreciate that Middleton isn't Annapolis Royal -- I don't expect the town to be as culturally, musical, theatrically and farmers/craft market as there. But Middleton needs to step up and provide a wide range of activities, coordinate with the Museum, Library, churches, and other organizations to create a more vibrant, active, interactive, and interesting milieu.
22. Many groups but on events that add to the town! Trunk or treat at the church, museum car show. I think the town is doing good to fill in gaps!
23. Don't think so
24. your new advertising sucks the posters are dark and hard to read and too busy
25. food festival but hold it down town so ppl see it and remember to attend . events are always held in rotary park ot of th down town and no one remembers them
26. New Year's Eve dance
27. Location is a fairly large issue. If I won't be able to park nearby, and it's too far to walk, I won't be able to attend.

28. No! Something related to a good cause would be great like Cancer Relay for Life that used to be so good and big at the rotary park
29. Nothing I can think of
30. Not required... get corporate sponsors.
31. Everything is covered
32. No.
33. We don't often attend because of loud music.
34. Love the fireworks and tree lighting almost attend everyone. Love little concerts but usually don't know when they happen
35. the option to 'choose all that apply' is not working on this survey.
36. More support for recreation and entertainment sponsored by community groups.
37. The town has so many great spots for events. Its well setup. Bones for all this are there
38. Fundraising for a complex that includes: indoor pool, arena etc similar to Berwick and other towns. Would provide for a lot of activity as well as a draw for events
39. most of the events are great, this summer festival thing seemed like it was a waste
40. Lots of seating would be great and more events in the fall as it's more enjoyable to be outside without it being too hot or cold
41. so many things are geared for kids, have some stuff for adults esp. seniors.
42. Please NO FIREWORKS they are a lot of money and scare pets and animals
43. Need better advertising - ADDING A NOTE HERE - the money spent on beautifying the town is worth every penny. The flowers are glorious and all the colors are uplifting. The Christmas lights and décor are always something to look forward to.
44. There is a large student population at NSCC that have nothing to do on weekends, so having community events is a great way facilitate hangouts. Most students would probably be more than willing to volunteer as well.
45. There needs to be better communication between different groups. Recently there were three events by three groups on the same day. this is to no benefit to any if they are competing against each other
46. This great getting the feedback from the community.
47. I know it's tough to recruit new volunteers... seems like younger generations just aren't interested. Two ideas! 1) Make sure to get in to MRHS and talk to the students - don't just offer incentives, have a discussion around volunteering and community. Talk about opportunities, obstacles, opinions. 2) Advertise for volunteers for short-term commitments - single day, half day, etc. PS: I've seen conversation on Facebook that some people offered to help last year but were turned away because they brought new ideas. This survey is a great start to opening up to new stuff!
48. bring back old-fashioned Heart of the Valley Days, All night Caner Walk in the park with a theme
49. Would be nice if the Town, the Arena and the Museums all worked together when planning events
50. It would be great to have local farm market events, so people can shop foods directly from the farms and have a good deal, considering we have a lot of farmers around for benefits.

51. We love the Canada Day celebrations at the museum, would love to see it extended and have more food and music (time wise)
52. I feel lots of effort has been made but little volunteers to make things happen. I am willing to lend a hand. I'm hoping others will also.
53. I would like to see more events in Middleton to bring more people to the town.
54. Have a lower fee for residents(taxpayers)
55. I appreciate everyone's efforts and I look forward to some fun events :)
56. All good
57. nope
58. no but thank you! I love the flowers and seasonal decorations in town!
59. Can only choose 1 answer in check all that apply items.
60. I think more advertising around town would be beneficial with posters or signs up to get attention on upcoming events
61. Not that I can think of right now.
62. Events need to be well planned and organized for folks to want to attend or return to year after year - it does require work, people, time and money - I do believe it is money well spent.

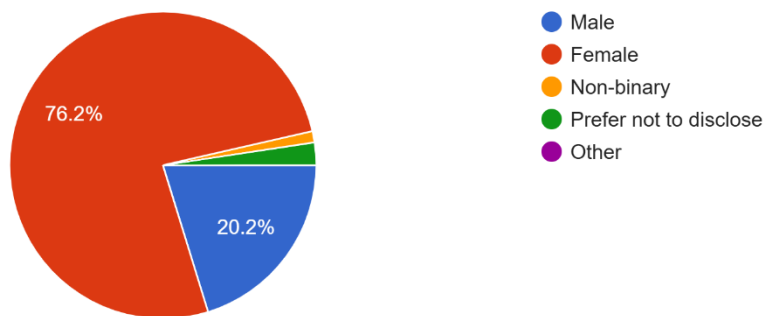
Demographics What is your age range?

84 responses



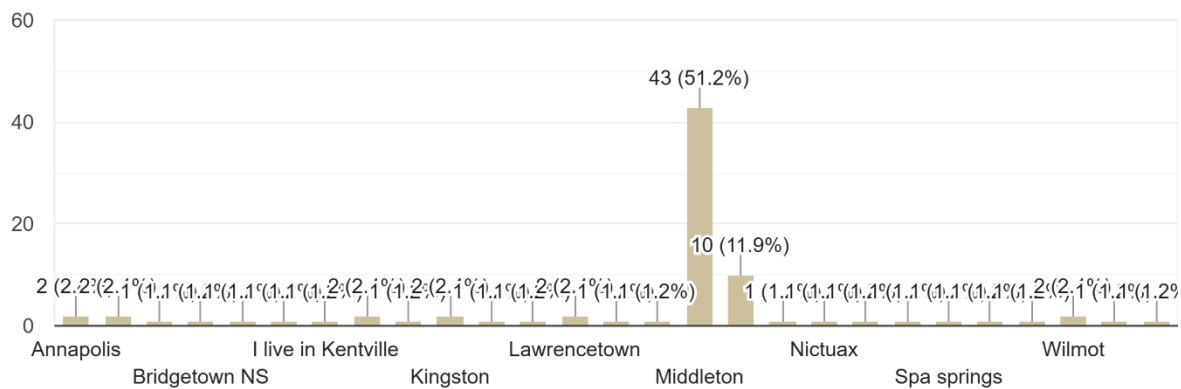
How do you identify?

84 responses



What Town/Municipality do you live in?

84 responses



**REQUEST FOR DECISION
FIRE DEPT UTILITY TRUCK
RFD#: 006-2026**



To: Town Council
From: Karen Kluska, Contract Accountant
Date: January 19, 2026
Subject: Fire Dept Utility Truck

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- 25-12 FIRE DEPT UTILITY TRUCK Project Sheet

Legislation

- *Municipal Government Act (MGA) Section 99 (3)(a)*

Recommendation

That Council approves the transfer of the fair market value of the old fire department utility truck to the Fire Capital Reserve account funded from either the sale of the old truck, or a transfer from the General Capital Reserve account, in the event the truck is transferred to the Public Works Department.

Background

Council approved the Operating and Capital Budgets for the 2025-26 Fiscal year on July 14, 2025. Included in the Capital Budget was Project 25-12, a project to replace an existing 20-year-old utility truck used by the Fire Department. The project information sheet did not specify how the proceeds of disposition of the old vehicle would be handled. MGA 99(3)(a) requires that the proceeds of disposition of capital assets be placed in a capital reserve account.

Because this was a Fire Department vehicle, the proceeds should be placed in the Fire Capital Reserve Account, to be used for future Fire Department Capital Expenditures.

If the truck is transferred to Public Works department, then an amount equal to the fair market value of the truck should be transferred from the General Capital Reserve to the Fire Capital Reserve, to reflect the funding by the Public Works department.

**REQUEST FOR DECISION
FIRE DEPT UTILITY TRUCK
RFD#: 006-2026**



Financial Implications

If the truck is sold, the proceeds must be placed in the Fire Capital Reserve account. If the truck is transferred to Public Works, then an amount equal to the fair market value should be transferred from the General Capital Reserve account to the Fire Capital Reserve account, to fund the transaction.

Strategic Plan/Operating Plan Alignment

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

Alternatives

None

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: January 19, 2026

Project Name: FIRE DEPT UTILITY TRUCK

Project # 25-12

Department: Fire **Unit:** Town **Asset Class** Vehicles

Type of Asset: Replacement **Reason:** Health & Safety **Expected Useful Life:** 10 years

Project Description: Replace 2007 4-wheel drive utility truck. The truck will be transferred to Public Works as a backup vehicle.

Need for Project: This truck carries equipment and supplies to fires and is primarily used when fighting grass/brush fires, often in difficult terrain. The truck is almost 20 years old, and reaching the end of its useful life.

Project Funding: The Fire Department plans to fund

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	12,500	12,500	12,500	12,500	50,000	50,000
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	12,500	12,500	12,500	12,500	50,000	50,000
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	125,000	-	-	-	125,000	125,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	125,000	-	-	-	125,000	125,000
Total funding	-	-	-	-	125,000	-	-	-	125,000	125,000

**REQUEST FOR DECISION
Housing Accelerator Fund
Grant Update
RFD#: 008-2026**



To: Town Council
From: Ashley Crocker, CAO
Date: January 19, 2026
Subject: Housing Accelerator Fund Grant Update

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- 2026-01-05 BCP Report
- HAF Grant Tracking

Legislation

- N/A

Recommendation

That Council direct staff to investigate the possibility of reducing or eliminating building and development fees with the goal of reducing barriers to housing development.

Background

Initiative #2 in the Housing Accelerator Fund (HAF) grant agreement is:

Comprehensive review of development charges and fee schedules.

The Town's planning contractor, Brighter Community Planning and Consulting Ltd. (BCP), was engaged to complete the research portion (milestone 1) of this initiative. Their findings are in the attached report.

BCP did not recommend that the Town move forward with Development Cost Charges (enabled by the *Municipal Government Act* to fund the development of new or expanded municipal infrastructure by charging additional fees to new subdivisions or new development in specified areas).

As part of their research, BCP compared the Town of Middleton building, development and subdivision fees with neighboring municipal units. These fees are fees for building permits, development permits, development agreements, etc. BCP found that the Town's fees are in line with the fees being charged

**REQUEST FOR DECISION
Housing Accelerator Fund
Grant Update
RFD#: 008-2026**



by the other jurisdictions reviewed and do not present a barrier to residential development.

In their report, BCP noted that other municipalities in Nova Scotia have, at times, either reduced or eliminated building and development fees to encourage housing development. While the Town’s fees are in line with neighboring units, Council could have staff explore the financial impact of either reducing or eliminating building and development fees for a specified period. Staff would bring a report back to Council with recommendations that include which fees, how long, and how much.

Initiatives 1, 3 and 4 are complete. Initiative 5 is mostly complete. Staff await ministerial approval of the amendments to the MPS/LUB which will complete Milestone 2. Milestone 4 (Evaluation) still needs completion by March 31, 2027.

Financial Implications

None.

Strategic Plan/Operating Plan Alignment

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

Alternatives

- 1) Leave development and building fees the same

**REQUEST FOR DECISION
Housing Accelerator Fund
Grant Update
RFD#: 008-2026**



Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: January 19, 2026

To: Town of Middleton

From: Brighter Community Planning and Consulting (BCP)

Date: 2026-01-05

Re: Development Cost Charges Review

1 PROJECT OVERVIEW

The Town of Middleton retained Brighter Community Planning & Consulting to review the approach to development cost charges in comparable municipalities. This work was completed in support of Milestone 1 of the Town's Housing Accelerator Fund Initiative #2.

The intent of the project was to review the Town's current development fees, Provincial regulations, and the approach to development cost charges in other, similar municipal units.

2 APPROVED SCOPE OF WORK

The scope of work included:

- *Review the Town of Middleton's development charges and fees*
- *Review the MGA and the approach to development cost charges in similar size municipal units*
- *Provide recommendations for next steps.*
- *Seek input on development cost charges at the developers and property owners meeting on parking changes.*
- *Support the Town's commitments under the CMHC Housing Accelerator Fund (HAF).*

3 OVERVIEW AND GOVERNANCE

In Nova Scotia, the term development charges may refer to the cost of building and development fees or to development cost or infrastructure charges, which are fees imposed on new developments to fund the capital costs of infrastructure needed for that growth. All municipalities that permit development have development fees such as building and development fees. A small number of jurisdictions in Nova Scotia have development cost charges. Our assessment reviewed both the development fees and development cost charges for municipal units of similar size to Middleton.

Development cost charges are enabled by the Municipal Government Act to fund the development of new or expanded municipal infrastructure by charging additional fees to new subdivisions or new development in specified areas.

Sections 274, 275, and 276 of the MGA authorize municipalities to include provisions for infrastructure charges in their subdivision by-laws if authorized in their municipal planning strategy.

Infrastructure charges, sometimes referred to as off-site or development charges, are charges that may be imposed on a subdivider to cover all or part of the capital costs of certain specified services, incurred or anticipated to be incurred, that may be necessary because of the development of a new subdivision.

There must be policy support infrastructure charges in the municipal planning strategy and provisions infrastructure charges must be set out in the subdivision by-law. The subdivision by-law must identify the areas in which the infrastructure charges are levied, the purposes for which the charges are to be levied, and the amount of the charge or the method of calculating the charge (i.e. formula).

Infrastructure charges may be levied for the purpose of:

- *new or expanded water systems*
- *new or expanded wastewater facilities*
- *new or expanded stormwater systems*
- *new or expanded streets*
- *upgrading intersections, new traffic signs and signals, and new transit bus bays*

To enact development cost charges, municipalities must authorize the charges through municipal planning strategy policy and then set out development charge provision in the subdivision by-law.

A note on terminology: while CMHC uses the term Development Cost Charges, in Nova Scotia, the term Infrastructure Charges is generally used. For consistency with CMHC we are using the term development cost charges. In the context reviewed for this report, both infrastructure charges and development cost charges refer to charges for new development levied for the purpose of paying for new or expanded infrastructure required by the new development. When referring to standard municipal planning, development and building charges, we are using the term fee for clarity.

References: MGA Sections 274, 275, and 276 and MGA Information Bulletin #26 (attached).

4 PURPOSE AND APPLICATION

Development cost charges are based on the projected capital costs of services needed for growth, divided by the anticipated number of new units or floor area. The subdivision bylaw must identify areas where the charges are to be levied, the purposes of the charges, the amount to be levied, and the formula for calculating the charge.

In Nova Scotia, development cost or infrastructure charges may be levied for new or expanded water systems, wastewater facilities, stormwater systems, streets or for upgrading intersections, new traffic signs and signals, and new transit bus bays. Facilities costs used to calculate the charges may include land, planning, studies, engineering, surveying and legal costs. Charges that are levied must be used for the purpose for which it was collected.

5 BUILDING AND DEVELOPMENT FEES COMPARISON

Neighbouring and similar sized jurisdictions were reviewed and the general building and development fees compared. The Town of Middleton building and development fees were compared with the fees for the Towns of Annapolis, Berwick, Kentville and Wolfville, and the

municipalities of Kings County, West Hants and East Hants. The Town of Middleton building, development and subdivision fees are in line with the fees being charged by the other jurisdictions reviewed and do not present a barrier to residential development. The building and development fees reviewed are summarized in the attached table.

6 DEVELOPMENT COST CHARGES

East Hants

Only one rural municipality reviewed has implemented development cost charges. The Municipality of East Hants *Infrastructure Charges Bylaw* applies to central serviced areas within the municipality and is intended to offset the cost to the Municipality of upgrading existing, and oversizing proposed, water and sanitary wastewater infrastructure that is attributable to new development. Development cost charges are applied to the South Corridor and Commercial Growth Management Area and the Shubenacadie Growth Management Area for water and wastewater service and within the Milford Growth Management Area for wastewater service only.

For R1 lots, infrastructure charges of \$3,000 for water service and \$3,000 for wastewater service apply. Calculations for charges for other uses, including multi-unit residential are detailed in the Municipality of East Hants *Infrastructure Charges Bylaw*.

References: The *East Hants Infrastructure Charges Bylaw* and East Hants Development Fees (attached).

HRM

Halifax Regional Municipality introduced Regional Development Charges (RDC) in 2014 to ensure that growth pays for growth and helps protect affordability and equity of existing ratepayers. The RDC is designed to "break-even" with no surplus or deficit at the end of the planning period. The RDC has an adjustment mechanism that ensures that the charge will be adjusted every five years or when a condition changes that results in an impact of 15% (+/-) on the charges.

Following amendments to the HRM Charter passed by the Province of Nova Scotia in late 2023, fees and rates related to development, including RDCs, have been frozen.

Reference: <https://halifaxwater.ca/regional-development-charge>

Kings County

The *Kings County Development Charge Act - Bill 46*, which received Royal Assent in 1996 enables the Municipality of the County of Kings to enact a development-charge by-law and thereby designate development charge areas and to collect development charges in those areas. However, Kings County currently does not have development cost charges (planning and development fees include subdivision fees, water and sewer connection fees, development and building permit fees, engineering and right-of way fees, and deed transfer tax).

In February 2025 the municipality announced it was temporarily waiving building permit and sewer connection fees for eligible projects proposing the creation of new residential units including dwellings with two or more units, new accessory dwellings, new residential units in an existing building or commercial building until February 2027.

Kings County does have capital cost recovery mechanisms for water and sewer systems in certain areas of the municipality to recoup the municipal portion of the capital costs of installing or upgrading water and sewer infrastructure. The *Kings County Wastewater Sewer By-law* and *Water Capital Recovery By-law* designate areas in which cost recovery charges are applied until the capital costs are recouped.

References: The *Kings County Wastewater Sewer By-law* and *Water Capital Recovery By-law* (attached).

Wolfville

The Town of Wolfville (TOW) Housing Accelerator Fund (HAF) project includes three key actions to enable a variety of housing forms and densities to meet the diverse needs of the community. One of the key actions is a Municipal Planning Document Review that includes expediting housing applications and waiving development fees to support housing development.

TOW does not have or plan to enact infrastructure charges in secondary planning areas and is planning a phased approach to development to allow for phased infrastructure costs. TOW is also considering waiving existing development fees by revising policy, specifically for non-market or other specialized housing.

Reference: Wolfville HAF <https://wolfvilleblooms.ca/haf>

7 CONSIDERATIONS

CMCH

The CMHC recently completed a review of development cost charges in 30 municipalities in Ontario, British Columbia, Alberta & Quebec and found that in some jurisdictions, the charges significantly increase new home costs and worsen affordability in both home buying and rental markets. The development cost charges reviewed in the many review areas are significantly higher than the range of charges in Nova Scotia. For single detached units, in the lower end the rates were over \$30,000 per unit and the highest were \$180,000 per unit. It's important to keep this national context in mind when reviewing CHMC/HAF guidance on development cost charges.

The CMCH has also published 10 Housing Accelerator Fund Best Practices. Best practice 5 relates to development cost charges:

5. Comprehensive review of development charges and fee schedules including waivers for affordable housing.

- *Ensure that development and amenity charges are clear, transparent and pre-determined (not subject to negotiation).*
- *Waive application and/or permit fees for priority housing types including non-market housing and/or purpose-built rentals.*
- *Reduce or eliminate development cost charges for non-market affordable housing.*
- *Implement disincentives or other strategies to encourage development of vacant, underdeveloped or idle land.*

In the context of the above recommendations, the Town of Middleton's development and building fees are clear, transparent and predetermined. The Town could consider the other recommendations, in particular for non-market housing or purpose-built rental projects.

Development Pressure and Local Context

Both HRM and East Hants are areas experiencing significant development pressure. In the CMCH review, the dollar amount of development cost charges is highest in areas experiencing significant development pressure.

In the local context of the Annapolis Valley area, municipalities are utilizing different tools to fund infrastructure, such as general tax rates, specific permit fees, user-pay for specific services like water and sewer, general revenue, partnering with developers on a project-by-project basis, and/or inter-governmental cost-sharing/contribution programs.

In a context where neighbouring communities are not charging development cost charges, the impact on the competitiveness of the area for development must be considered.

8 ALIGNMENT WITH HOUSING ACCELERATOR FUND (HAF)

This review completes the research component of Milestone 1 of Middleton's Housing Accelerator Fund Initiative #2 and this document can be used to demonstrate that research requirement associated with HAF commitment was addressed.

As noted in our report on the parking requirements communication strategy, in-person engagement was not possible due to inclement weather, however virtual opportunities were provided. There were no RSVPs for the in-person engagement and the attendee at the virtual session was not a developer, therefore no direct engagement with developers was completed.

9 NEXT STEPS

Before considering development cost charges, there are some key questions to be answered:

- Is there sufficient current or anticipated development to raise the required infrastructure funds in a timely manner?
- What would be the impact to the competitiveness of Middleton relative to neighbouring communities?
- Does Middleton have the internal capacity to establish and administer a development cost program (administrative and financial personnel)?
- Are there other avenues available to fund the infrastructure improvements?
- If the development cost charges are sufficient to pay for the required infrastructure, how will that impact housing affordability?

10 RECOMMENDATIONS

Given the Town's development goals and the local context, we do not believe that development cost charges are appropriate for the Town of Middleton at this time. Other tools to manage and pay for infrastructure such as phased development, general tax rates, specific permit fees, user-pay for specific services like water and sewer, general revenue, partnering with developers on a project-by-project basis, and/or inter-governmental cost-sharing/contribution programs may offer a path forward without development cost charges.

11 CONCLUSION

Brighter Community Planning & Consulting completed the development cost charges review as approved and has provided local data and context for internal conversations about development cost charges.

APPENDICES

- MGA Sections 274, 275, and 276 and MGA Information Bulletin #26
- Development Fees Comparison Table
- The East Hants Infrastructure Charges Bylaw and East Hants Development Fees
- The Kings County Wastewater Sewer By-law and Water Capital Recovery By-law

Development Charges Comparison Chart - Planning Applications

Category	Town of Middleton	Town of Annapolis	Town of Berwick	Kings County	Municipality of East Hants	Town of Kentville	West Hants Regional Municipality	Town of Wolfville
MPS Amendment	\$500+\$500 advertising		\$500 + \$1000 advertising		\$500+\$1000 deposit			\$2000 incl. ads
LUB Amendment	\$500+\$500 advertising	\$500+\$500 advertising	\$500 + \$500 advertising	\$500 + \$400 advertising		Not published +\$700 advertising	\$500 + \$1100 or \$1000 deposit	
Development Agreement (DA)	\$500+\$500 advertising +registry fees	\$500+\$500 advertising +registry fees	\$500 + \$500 advertising	\$700 + \$400 advertising	\$500+\$750 deposit		\$500 + \$1100 deposit	\$2000 incl. ads
Rezoning					\$500+\$750 deposit			
LUB Variance					\$100			
DA – Substantial Amendment	\$400+\$500 advertising +registry fees	\$400+\$500 advertising +registry fees	\$500 + \$500 advertising	\$700 \$400 advertising	\$500+\$750 deposit		\$500 + \$1100 deposit	
DA – Non-substantial Amendment			\$100.00	\$300	\$100+\$300 deposit		\$300 + \$600 deposit	
Site Plan Approval				\$100.00			\$25 + permit fees	\$150.00
Zoning Confirmation Letter	\$100.00	\$100/letter	\$25.00		\$25-75		\$50.00	\$50.00
Development Permit	\$50.00	\$50.00	\$10–\$175	\$20.00	\$100	Not published	\$25.00	\$50.00

Development Charges Comparison Chart - Building Permits

Category	Middleton	Annapolis	Berwick	Kings County	East Hants	Kentville	West Hants	Wolfville
New Residential Construction	\$25 + \$0.10/sq ft	\$100 + \$0.25/sq ft	\$20 + \$0.11/sq ft	\$20 + \$0.11/sq ft	\$125+admin fee+ \$0.15/sq ft	\$20 + \$0.11/sq ft	\$25 + \$0.12/sq ft	\$50 + \$0.15/sq ft
Relocation of Building / Mobile Home	\$50.00	\$50.00	\$75.00	\$75.00		\$75.00	\$50.00	\$75.00
Permit Renewal / Amendment	\$25.00		\$15.00	\$15.00	\$25.00	\$15.00	\$25.00	\$25.00

Development Charges Comparison Chart - Subdivision Fees

Category	Middleton	Annapolis	Berwick	Kings County	East Hants	Kentville	West Hants	Wolfville
Tentative Subdivision Approval	\$200 + registry fees		\$100.00/ application	\$50/lot	\$50/lot	Not published	\$25.00	\$100 + \$10/lot
Final Subdivision Approval	\$300 + registry fees		\$270 + \$20 admin + registry fees	\$150 per plan	\$100	Not published	\$75 + \$4/lot final plan review + \$200 if incl roads	\$100 + \$10/lot

INITIATIVE	MILESTONE	LONG DESCRIPTION	START DATE	COMPLETION DATE	STATUS	% COMPLETE	NEXT STEPS
Initiative #1 Eliminate Restrictions and Add Flexibility by Enabling Accessory Dwelling Units	Milestone 1 Update to MPS/LUB	Town staff to initiate an update to the Town's Municipal Planning Strategy and Land-Use Bylaw to permit Accessory Dwelling Units in all zones.	2023/01/01	2023/12/31	Overall Milestone was started Jan 16/23 and completed on Jul 17/23	100%	n/a
			2023/01/16	2023/01/16	Council approved a motion to direct the PAC to oversee a process, including the required public engagement and consultation, to consider various matters relating to residential development issues and provide a report and recommendation for Councils' consideration.	100%	n/a
			2023/01/17	2023/01/17	PAC receives Council's direction. Planner notes residential development issues include granny suites, tiny homes and group/transition homes which should be considered the same as any other residential structures. PAC members will review the residential polices and bring their proposed changes/ideas to the next PAC meeting, where public engagement dates will also be set.	100%	n/a
			2023/02/07	2023/02/07	Planner provided PAC with and overview of the current MPS/LUB residential issues, hereafter referred to as "Housekeeping Amendments 2". Item (d) related to enabling Accessory Dwelling Units within the MPS/LUB. Item (b) related to the threshold required to trigger a Development Agreement (as-of-right units).	100%	n/a
			2023/03/07	2023/03/07	Planner provided PAC with specific issues relating to ADU's and the threshold requirements for as-of-right units and what would trigger a DA, implications on the MPS/LUB, and options for moving forward.	100%	n/a
			2023/04/04	2023/04/04	PAC reviewed the draft mail drop and workbook that outlines the MPS/LUB changes being proposed, including enabling ADU's.	100%	n/a
			2023/04/18	2023/04/18	PAC Public Meeting on Housekeeping Amendments 2. PAC looking for input from the public on 5 items, two of which are: threshold for development agreement requirements (as-of-right unit threshold) and accessory dwelling units.	100%	n/a
			2023/05/02	2023/05/02	PAC reviewed the public input on the Housekeeping Amendments 2, including the public's comments on enabling ADU's. The PAC is in support of increasing the threshold for development agreements from two to six; and having the primary residential zone and all building forms (single, duplex, town houses) be able to increase units to six without a Development Agreement. The PAC is in support of having the primary residential zone and all building forms (single, duplex, town houses) be able to increase units to 6 without a Development Agreement including accessory dwelling units.	100%	n/a
			2023/06/06	2023/06/06	PAC reviewed Planner's report on Housekeeping Amendments 2. This included the public comments and the draft amendments to the MPS/LUB. The draft amendments to the MPS/LUB include enabling ADU's and increasing the as-of-right units from 2 to 6 (only builds with 7 units an above will trigger a DA). The PAC made several recommendations for amendments to the MPS/LUB to Council for consideration.	100%	n/a
			2023/06/19	2023/06/19	Council meets and gives first reading to the Housekeeping Amendments 2. MOVED AND SECONDED that Town Council, on recommendation of the Planning Advisory Committee and Planner, agrees to accept first reading of the Municipal Planning Strategy and Land Use Bylaw Housekeeping Amendments dated June 6, 2023, and the Municipal Planning Strategy and Land Use Bylaw Housekeeping Amendments relating to the Middleton Railway Museum dated October 4, 2022; and, further, to agree to hold a Public Hearing on July 17, 2023, to receive oral and written statements on the matter.	100%	n/a
			2023/07/17	2023/07/17	Council holds a Council Public Hearing on the Housekeeping Amendments 2.	100%	n/a
	2023/07/17	2023/07/17	Council meets and gives second reading to the Housekeeping Amendments 2. Council approves several motions to approve all the MPS/LUB amendments related to enabling ADU's and increasing the number of as-of-right units from 2 to 6.	100%	n/a		
	Milestone 2 Obtain Provincial Approval and finalize amendment to the MPS/LUB	The MPS/LUB amendment will be sent through to the Province of Nova Scotia to review and approve before the Town can officially make the amendment to it's MPS/LUB and permit the construction of ADU's.	2024/01/01	2024/03/31	Overall Milestone was started Jul 28/23 and completed on Jan 9/24	100%	n/a
			2023/07/28	2023/07/28	Municipal Affairs received letter from Chris Millier dated July 25, 2023 with 4 certified copies	100%	n/a
			2023/08/01	2023/08/01	Municipal Affairs acknowledges receipt of 4 certified copies	100%	n/a
			2023/08/08	2023/08/08	Municipal Affairs sent letter to Chris Millier re: RSU to R not included in package	100%	n/a
			2023/09/12	2023/09/12	Municipal Affairs acknowledges 4 certified copies received by Chris Millier in his letter of 6	100%	n/a
			2023/10/01	2023/10/01	Municipal Affairs (MA) sent letter to A. Crocker acknowledging emails from Sharon McAulay wrt requesting retraction and destruction of 4 copies that were received by MA on September 12, 2023	100%	n/a
			2023/12/04	2023/12/04	Council approves updated MPS/LUB amendment package	100%	n/a
			2023/12/13	2023/12/13	Municipal Affairs stamped receipt of letter from Chris Millier dated December 5, 2023, 4 certified copies approved by Council on December 4, 2023	100%	n/a
2023/12/12			2023/12/13	Municipal Affairs acknowledgement of receipt letter to Chris Millier of 4 certified copies	100%	n/a	
2024/01/09			2024/01/09	Municipal Affairs approved as submitted, signed by Director	100%	n/a	
2024/01/09	2024/01/09	Municipal Affairs sent letter to A. Crocker, completed mandatory review letter	100%	n/a			
2024/01/09	2024/01/09	Received Ministerial Approval for Housekeeping Amendments 2	100%	n/a			

INITIATIVE	MILESTONE	LONG DESCRIPTION	START DATE	COMPLETION DATE	STATUS	% COMPLETE	NEXT STEPS
Initiative #2 Comprehensive review of development charges and fee schedules	Milestone 1 Research	Staff will research other municipal units to determine their infrastructure charges and determine the actual cost of servicing new development in Middleton.	2024/08/01	2025/12/31	Overall Milestone was started Dec 5/25 and completed on Jan 6/26	100%	n/a
			2025/12/05	2025/12/05	Kickoff meeting with CAO and BCP	100%	n/a
			2026/01/06	2026/01/06	BCP submitted a report and recommendations on Development Cost Charges. The recommendation was to not implement them.	100%	n/a
	Milestone 2 Amend existing infrastructure bylaws with new rates (if required) and incorporate any water charges into the new water rate study.	Amend existing infrastructure bylaws with the new rates (if required) and incorporate any new water charges into the new water rate study.	2026/01/01	2026/06/30	Overall Milestone was started Jan 6/26 and is not yet complete		
			2026/01/19	2026/01/19	Council could direct staff to explore reducing or eliminating development and building fees as a method to reduce barriers to housing development.		
	Milestone 3 Communication Plan	Staff will develop a communication plan to ensure all affected parties are aware of the changes.	2026/07/01	2026/09/30			
Initiative #3 Create Municipal Specifications for the Town's New Subdivision Bylaw	Milestone 1 Develop Municipal Servicing Specifications	Town staff will work with CBCL (Town Engineers) to develop Municipal Service Specifications.	2023/11/01	2024/01/15	Overall Milestone was started Nov 1/23 and completed on Jan 15/24		
			2023/11/01	2023/11/01	Staff start working on the manual	100%	n/a
			2024/01/10	2024/01/10	Received feedback from BCP	100%	n/a
			2024/01/15	2024/01/15	Council approved Municipal Standards and Specifications Manual	100%	n/a
	Milestone 2 Re-write the Subdivision Bylaw	Town Planner will re-write/propose amendments to the existing Subdivision Bylaw. This process involves 1st Reading, 2nd Reading, a Public Hearing, and Council approval.	2023/11/01	2024/01/15	Overall Milestone was started Oct 25/23 and completed Apr 18/24		
			2023/10/25	2023/10/25	First Draft Subdivision Bylaw went to the PAC	100%	n/a
			2023/11/22	2023/11/22	Second Draft of Subdivision Bylaw bylaw went to PAC	100%	n/a
			2023/12/18	2023/12/18	Council gave first reading	100%	n/a
			2024/01/15	2024/01/15	Public Hearing	100%	n/a
			2024/01/15	2024/01/15	Council gave second reading	100%	n/a
			2024/03/19	2024/03/19	Received letter of receipt of 4 certified copies from the province	100%	n/a
2024/04/18	2024/04/18	Newspaper Notice of Adoption of Subdivision Bylaw bylaw	100%	n/a			

INITIATIVE	MILESTONE	LONG DESCRIPTION	START DATE	COMPLETION DATE	STATUS	% COMPLETE	NEXT STEPS
Initiative #4 End Exclusionary Zoning to Increase Housing Density	Milestone 1 Amend MPS/LUB to update residential zoning and density allotment	Town staff to initiate an update to the Town's Municipal Planning Strategy and Land-Use Bylaw to increase the number of units that can be developed on a single lot as of right from 3 to 6, in all zones.	2023/01/16	2023/12/31	Overall Milestone was started Jan 16/23 and completed on Jul 17/23	100%	n/a
			2023/01/16	2023/01/16	Council approved a motion to direct the PAC to oversee a process, including the required public engagement and consultation, to consider various matters relating to residential development issues and provide a report and recommendation for Councils' consideration.	100%	n/a
			2023/01/17	2023/01/17	PAC receives Council's direction. Planner notes residential development issues include granny suites, tiny homes and group/transition homes which should be considered the same as any other residential structures. PAC members will review the residential polices and bring their proposed changes/ideas to the next PAC meeting, where public engagement dates will also be set.	100%	n/a
			2023/02/07	2023/02/07	Planner provided PAC with and overview of the current MPS/LUB residential issues, hereafter referred to as "Housekeeping Amendments 2". Item (d) related to enabling Accessory Dwelling Units within the MPS/LUB. Item (b) related to the threshold required to trigger a Development Agreement (as-of-right units).	100%	n/a
			2023/03/07	2023/03/07	Planner provided PAC with specific issues relating to ADU's and the threshold requirements for as-of-right units and what would trigger a DA, implications on the MPS/LUB, and options for moving forward.	100%	n/a
			2023/04/04	2023/04/04	PAC reviewed the draft mail drop and workbook that outlines the MPS/LUB changes being proposed, including enabling ADU's.	100%	n/a
			2023/04/18	2023/04/18	PAC Public Meeting on Housekeeping Amendments 2. PAC looking for input from the public on 5 items, two of which are: threshold for development agreement requirements (as-of-right unit threshold) and accessory dwelling units.	100%	n/a
			2023/05/02	2023/05/02	PAC reviewed the public input on the Housekeeping Amendments 2, including the public's comments on enabling ADU's. The PAC is in support of increasing the threshold for development agreements from two to six; and having the primary residential zone and all building forms (single, duplex, town houses) be able to increase units to six without a Development Agreement. The PAC is in support of having the primary residential zone and all building forms (single, duplex, town houses) be able to increase units to 6 without a Development Agreement including accessory dwelling units.	100%	n/a
			2023/06/06	2023/06/06	PAC reviewed Planner's report on Housekeeping Amendments 2. This included the public comments and the draft amendments to the MPS/LUB. The draft amendments to the MPS/LUB include enabling ADU's and increasing the as-of-right units from 2 to 6 (only builds with 7 units an above will trigger a DA). The PAC made several recommendations for amendments to the MPS/LUB to Council for consideration.	100%	n/a
			2023/06/19	2023/06/19	Council meets and gives first reading to the Housekeeping Amendments 2. MOVED AND SECONDED that Town Council, on recommendation of the Planning Advisory Committee and Planner, agrees to accept first reading of the Municipal Planning Strategy and Land Use Bylaw Housekeeping Amendments dated June 6, 2023, and the Municipal Planning Strategy and Land Use Bylaw Housekeeping Amendments relating to the Middleton Railway Museum dated October 4, 2022; and, further, to agree to hold a Public Hearing on July 17, 2023, to receive oral and written statements on the matter.	100%	n/a
	2023/07/17	2023/07/17	Council holds a Council Public Hearing on the Housekeeping Amendments 2.	100%	n/a		
	2023/07/17	2023/07/17	Council meets and gives second reading to the Housekeeping Amendments 2. Council approves several motions to approve all the MPS/LUB amendments related to enabling ADU's and increasing the number of as-of-right units from 2 to 6.	100%	n/a		
	Milestone 2 Obtain Provincial Approval and finalize amendment to the MPS/LUB	The MPS/LUB amendment will be sent through to the Province of Nova Scotia to review and approve before the Town can officially make the amendment to it's MPS/LUB to allow increased density on a single lot, that permits up to 6 units as of right.	2024/01/01	2024/03/31	Overall Milestone was started Jul 28/23 and completed on Jan 9/24	100%	n/a
			2023/07/28	2023/07/28	Municipal Affairs received letter from Chris Millier dated July 25, 2023 with 4 certified copies	100%	n/a
			2023/08/01	2023/08/01	Municipal Affairs acknowledges receipt of 4 certified copies	100%	n/a
			2023/08/08	2023/08/08	Municipal Affairs sent letter to Chris Millier re: RSU to R not included in package	100%	n/a
			2023/09/12	2023/09/12	Municipal Affairs acknowledges 4 certified copies received by Chris Millier in his letter of 6	100%	n/a
			2023/10/01	2023/10/01	Municipal Affairs (MA) sent letter to A. Crocker acknowledging emails from Sharon McAulay wrt requesting retraction and destruction of 4 copies that were received by MA on September 12, 2023	100%	n/a
			2023/12/04	2023/12/04	Council approves updated MPS/LUB amendment package	100%	n/a
			2023/12/13	2023/12/13	Municipal Affairs stamped receipt of letter from Chris Millier dated December 5, 2023, 4 certified copies approved by Council on December 4, 2023	100%	n/a
2023/12/12			2023/12/13	Municipal Affairs acknowledgement of receipt letter to Chris Millier of 4 certified copies	100%	n/a	
2024/01/09			2024/01/09	Municipal Affairs approved as submitted, signed by Director	100%	n/a	
2024/01/09	2024/01/09	Municipal Affairs sent letter to A. Crocker, completed mandatory review letter	100%	n/a			
2024/01/09	2024/01/09	Received Ministerial Approval for Housekeeping Amendments 2	100%	n/a			

INITIATIVE	MILESTONE	LONG DESCRIPTION	START DATE	COMPLETION DATE	STATUS	% COMPLETE	NEXT STEPS
Initiative #5 Reduce or eliminate parking standards to increase project viability, density and reduce carbon footprint	Milestone 1 Parking space options review	Staff to investigate parking space requirements for new developments in similar sized communities, alternative parking options, and options to encourage active transportation, including information sessions and/or survey of developers. Propose changes/updates/amendments for the MPS/LUB.	2025/01/01	2025/09/30	Overall Milestone was started Jan 1/25 and completed Mar 19/25		
			2025/03/19	2025/03/19	Planning Report completed by BCP	100%	n/a
	Milestone 2 Amend MPS & LUB	Staff will work with Planner, Development Officer and Planning Advisory Committee to amend the MPS and LUB.	2025/10/01	2026/03/31	Overall Milestone was started Mar 19/25 and is not yet completed		
			2025/03/19	2025/03/19	Planning report was presented to PAC	100%	n/a
			2025/07/14	2025/07/14	Council gave first reading	100%	n/a
			2025/09/15	2025/09/15	Public hearing	100%	n/a
			2025/09/15	2025/09/15	Council gave second reading	100%	n/a
			2025/12/10	2025/12/10	MPS/LUB Minister copy mailed to the province	100%	Need ministerial approval
					Received Ministerial Approval		
	Milestone 3 Develop Communication Plan	Staff will work with Planner and Development Officer to develop a communication plan on parking and changing people's view points on active transportation.	2026/04/01	2026/09/30	Overall Milestone was started Nov 4/25 and completed Dec 23/25		
			2025/11/04	2025/11/04	Kick off meeting was held	100%	n/a
			2025/12/02	2025/12/02	Developer public information session cancelled due to weather	100%	n/a
			2025/12/12	2025/12/12	Online sessions set up for Developers	100%	n/a
			2025/12/23	2025/12/23	Received final email from BCP	100%	n/a
	Milestone 4 Evaluation	Staff will conduct follow-up with Public Works, the public and developers to identify any parking issues as a result of the changes.	2026/10/01	2027/03/31	Milestone not yet started		

2025-2026 CAPITAL PROJECTS UPDATE

Project Name	Brief Description	Cost	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #	Costs to Date (01-14-26)	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. 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 completed and paid in full.
SIDEWALK REPLACEMENTS	2 Main St Sections	25,000	-	-	25,000	-	-	22-14	25,258	Project completed and paid in full.
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		\$ 87,373	
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 nearing completion. Filling reservoir tank scheduled to begin late January; unsure of process timeframe due to unknown water output per day. Commissioning process to commence after tank is filled. Estimated mid-February completion.
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	Replace 380m section	638,200	119,000	259,600	259,600	-	-	22-21	623,052	Project complete - Holdback payment not yet finalized.
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	Project completed and paid in full.
CHLORINE SENSOR	Replacement sensor	4,500	-	-	4,500	-	-	25-03	4,115	Project completed and paid in full.
CONNAUGHT AVE WATER LINE AND VALVES	Replace section	100,000	100,000	-	-	-	-	25-04	45,129	Project completed and paid in full.
WATER METER REPLACEMENTS	New devel + replace broken	9,400	-	-	9,400	-	-	25-17	9,509	Project completed and paid in full.
TOTAL WATER		\$ 4,842,276	\$ 219,000	\$ 259,600	\$ 2,724,685	\$ 1,638,991	-		\$ 3,697,847	
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		\$ 3,785,220	
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		\$ 3,862,467	



Kevin Matheson
Contract Accountant
Phone: (902) 825-4841 ext. 103
Fax: (902) 825-6460
kmatheson@town.middleton.ns.ca

MEMORANDUM

To: Mayor and Council
Chief Administrative Officer

From: Contract Accountant

Date: January 19, 2026

Re: Bridge Financing

At the November 25, 2026, Council Meeting a Temporary Borrowing Resolution for the New Reservoir was approved for \$2,251,000. This Resolution has since been approved by the Minister of Municipal Affairs.

The original intent was to access interim bridge financing from Municipal Finance Corporation. Unfortunately, this type of funding is not available until the project is fully completed. It is only to bridge from project completion to the release of debenture funds.

To protect working capital of the Town prior to completion, staff approached our RBC representative to request a capital financing credit facility backed by the Temporary Borrowing resolution. It has been approved for up to \$400,000.00 to recover remaining costs of the project. No funds have been drawn on the facility to date. The interest terms are favorable (RBC Prime less 0.30%).

The \$400,000 requested was the estimated costs remaining to complete the original contract. The Town may still have to borrow up to \$2.25 million to repay some excess Provincial funding and to decommission the old reservoir. Staff will work with RBC and Municipal Finance to source this funding as needed.

Date	Deliverable
15-Dec-25	Send capital project sheets to managers
15-Jan-26	Send operating budget templates to managers
23-Jan-26	Managers to have operating budget templates complete
23-Jan-26	Managers to have capital budget templates complete
26-Jan-26 to 5-Feb-26	Meet with managers on individual operating budgets
6-Feb-26	DOF to finalize operating and capital budget file masters
9-Feb-26	Meet with CAO to review draft operating and capital budget files
11-Feb-26	Management meeting to review budget files
13-Feb-26	Management meeting to review budget files
17-Feb-26 to 25-Feb-26	Prepare powerpoint and budget binders
25-Feb-26	Send out draft budget (powerpoint and binders) to Council + post on website
2-Mar-26	Public Input and Information Session on Draft Budgets (6:00pm before COTW)
2-Mar-26	Draft Budget and Powerpoint presented to COTW
16-Mar-26	V2 Draft Budget presented to COTW (Special Meeting before Council at 6:00pm)
23-Mar-26	V3 Draft Budget presented to COTW (Special Meeting)
30-Mar-26	Final Budgets presented to Council (Special Meeting)

*Timeline is subject to change. New Director of Finance needs to gain familiarity with the Town's budget files which are very comprehensive. Some of the dates may need to shift forward.

Management Report

January 19, 2026



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• Staff met with the Minister of Justice and staff and Council attended Police Advisory Board training which gave some insights on how to improve community safety in Middleton
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 have compiled information on roads, and assessed and prioritized each road and sidewalk.• Staff are working on a report to come before Council by March 31, 2026
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

January 19, 2026



#	STRATEGIC INITIATIVE	UPDATE
6	<p>Create a growth plan that promotes housing and population growth, as well as economic development</p>	<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 held on Jan 12/26 with Council recommendation
7	<p>Create a communications strategy that enhances public communication and transparency</p>	<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 has been forwarded to the website developer • Website developer working on website
8	<p>Increase recreational programming and social events to the public</p>	<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) • New Titan Training started in 2025 and continues over the winter at AEES • New Drop-in Open Gym and Judo for AEES students and their families starting in January 2026 • Staff applied for a grant to put on an event called “Seasoned Together” - an intergenerational, nutrition-focused initiative designed to bring older adults and youth together through the joy of cooking, creativity, and shared food. Waiting to hear back on grant application.

Management Report

January 19, 2026



OPERATIONAL UPDATES

ADMINISTRATION		
Completed	In Progress	Issues
Staffing: <ul style="list-style-type: none">• Currently have a full complement of staff	Staffing:	Staffing:
Project Work: <ul style="list-style-type: none">• Framework for the Communications Strategy has been completed• Branding Packages are completed - they include, For Staff Use, At a Glance, Media Use• Quarterly, The Beat is completed• Continue to meet with CAO group on Kings Transit budget	Project Work: <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• Website content has been sent to the web designer. It should begin to be input.• Content for a new menu on the current website for Reservoir Project timeline/updates is complete. Waiting on photos.	Project Work:
Other Items: <ul style="list-style-type: none">• Updates to two policies for Council consideration• Met with the Pool Society on path forward for 2026• Attended PAB training in January• Met with Minister of Justice in December on policing	Other Items: <ul style="list-style-type: none">• Management team reviewing priorities and policies• Staff will be working with Pool Society on cameras at the pool	Other Items: <ul style="list-style-type: none">• Affordability Study of keeping certain assets and services should be completed

Management Report

January 19, 2026



FINANCE

Completed	In Progress	Issues
<ul style="list-style-type: none">• Capital projects spending to January 14th• Operating results to end of October• Finance Director started January 5th• November 2025 Bank Reconciliation• Water Collection Policy approved by Council	<ul style="list-style-type: none">• December 2025 Bank Reconciliation• Working on updating Finance policies for Tax Sales and Tax Collection Procedures• Review of all Financial polices to determine which ones require updating or complete removal• Follow up of Tax Sale Notices• Fine-tuning job descriptions for finance staff• Effective January 5th, 2026 water deposits are being collected on all new accounts and change of ownership. List of shut offs due to non-payment being compiled.• Capital budget templates have been circulated to managers, Operating budgets to follow shortly.	

Management Report

January 19, 2026



RECREATION and EVENTS

Completed	In Progress	Issues
<ul style="list-style-type: none">• Santa Paws' Little Helper Photo Competition was successful with 20 submissions• House Decorating Competition was successful• Town Hall Light Show was a success. It was easier to have it at Town Hall this year and the efforts could be enjoyed for longer!	<ul style="list-style-type: none">• Fitness programs continue with a new Learn 2 Run beginning• Senior walking continues at CORAH at NSCC• Free skates are available at the arena throughout the winter• Event types and dates for 2026 have been listed and staff are seeking Council's guidance• March Break Day Camp planning is currently underway and should be promoted in the week of Jan. 19th	<ul style="list-style-type: none">• Group of individuals creating problems in downtown core: tipping over garbage cans, putting shopping carts in dumpsters, being a nuisance in local businesses. Any issues observed by the community should be reported to the RCMP.• Concerns about lack of shelter is increasing as there has been an increase in calls from people living unsheltered asking about resources. Referrals to Open Arms and MLA have been done but shelter in Kentville is full or not acceptable to some.

Management Report

January 19, 2026



PLANNING		
Completed	In Progress	Issues
<ul style="list-style-type: none">• 0 Building Permits Issued• 13 Building Permits Issued for 2025-2026 YTD	<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">• 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">• PAC met January 12, 2026, to discuss the Northlands Secondary Planning Strategy. The road network raised concerns from both the PAC and the developer.• PAC discussed options for next steps and agreed that further discussion with landowners is needed before proceeding.• Next PAC meeting is February 19th at 4pm.	

Management Report

January 19, 2026



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 Hauled scrap metal to recycler 	<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Repairing and painting some garbage cans Cleaning and organizing upstairs of PW barn, ongoing during free time 	<p><u>General Public Works:</u></p>
<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Repaired Drive Shaft in Dump truck Repaired Hydraulic Hose on Trackless New Batteries in Ram 5500 	<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Backhoe Boom Extender broke needs to be repaired 	<p><u>Public Works Equipment:</u></p>
<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Snow removal and salting 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Salting and Snow removal on going Contacted Black and Mac about streetlights and crosswalk lights that need to be repaired. Waiting on their schedule 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Some cold patching required, waiting on weather to do repairs
<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> Well level sensors received Pumps and sensors installed at new reservoir building 	<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> New Reservoir on Going, going to start filling with water Cleaning and rebuilding chlorine pump at pump house Make changes to booster station to fit needs of new reservoir 	<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"> Grit chamber cleaned 	<p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> Repair wires to pump at STP 	<p><u>Wastewater & Equipment</u></p>

Management Report

January 19, 2026



FIRE DEPARTMENT

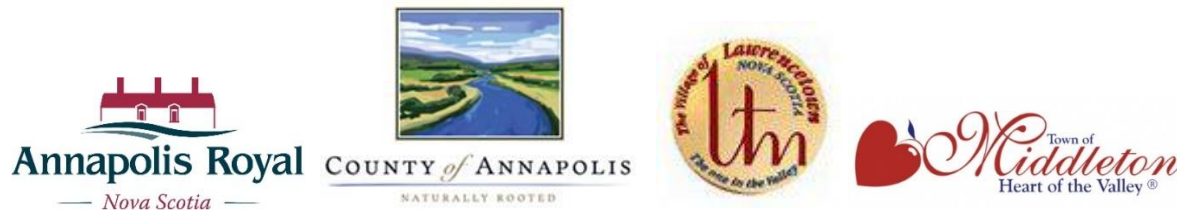
Completed	In Progress	Issues
<ul style="list-style-type: none">• Monthly truck inspections• Communication Training• Chimney Fire Training	<ul style="list-style-type: none">• Eight (8) members will be attending an elevator rescue training course on January 17, 2026• Preparations started for our annual banquet, March 7, 2026• Working on Capital and Operating Budgets	<ul style="list-style-type: none">• Breather air compressor leaking and being repaired January 13, 2026

Incident Summary
From Dec 1 25 to Dec 31 25

Date/No.	Address/Type	Minutes	Responders	Injuries	Fatalities
Dec 1 25 12:18:02 25-10732	251 Spa Springs Rd, SPA SPRINGS Power pole on fire	53	0		
Dec 2 25 17:47:47 25-10798	Highway 101 Dm 166, BRICKTON MVA - Confirmed Entrapment / Unknown	95	0		
Dec 3 25 08:27:37 25-10843	141 Sunset Cres, MIDDLETON Commercial Fire Alarm	12	0		
Dec 8 25 18:45:42 25-11058	13888 Highway 1, WILMOT Structure - Residential; house / garage /shed	40	0		
Dec 13 25 18:32:07 25-11230	543 Brooklyn Rd, BROOKLYN Investigation	32	0		
Dec 17 25 13:22:05 25-11368	11 Freeman St, MIDDLETON Commercial Fire Alarm	5	0		
Dec 18 25 17:18:19 25-11404	227 Main St, MIDDLETON Investigation	13	0		
Dec 18 25 17:28:37 25-11407	2007 Lily Lake Rd, VICTORIA VALE Structure - Other	80	0		
Dec 19 25 20:40:04 25-11482	21 School St, MIDDLETON Power Lines Down, Arcing	10	0		
Dec 19 25 21:24:13 25-11490	18 School St, MIDDLETON Transformer on fire	0	0		
Dec 20 25 18:01:34 25-11597	894 Highway 362, SPA SPRINGS Power Lines Down, Arcing	0	0		
Dec 21 25 11:47:12 25-11617	21 School St, MIDDLETON Commercial Fire Alarm	37	0		
Dec 22 25 10:20:02 25-11643	15 George St, MIDDLETON Medical	5	0		
Dec 25 25 12:08:38 25-11744	12600 Highway 1, BRICKTON MVA - Confirmed Entrapment / Unknown	63	0		
Dec 26 25 19:13:03 25-11794c	8191 Highway 1, UPPER GRANVILLE Mutual Aid to the Scene	179	0		Assistance to 25-11794

15 incidents for Middleton 10 hrs 24 mins 0

10 hrs 24 mins 0



A regular meeting of the Inclusion, Diversity, Equity and Accessibility Advisory Committee (IDEA) was held at virtually via Microsoft Teams on Monday, Dec 09, 2025, starting at 3.30 p.m.

PRESENT

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

Regrets: Larry Peters, Brenda Macdonald, Ashley Crocker (Virtual, (CAO Middleton)

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 3:51 pm. Agenda received and shared.

Motion: Cameron Stiff

Seconded: Elizabeth Mason-Squires

3. Approval of the Minutes – November 3, 2025

Corrections noted:

Honorarium

A number of IDEA committee members brought up the topic of paying honorarium to volunteer committee members, similar to when the County paid 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 on 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.

Motion: Tina Hiltz

Seconded: Jean Voysey

Status: Approved as amended.

4. Feedback on the Inclusion, Diversity and Equity Plan

EDI plan was sent to the Committee for review and requesting comments before final approval for the draft document can be made with the committee recommending the plan go to the Governance committee for approval.

Motion: Elizabeth Mason-Squires

Seconded: Jean Voysey

Status: EDI plan to go to Governance committee for approval.

5. Feedback on the Accessibility Plan

The Accessibility plan was sent to the Committee for review and requesting comments before final approval for the draft document can be made with the committee recommending the plan go to the Governance committee for approval.

Comments from members:

Annapolis Royal, Town of Middleton and Village of Lawrencetown had submitted their changes which were done on the accessibility appendix documents sent out via email.

Discussed outsourcing a third-party to look at documents to clean up and beautify the document once Governance approve the document and to go to the respective Councils for approval and then submitted to Province.

Motion: Elizabeth Mason-Squires

Seconded: Jean Voysey

Status: Accessibility plan to go to Governance committee for approval.

6. Timelines for plan submission to the respective agencies (next steps)

Round table discussion with the following comments:

- Governance meeting Thursday December 11, 2025, for approval
- Documents go into final and polished formats
- Approved documents go to County, Town and Village councils for approval in January 2026
- Town of Middleton will get it added to the January council agenda
- Town of Annapolis already has it on the January committee of the whole agenda

7. Recruiting new members to the IDEA Committee

Governance Committee will be reviewing 2 potential new members this week.

Round table discussion with the following comments:

- Cameron noted that he is no longer residing in Nova Scotia for the foreseeable future and may not have the capacity going forward to stay on the committee. He will help with some outreach to try to find some interested committee members. Suggested chatting with Bees Knees in Lawrencetown and noted that Sarah Charlesworth was interested in joining the committee and lives in Bear River. Will make the email connection with her and Rachael.
- Cameron noted that it would be helpful to have set meetings (e.g., 4) throughout the year and set dates so this will help with recruitment as well. Also noted that having an honorarium will help when discussing with potential committee members.
- Elizabeth asked how many committee members do we need
- Jean noted that John Smith previous chair was interested in re-joining and is 1 of the applicants awaiting the Governance committee approval
- Sandi Millett-Campbell noted that there should be 2 representatives from each unit with the full committee meant to be at 8 members. Currently Lawrencetown has zero and Town of Annapolis Royal has zero. We currently have 6 members.
- Noted the following members represented units: Elizabeth sits in for Middleton, Jean, Tina and Camerson sit in for Annapolis County
- Deb noted that it is the Governance committee's responsibility to do the recruiting and electing for the committee members
- If we can get some kind of social media post / poster it may be easier to push out advertising for committee members

8. Next Meeting: February 2026

Thursday Feb 5th 10am to 12pm at the Annapolis County Municipal Building

9. Funding programs for both the Community and Business ACCESS-Ability now open through NS Communities, Culture, Tourism and Heritage

The provincial grants document has been released. Annapolis County have shared on the Facebook page if you also want to share.

Round table discussion with the following comments:

- Jean noted that she would like to go face-to-face with businesses in Bridgetown to discuss possible grants. Would like the document or printout to be able to hand them something
- Deb will send the document to Jean for printing, sharing or distributing.
- Cameron noted that we could canvas local events and attractions as well as businesses

10. Other Business

Round table discussion with the following comments:

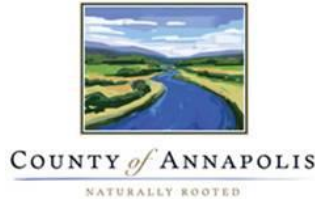
- Tina noted that there are accessibility issues online and public and private places, including flashing videos online, restaurants with inaccessible fonts for reading and buildings in Annapolis Royal and Bear River not being easily accessible.
- Cameron noted that we could look at a postcard campaign to canvas to businesses for educational purposes, which could help them turn operational issues into actionable things for the business
- Jean said that if there was some educational documents or materials we could go around and talk to people.

11. Adjournment

The meeting was adjourned at 4:37 p.m.

Chair

Recording Secretary



**IDEA Governance Committee
MEETING #4
Thursday, December 11, 2025, 11:00am
Online Teams Meeting**

Present: Mayor Gail Smith, Town of Middleton
Ashley Crocker, CAO, Town of Middleton
Mayor Amery Boyer, Town of Annapolis Royal
Deputy Mayor Sybil Skinner-Robertson, Town of Annapolis Royal
Sandi Millett-Campbell, CAO, Town of Annapolis Royal
Warden Dianne Leblanc, Municipality of the County of Annapolis
Deputy Warden Dustin Enslow, Municipality of the County of Annapolis
Robert Frost, CAO, Municipality of the County of Annapolis
Chair Brian Reid, Village of Lawrencetown Commission
Melissa Roscoe, Clerk, Village of Lawrencetown

Regrets: Vice Chair Jane Baskwill, Village of Lawrencetown Commission
Deputy Mayor Gary Marshall, Town of Middleton

1. WELCOME

The meeting started at 11:00am. CAO Sandi Millett-Campbell welcomed everyone to the meeting.

2. Approve Minutes – April 17, 2025

The minutes of April 17, 2025 were approved with the change to

- 3. Appoint Members to Inclusion, Diversity, Equity and Accessibility Committee**
CAO Millett-Campbell briefed the Governance Committee on the two appointments received this month.

John Smith, resident of Annapolis County.

Michael (Mike) Worthington, resident of Annapolis County.

It was regularly moved and seconded that John Smith and Michael (Mike) Worthington be appointed to the Inclusion, Diversity, Equity and Accessibility Committee effective immediately for the term ending on December 31, 2027. Motion Carried.

- 4. Approve IDEA Plan**

The Committee reviewed the Action IDEA plan dated December 2025. Warden LeBlanc would like to make sure the Committee members are updated and current for the final draft.

The Committee reviewed the Accessibility Plan and appendix C, D, E and F dated December 2, 2025. Warden LeBlanc questioned the timeline showing for 3-4 years on page 2. Staff responded that it is an estimate of the timelines for the municipal units and the budgetary restraints.

CAO Frost updated the Committee that the documents will be sent to be formatted and ready to present to each municipal unit in January for approvals.

It was regularly moved and seconded that the Action IDEA and Accessibility Plans dated December 2025 be recommended to each Municipality and Village for approval and then be submitted to the Province. Motion Carried.

- 5. Review IDEA Strategy dated November 2024**

CAO Millett-Campbell discussed the option to review the current strategy in January 2026 as there are some suggestions of items that need to be updated. At the recent IDEA meeting the members are still concerned with no honorarium in place for this committee on mileage is being paid to the Committee members. Mayor Smith agreed with the current status as the Town of Middleton does not pay for any Committee members to attend meetings,

but they do pay for mileage in this instance. The CAO's and Village Clerk will meet in January to review the current strategy and make recommendations to the Governance Committee on any proposed changes.

6. **New Meeting** – To be determined

7. **Adjournment**

There being no further business, the meeting adjourned at 11:33 am.

Adopted by Committee:

Date

Chairperson



VALLEY REGIONAL SERVICES BOARD OF DIRECTORS



Summary of Meeting based on December 17, 2025, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

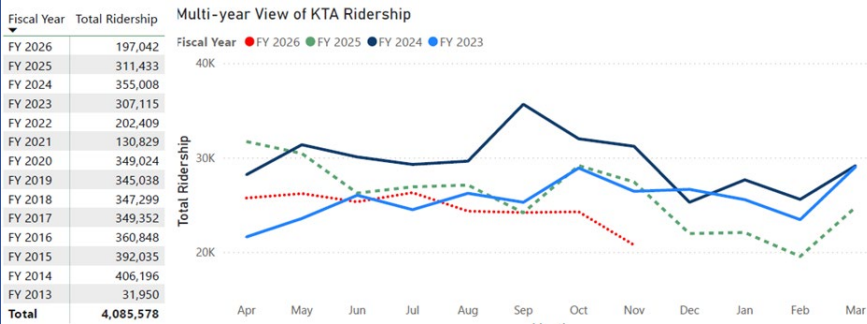
KINGS TRANSIT AUTHORITY



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

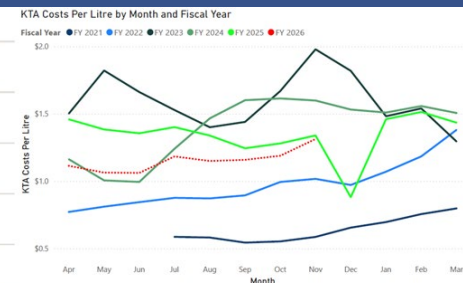
General Manager Updates:

- The G2 route remains suspended due to ongoing bus shortage due to repairs. The route is expected to remain offline into the New Year.
- Bus 59 experienced a severe engine failure and its repair is anticipated to result in a significant budget overage for the current fiscal year.
- Fuel expenditures are currently lower than anticipated.
- November's ridership is substantially lower compared to the same period last year likely due to the suspension of the G2 route and recurring reliability issues.
- Snow plans and procedures to ensure fleet and passenger safety include detoured snow routes in adverse weather
- The official transition from Kings Transit Authority to Tidal Transit Authority is underway and will require a resolution to be signed by all participating municipalities.
- The F2027 budget preparation, in consultation with CAOs, should be finalized for the January Board meeting.
- A new ridership survey is available on the KTA website with a link to the survey results in the meeting package.
- Updates to the KTA website are ongoing.
- A redesigned schedule featuring large print has been prepared for implementation when the G2 route returns.
- An RFP for hybrid buses is being developed with the assistance of Colliers and transit agencies.
- Interviews for the mechanic's position are currently underway



Fuel Costs & Ridership

Diesel Average Cost	Total Diesel Cost
<small>Includes Taxes Expensed (not posted price)</small>	<small>Includes Taxes Expensed</small>
FY 2026 \$1.15	FY 2026 \$307,455
FY 2025 \$1.34	FY 2025 \$562,205
FY 2024 \$1.39	FY 2024 \$566,538
FY 2023 \$1.59	FY 2023 \$672,054
FY 2022 \$0.97	FY 2022 \$411,623
FY 2021 \$0.64	FY 2021 \$176,067





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

- Valley Waste has finalized a long-term agreement with Circular Materials for curbside collection of residential recycling. This contract will result in substantial saving as it covers all collection costs, including recycling, overhead, education, customer service, and finance.
- EFR Environmental will introduce a new fleet of collection trucks over the next three months to support the new recycling contract.
- Scotia Recycling has reached an agreement with Circular Materials to process residential recycling from western Nova Scotia for 16 months. After this, processing will transition to a new facility in Dartmouth.
- Valley Waste has secured an agreement with Circular Materials for post-collection services, utilizing the Eastern and Western Management Centres as transfer facilities and will also receive compensation for these services.
- Effective December 1st, residential recycling fees at the Management Centres were eliminated at Management Centres.
- Work on the FY2027 budget continues in consultation with CAOs, with finalization expected for the January Board meeting.
- Residents are encouraged, but not required, to bring certain materials (e.g., Styrofoam™, chip bags, aerosol cans) to Drop-Off Depots. There are currently four depots in the Valley region.
- The 2026 Valley Waste Calendar has been distributed and includes new recycling details. Education staff are preparing community presentations for January and are available to accommodate requests.

Operations

- Fall Clean-up tonnage increased this year by 30% this year, attributed to a later schedule and wet conditions
- A Request for Proposals for the transportation of ground wood closed on December 4th with four proposals received.

BOARD DECISIONS

Valley Waste-Resource Management

- The Valley Regional Services Board of Directors approved the award of a contract for the provision of transportation of wood waste for a 5-year period to John’s Towing and Transport Ltd. of South Berwick, based on their submission to Request for Proposals, VWRP2512, which closed on December 4th, 2025.

2025-2026 CAPITAL PROJECTS

Roscoe Construction was awarded the contract to construct the rear tunnel door at the Western Management Centre, with completion expected in March.

Construction of the HHW building shelter at the Western Management Centre is underway by Div Con Construction and is scheduled for completion in March.

BOARD MEETING MINUTES

Location: Church Brewing Co., 329 Main Street, Wolfville
Date: Thursday, November 27, 2025
Time: 5:15pm

PRESENT:

James Clouthier, <i>Board Chair</i>	Gerald Walsh	Denis Robillard
Brittany Parker	Jessica Clahane	Emily Boucher, <i>CEO</i>
Dr. Anna Redden	Lisa Villeneuve	Jennifer Tufts, <i>COO</i>

REGRETS: Luke Hempel, Kit Leggett, Kjeld Mizpah Conyers-Steede

GUEST(S): Councillor Bartlett, Councillor Remme, Mayor Corkum, Judy Lynch, Christine Spurr, Mayor MacKay, Glenn Horne, Councillor Andrew

LOC Members and Board Members met prior to the Board meeting for a Holiday Meet and Greet. As part of our IMSA, we aim to ensure that the Board and LOC meet at least twice a year.

1. Call to Order/Declaration of Interest

- Meeting called to order at 5:15 PM by *Board Chair Clouthier*.
- Introductions completed.

2. Consent Agenda

- Agenda and previous minutes (September 25, 2025) approved with amendment to agenda: all voting items moved to top of agenda to ensure quorum.

3. Business Arising

a. Vice Chair Policy Confirmation and Vote

- LOC approved policy update on October 20th allowing up to two Vice Chairs.
- *Clouthier* noted that following the last Board meeting, one of the two initial nominees withdrew from the Vice Chair election; three calls for nominations completed.
- *Lisa Villeneuve* was nominated as sole candidate for the Vice Chair position.
- *Walsh* moved to approve *Villeneuve* as Vice Chair, seconded by *Clahane*. **Motion carried.**

b. Infrastructure & Services Gap Analysis – Consultant Approval

- As part of the implementation of our regional tourism strategy, funds were budgeted to undertake an infrastructure and services gap analysis for the region.
- The Valley REN Selection Committee, which consisted of a Municipal CAO, Tourism Implementation Working Committee (TIWC) Member, and Valley REN staff (including the

BOARD MEETING MINUTES

CEO), selected 21FSP as the top candidate and put forward a recommendation to the Board to move forward with them for this contract.

- 21FSP clearly demonstrated that they had the most experience in this area, are familiar with the Valley, and have a Valley representative on the team.
- *Boucher* noted that the Selection Committee is confident in their recommendation to the Board.
- *Walsh* asked whether or not the budget was included in the RFP; *Boucher* confirmed that it was included in alignment with internal process.
- *Villeneuve* moved, *Parker* seconded to approve 21FSP as the Consultant. **Motion carried.**

c. Updated Signatories

- *Villeneuve* recommended to be added as a signatory in alignment with Governance Policy (noted precedence for the Vice Chair to be a signatory as well).

d. Financial Update

- *Boucher* noted CRA rebate payment continues to be delayed; *Tufts* and *Boucher* noted concern with the delay to the Auditor and requested proof of filing/update from the CRA; Auditor confirmed CRA confused Public Sector Bodies' rebate with HST rebate and is correcting the issue.
- CEO and COO consulted Audit Chair re. concern and to identify best practice for this situation; *Clahane* made recommendation to grant CEO CRA account access as ex-officio for continuity and to support expediting these kinds of inquiries going forward. *Clahane* noted that it is standard practice for a senior staff member to have access. *Clahane* moved and *Robillard* seconded motion to approve CEO access to the CRA account with the Auditor. **Motion Carried.**
- 2026–2027 budget preparation and business plan underway; status quo provincial funding anticipated. REN CEOs meeting with Deputy Minister Dec. 16; *Boucher* to provide updates following the meeting.
- *Boucher* noted potential concerns with continued funding for the following programs/services:
 - **Connector Program:** annual funding only (will likely only receive confirmation a month prior to fiscal year-end); future uncertainty with extension following program shift toward Skilled Trades.
 - **Immigration & Settlement Navigation:** three-year pilot ends March 2026; demand remains high (this is Valley REN's most widely used program), but future policy support is unclear. Currently awaiting new application process, but timing/outline has not been confirmed. YMCA Halifax-Dartmouth is also exploring LIP model in region (which is a model our current program is based on), raising duplication concerns – this concern has been shared with funding partners and the YMCA Halifax-Dartmouth.

BOARD MEETING MINUTES

- Staff engaging funding partners to sustain programs; no timeline for IRCC or provincial intake reopening. Budget based on current known factors; updates to follow.

e. LOC Update

- No new updates; last meeting Oct. 20th.

f. Chair Update

- Significant engagement with tourism project; no additional updates.

g. CEO Activity Update

- A detailed CEO activity report was provided; *Boucher* noted that the Fall is the team's busiest period; significant engagement during drought and wildfire response with the Dept. of Agriculture; plans for municipal economic development sessions in New Year in partnership with municipal EDOs to highlight how we collaborate/support each other and communicate our respective functions.
- *Boucher* highlighted her appreciation for the guidance and support of the Board, and our First Nation, Municipal, and Provincial partners, noting that businesses are struggling with a multitude of factors from the devastating drought, U.S. tariffs, and immigration cuts.

4. New Business

a. Guru Ecosystem Announcement

- Valley REN first in Canada to adopt GISWebtech's new Guru Ecosystem tool to support business cluster mapping and use as a map-based online business directory (support investment readiness and investment attraction) – this is in addition to our site selector tool; formal launch and announcement planned for New Year.

5. Board Member Concerns/Observations

- No concerns were noted.

6. In-Camera

- No in-camera session held.

7. Adjournment

- *Clouthier* called for an adjournment at 5:54pm. *Villeneuve* moved, *Robillard* seconded.
Motion Carried.

Next Scheduled Board Meeting:

January 29, 2026 at the Valley Business Hub.

Board Chair/Vice-Chair

Date

A meeting of the Planning Advisory Committee (PAC) was held in person on Monday, January 12, 2026, starting at 4:00pm.

PRESENT

Chairing the meeting: Howard Selig; Councillor John Bartlett (via ZOOM), Dan Smith and Jonathan Archibald; Citizens-at-large, Hilary Campbell, Dianne McDonald and Margaret Jerke (via ZOOM); Planner Chrystal Fuller (via ZOOM); CAO Ashley Crocker; Director of Public Works Adam Verran, and Recording Secretary/Planning Services Coordinator, Sara Marceau.

Regrets: Development Officer Khyali Patel

Also in attendance: Craig Parsons and Derik Dewolfe

1. CALL TO ORDER

Chair Selig called the meeting to order at 4:01pm.

2. APPROVAL OF THE AGENDA

260112.01 It was moved and seconded to approve the agenda as amended. **Motion carried.**

5. APPROVAL OF THE MINUTES

260112.02 It was moved and seconded to approve the minutes as circulated. **Motion carried.**

Councillor Archibald clarified that the change should apply to Dave Diggins, not Higgins.

6. ACTION/DISCUSSION ITEMS

4.1 Secondary Planning Strategy Staff Report – Development Officer Khyali Patel

Planner Fuller gave a brief presentation of the Secondary Planning Strategy Report. Some key takeaways are:

- Process Overview
 - January 2024 – Fathom formally engaged (Council Resolution)
 - Winter 2024 – Visioning Workshop and Online Survey
 - March 26, 2025 – Red-lined MPS & LUB + CBCL study issued
 - April 15, 2025 – Public Participation Meeting (PPM)

- April 22, 2025 – Inter-departmental comments requested (no comments received)
- January 2026 – Current PAC decision
- PAC Decision
 - Option 1 – Adopt in Principle (Staff Recommended)
 - Advance SPS and MPS/LUB amendments to First Reading with technical edits
 - Option 2 – Seek Further Revisions
 - Refer back for additional analysis or refinement
 - Option 3 - Do Not Adopt
- Key questions
 - Is there cost-sharing for infrastructure upgrades or development community?
 - Should the town consider particular phasing for this area?
 - Is the level of density proposed appropriate for Middleton?
 - Can we consider housekeeping amendments concurrently to these amendments?
 - Is additional public engagement or landowner engagement necessary?

The Planning Advisory Committee discussed concerns regarding the proposed road network within the Secondary Planning Strategy (SPS).

Councillor Smith noted that the road design appeared to have been developed independently by Fathom Studio.

- Staff advised that Fathom's work was informed by community engagement undertaken in Winter 2024 and professional planning analysis.
- Derik Dewolf clarified that Fathom did not seek his input on road design and that his involvement was limited to a traffic study.

PAC members emphasized the importance of the road network as a foundational element of the plan and expressed concern about proceeding without agreement in principle from major landowners. Staff noted that changes to the road network would affect density, open space, stormwater management, and overall development viability.

Discussion included consideration of long-term build-out, infrastructure costs, stormwater management requirements, and the implications of modifying the road layout. Staff advised that even minor changes could have significant system-wide impacts.

PAC debated next steps, including advancing the SPS with conditions, revising the road network, or pursuing a site-specific development agreement instead of adopting the SPS at this time. Staff indicated a willingness to bring forward revised concepts to identify a path forward.

It was noted that the existing Subdivision Bylaw remain in effect and that future development would require compliance with municipal and provincial standards. PAC acknowledged the need for further discussion between the Town and affected landowners before proceeding.

260112.03 The Planning Advisory Committee recommends to Council that it directs staff to work with Parson’s Development to create a regulatory approach to develop its land that is informed by the principles of the Northland Secondary Planning Report but addresses the specific development scheme proposed by Parson’s. **Motion carried.**

6. **ANYTHING BY MEMBERS**

Members did not have any additional items to discuss.

7. **NEXT MEETING**

Going forward, regular PAC meetings will be held on Mondays. The next PAC meeting will be held on Thursday, February 19, 2026 at 4:00 p.m.

8. **ADJOURNMENT**

260112.04: It was moved and seconded to adjourn the meeting at 5:37pm. **Motion carried.**

CHAIR

RECORDING SECRETARY



MAYORS REPORT

December 2025

I would like to begin by wishing Council, staff, and residents a Happy New Year. I hope everyone enjoyed a safe and restful holiday season, and I look forward to the year ahead as we continue working together to advance the priorities of our community.

On December 19, I met with the Minister of Justice, Scott Armstrong, to discuss matters of importance to the Town. The meeting provided a valuable opportunity to strengthen relationships and to share local perspectives on justice-related issues affecting our community. I appreciate the Minister's time and engagement, and I look forward to continued dialogue and collaboration moving forward.



Municipal Report


NOVA SCOTIA

Town of Middleton

Department of Municipal Affairs

Municipal Profile and
Financial Condition Indicators Results
2023-24

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Introduction

The Department of Municipal Affairs compiles municipal indicators on behalf of the Nova Scotia Government and the Association of Municipal Administrators of Nova Scotia (AMANS) that focus on three areas:

- financial matters;
- administration of the municipality; and
- characteristics of the community.

This report creates a snapshot from those financial and demographic statistics to help community members and decision makers better understand:

- the municipality in which they live;
- the municipality's key characteristics; and
- the municipality's financial risks.

For example, the snapshot makes it easy to:

- compare the Three-Year Change in Tax Base indicator to understand the municipality's revenue growth in comparison to cost of living; and
- use the change in population to indicate whether a community's population is growing or declining and its potential impact on municipal revenues and expenses.



Chapter 1 - Municipal Profile

Municipalities are diverse and operate within unique demographic and economic characteristics. These characteristics have a significant impact on municipal performance and subsequent strategies required to ensure a sustainable environment. This chapter outlines the unique demographic and economic characteristics of the Municipality, specifically its composition, population trends, demographics, median household income levels, employment rates, and educational attainment. The municipal profile trends could have impacts on the current and potential future tax base for a municipality.



Municipal Profile - Highlights

About the Municipality

Located in: Annapolis County

Approximate size: 6 km²

Number of dwellings*: 1,032

Government: 7 Elected councillors (including the Mayor)

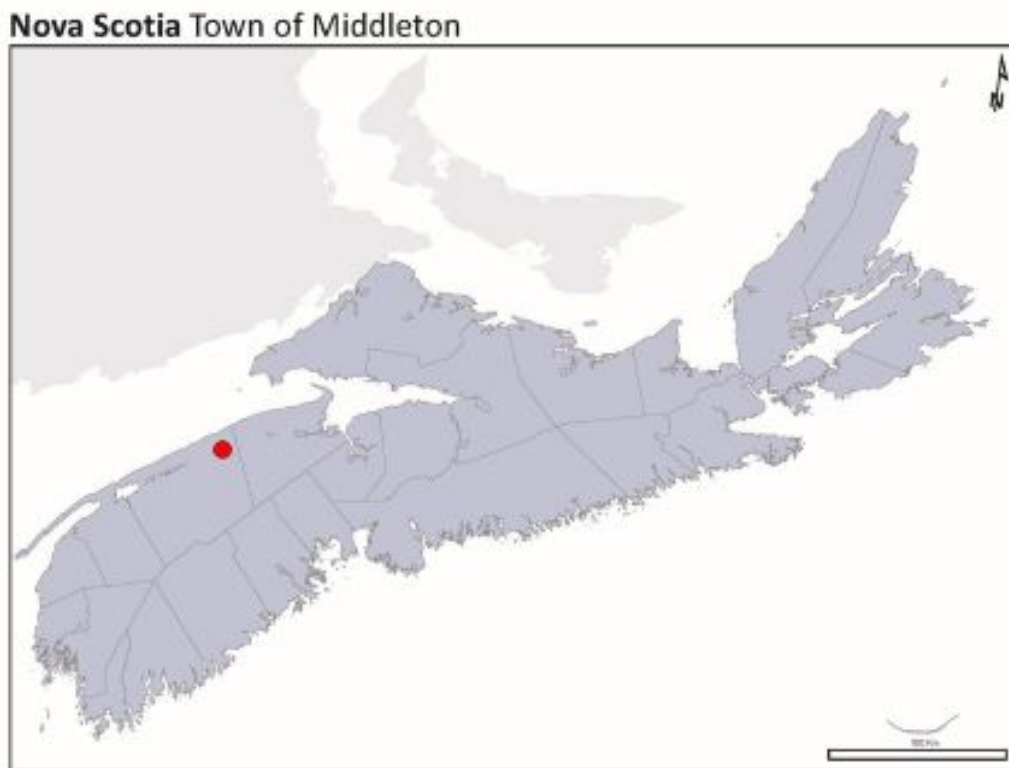


Figure 1 - Location of Municipality

*Number of Dwellings Data Source: 2023 Property Valuation Services Corporation filed roll

Municipal Profile - Highlights

Population Highlights

Municipal Population 2021 Census:	1,873
Percent of Provincial population:	0.20%
Municipal Population 5-year trend:	2.24%
County's 5-year trend:	4.46%

Since the last census in 2016, **41** more people live in the Municipality

Population Change from 2016 to 2021

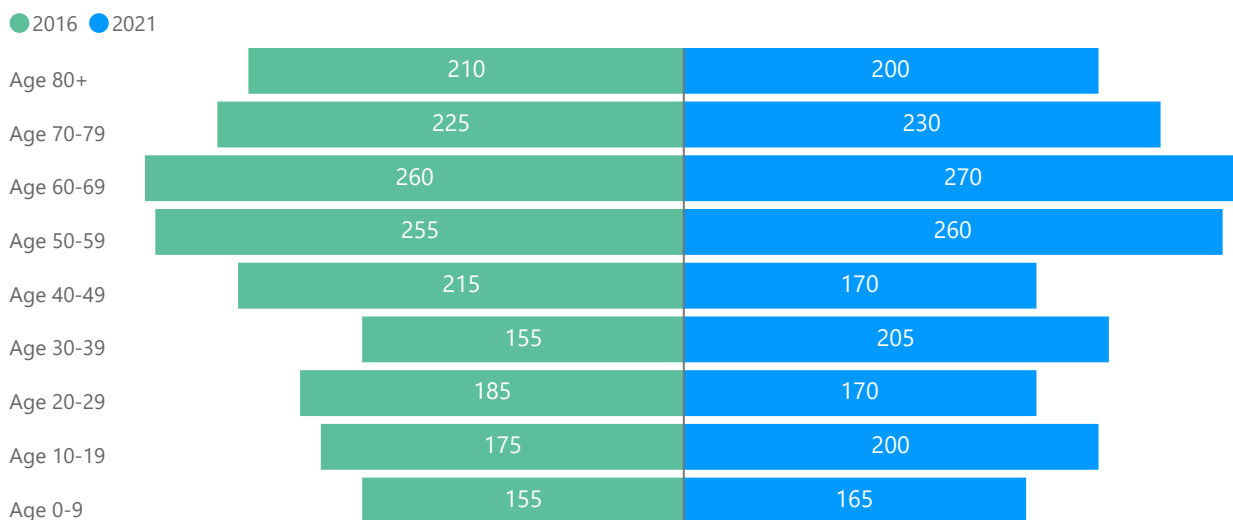


Figure 2 - Population Change from 2016 to 2021 (rounded to nearest five). Source: Statistics Canada

Municipal Profile - Highlights

Population Trends

20-year trend: Growing (supported by Figure 3 below)

Highest Age Bracket: 60-69 years of age (supported by Figure 4 below)

Population Trend from 2001 to 2021

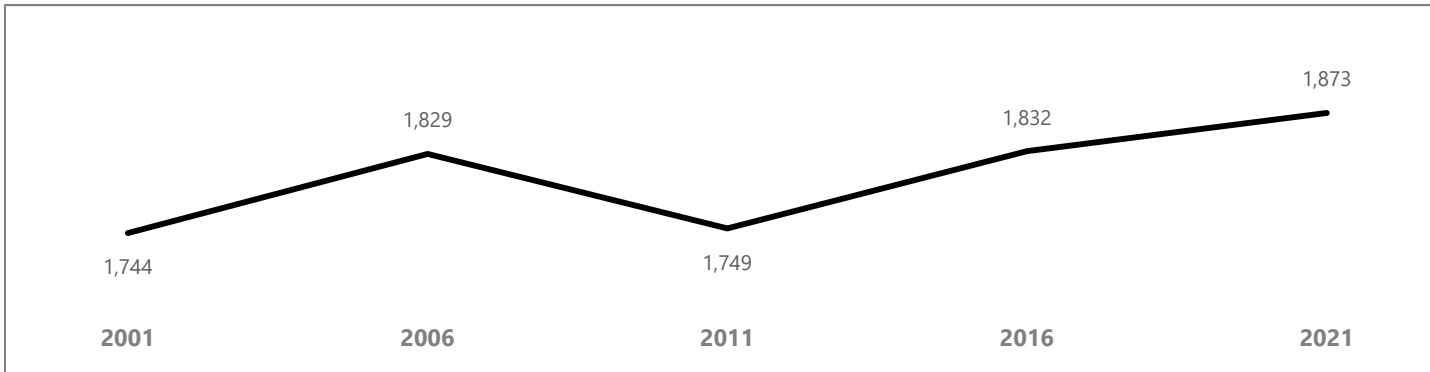


Figure 3 - Population from 2001-2021. Source: Statistics Canada

Population Change from 2016 to 2021

Year ● 2016 ● 2021

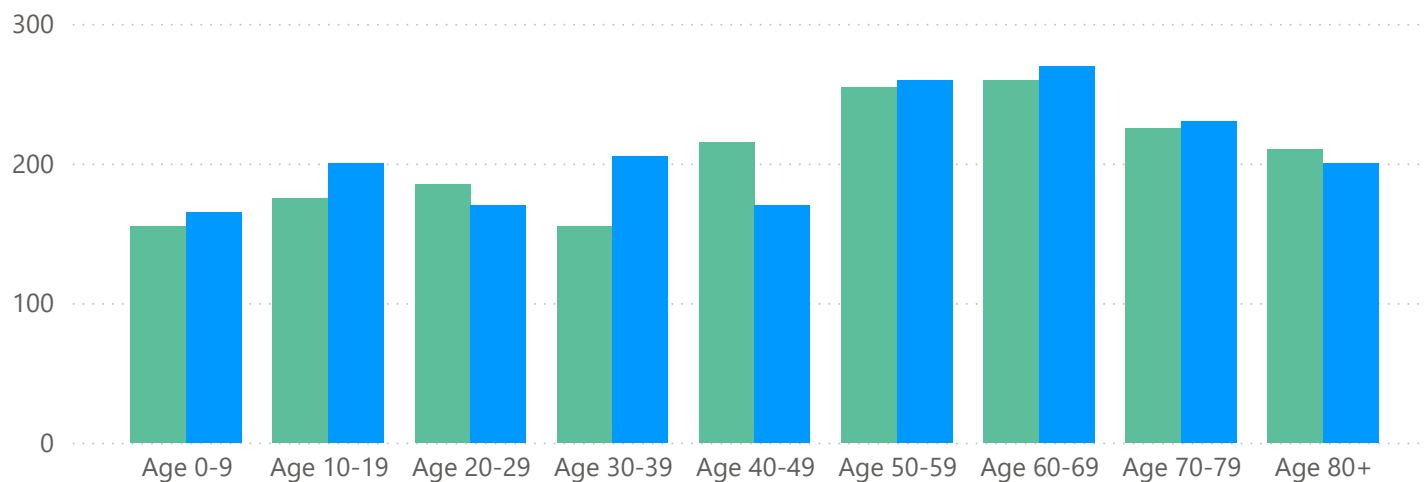


Figure 4 - Population by Age Group from 2016 to 2021. Source: Statistics Canada

Municipal Profile - Highlights

Population Comparison

Comparison of the Town of Middleton vs. the Town Average

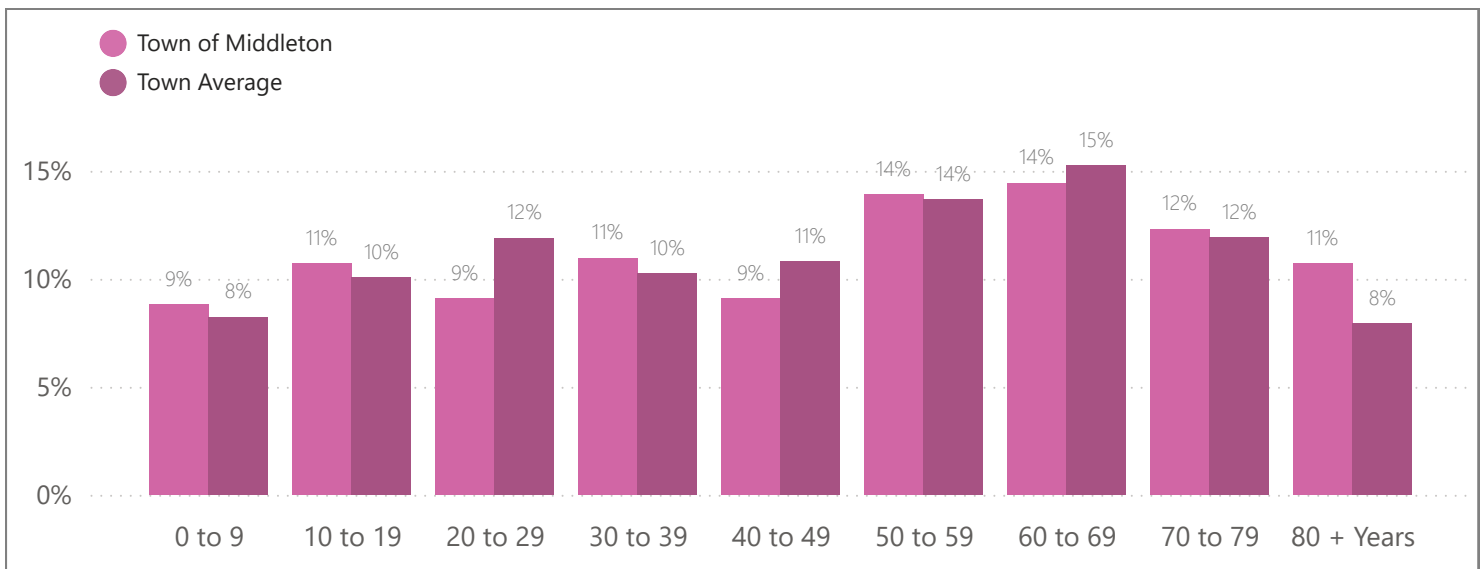


Figure 5 - Population by Age Group. Source: Statistics Canada

Comparison of the Town of Middleton vs. the Provincial Average

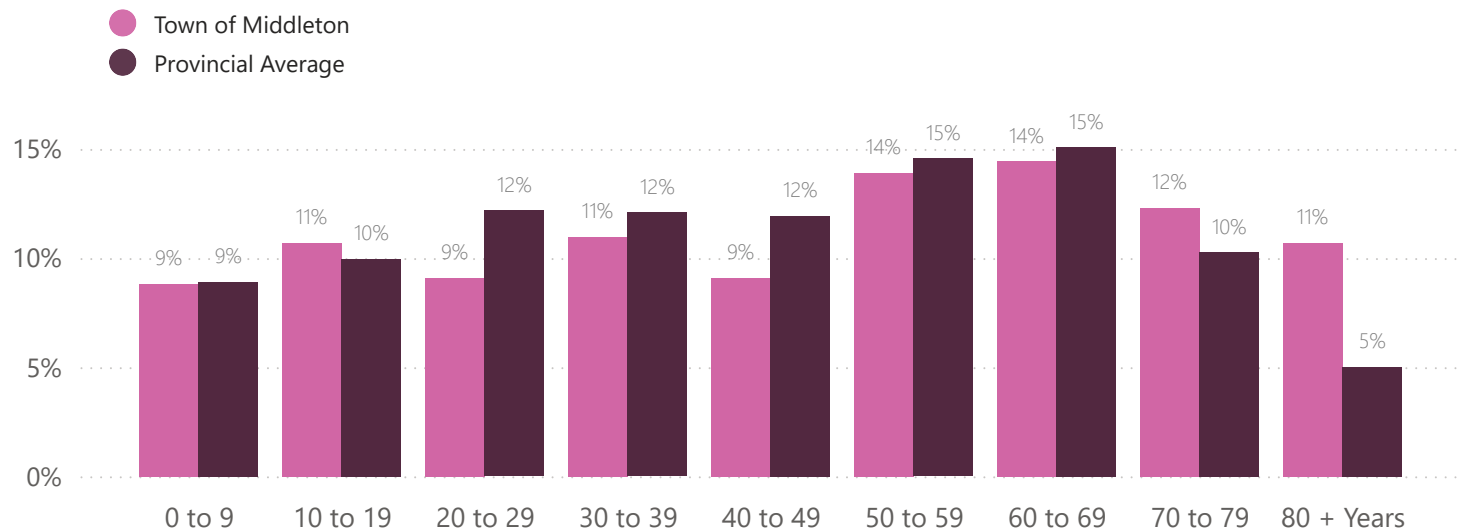


Figure 6 - Population by Age Group. Source: Statistics Canada

Municipal Profile - Highlights

Age Group Comparison

Population Age Groups

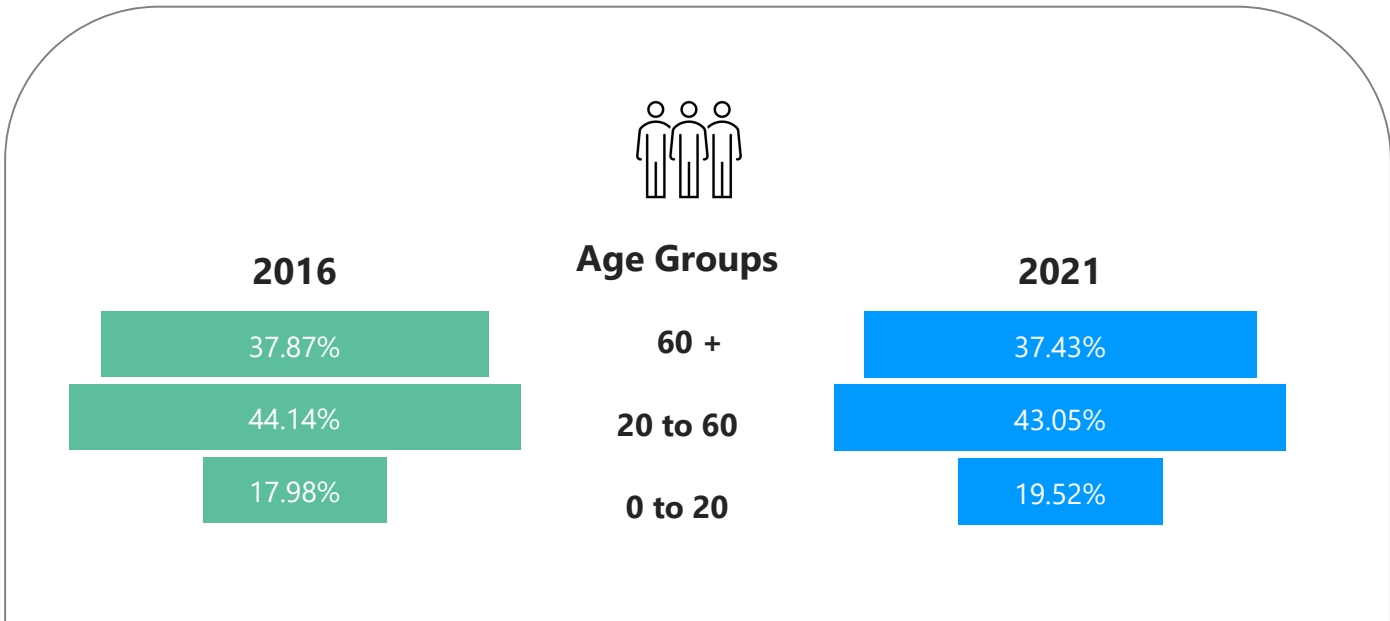


Figure 7 - Population by Age Group 2016 vs 2021. Source: Statistics Canada

Generational Groups

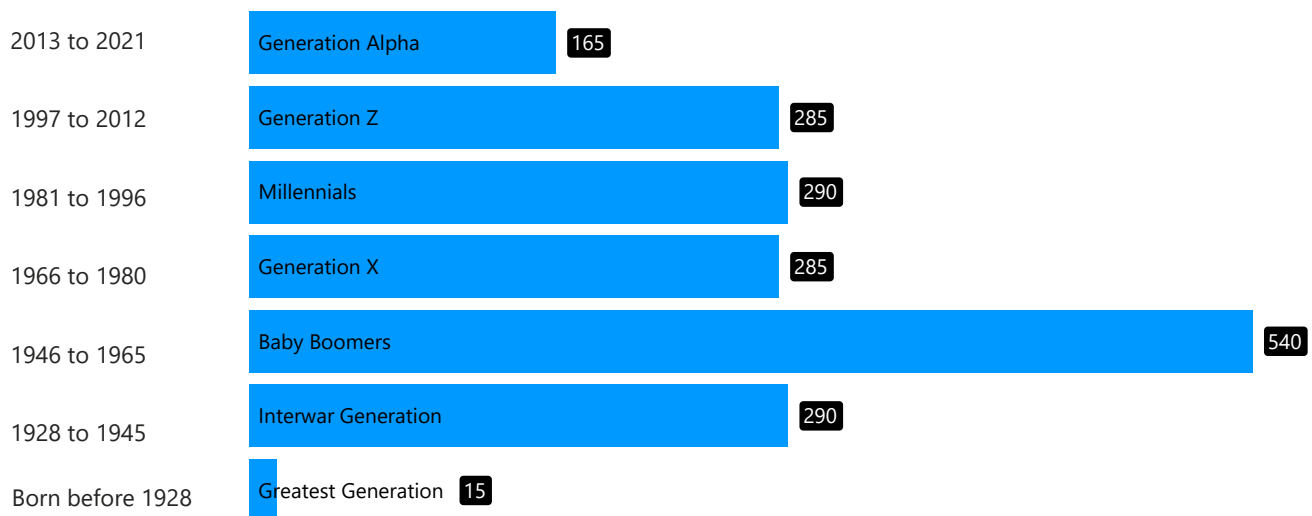


Figure 8 - Population by Generation for 2021 (rounded to nearest five). Source: Statistics Canada

Municipal Profile - Highlights

Population Outlook

Population Trend 2001 to 2021 (Actuals) and 2022 to 2024 (Estimates) Town of Middleton

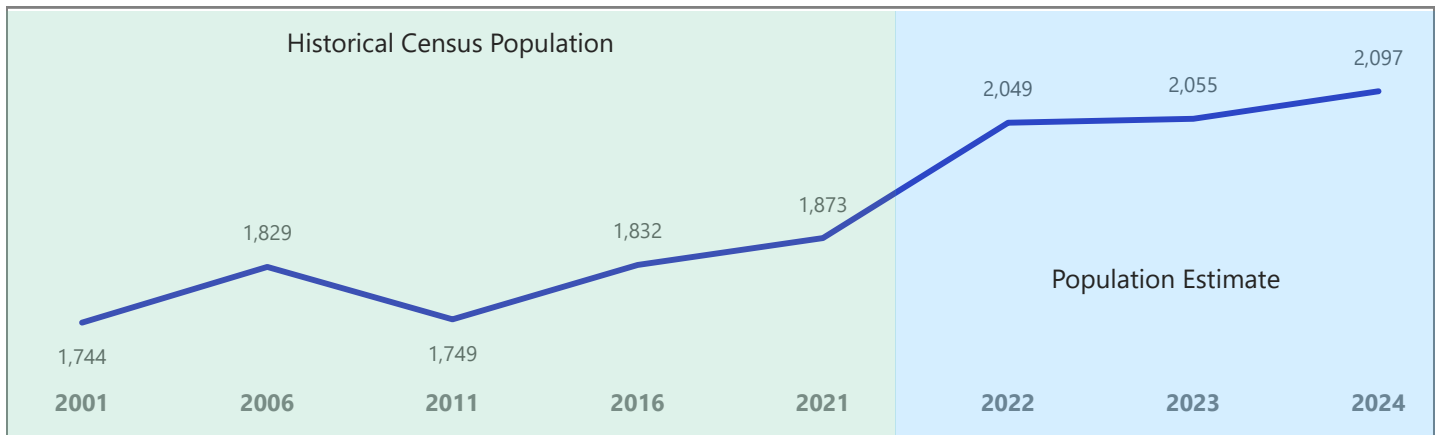


Figure 9 - Historical population from 2001 to 2021 is based on census data. Population estimates for 2022 to 2024 are based on the projections released January 16, 2025 Source: Statistics Canada

Population Trend 2001 to 2021 (Actuals) and 2022 to 2024 (Estimates) Nova Scotia

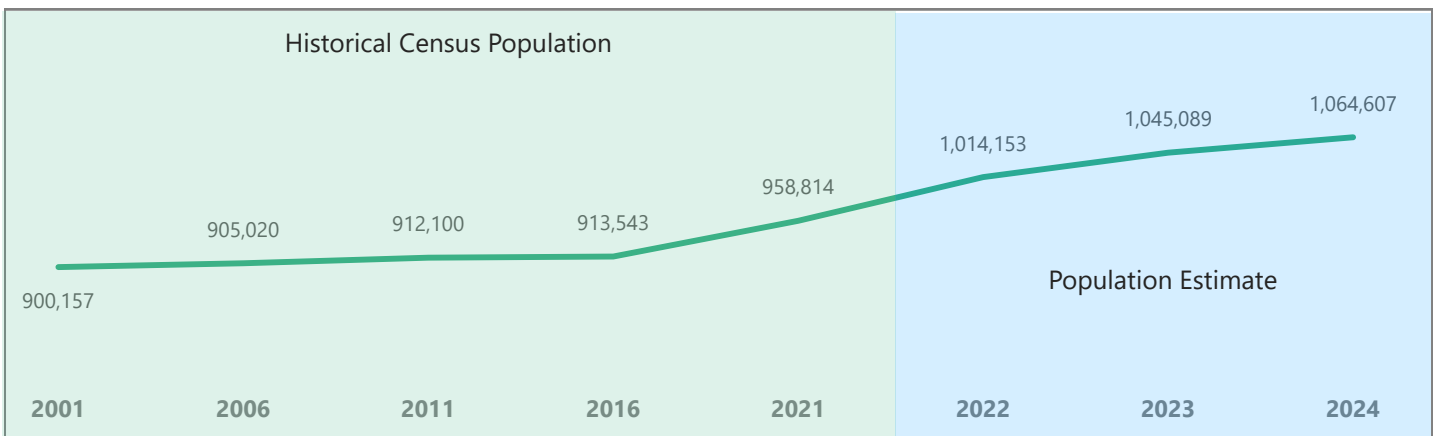


Figure 10 - Historical population from 2001 to 2021 is based on census data. Population estimates for 2022 to 2024 are based on the projections released January 16, 2025 Source: Statistics Canada

Municipal Profile - Highlights

Economic Indicators

Along with population trends, employment rates and median household income are important economic indicators. Education levels can also play a crucial role in economic and social progress and can help improve income distribution. These factors provide an indication of the wellbeing of the economy and labour force.

	2016 Census	2021 Census	+/-	Provincial Average
Median household Income:	\$40,896	\$49,200	\$8,304	\$61,724
Employment rate:	43.8%	41.1%	-2.7%	46.2%
Education level:	51.3%	47.8%	-3.5%	50.5%

Figure 11 - 2021 Census; Source: Statistics Canada

Median household Income: Town of Middleton median household income increased since 2016.

Employment rate: The employment rate at the Town of Middleton decreased since 2016.

Education level: The education level at the Town of Middleton decreased since 2016.

Chapter 2 - Assessment Information

Since property taxes are a primary source of revenue for most municipalities, special emphasis has been placed on reviewing assessment trends. For more information about the following financial indicators, please refer to Chapter 4 - Financial Condition Indicators.

Three-year change in
 Tax Base (Uniform Assessment¹): 19.0% Growth is keeping pace with the cost of living

Reliance on a Single Business or Institution: 1.1% Not dependent (Low Risk)

Residential Tax Effort: 4.7% Limited flexibility (Moderate Risk)

The line graphs below show the five-year trend of residential and commercial portion of the municipality's taxable assessment.

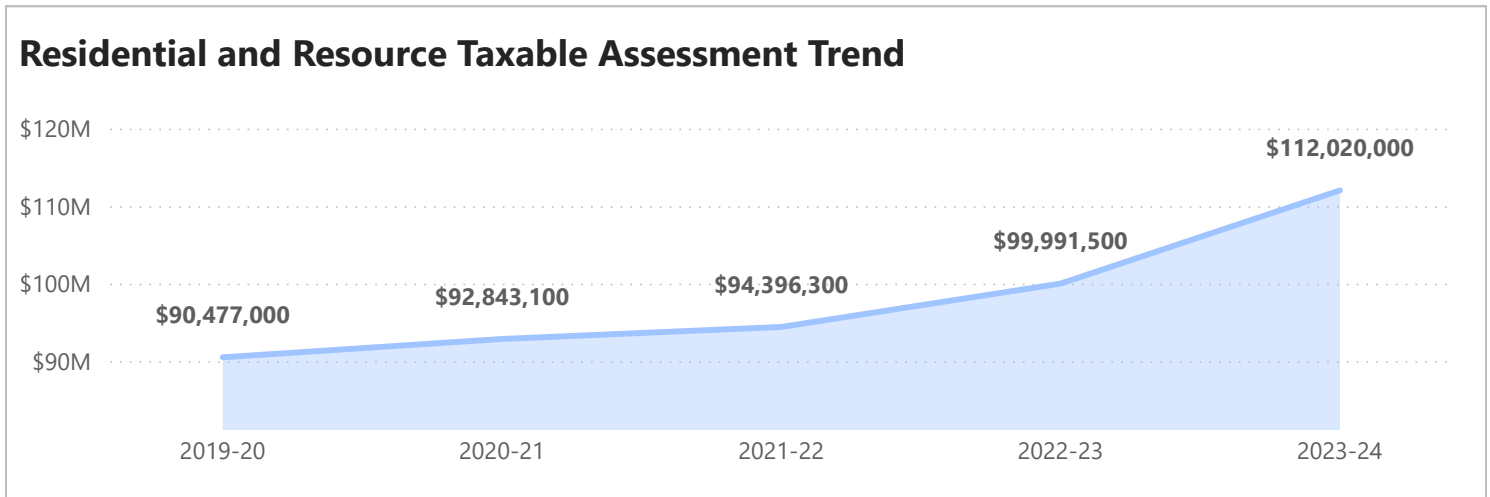


Figure 12 - Residential taxable assessment over the last five years. Source: 2019-20 to 2023-24 Statement of Estimates - Assessment

Commercial Taxable Assessment Trend

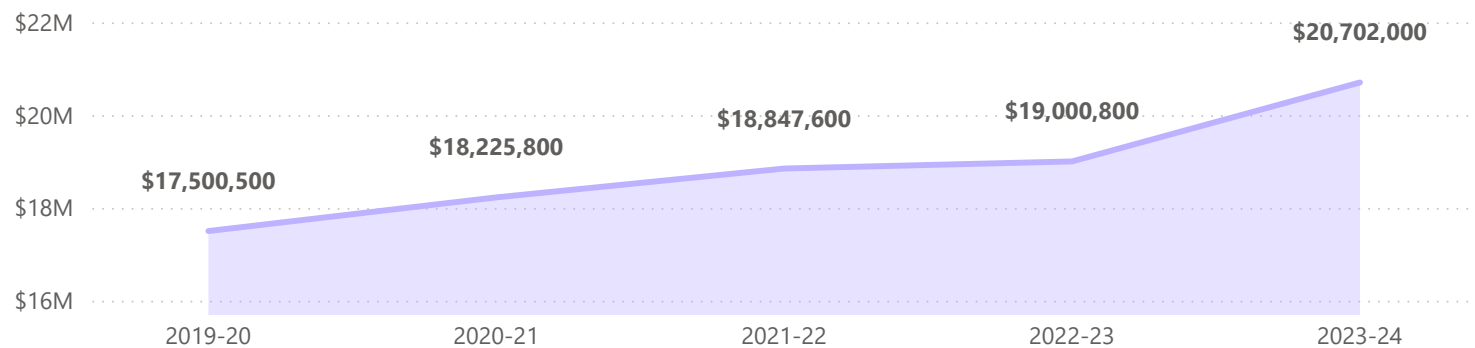


Figure 13 - Commercial taxable assessment over the last five years. Source: 2019-20 to 2023-24 Statement of Estimates - Assessment

¹ Uniform assessment is the value of a municipality's taxable property assessment plus the capitalized value of payments in lieu of taxes.

Chapter 3 - Financial Information

General Overview

Audited financial statements are presented on a consolidated basis. These consolidated financial statements present all municipal entities as one single reporting entity:

- all the individual funds managed by the Municipality
- organizations or enterprises that the Municipality owns or controls, such as:
 - Middleton Tourist Bureau

The Municipality's non-consolidated financial statements present the individual funds managed by the Municipality, such as the General Operating Fund, General Capital Fund, Non-operating Reserve Fund, Operating Reserve Fund and, if applicable, Water Operating Fund, Water Capital Fund, Water Reserve Fund, Electric Operating Fund, Electric Capital Fund, and Electric Reserve Fund. Non-consolidated financial statements are reconciled but not audited².

Financial Reporting Compliance

Legislated Requirements

Submitted before deadline³:

- | | |
|---|-----------|
| ◦ Audited Consolidated Financial Statements | No |
| ◦ Financial Information Return (FIR) | No |
| ◦ Statement of Estimates - Assessment (SOE-A) | No |
| ◦ Statement of Estimates - Budget (SOE-B) | No |
| ◦ Management Letter/Internal Control Letter | No |
| ◦ Summary Report of Expenses | No |
| ◦ Summary Report of Hospitality Expenses | No |

Financial Statements include:

- | | |
|---|------------|
| ◦ Unqualified Audit Opinion | Yes |
| ◦ Elected Officials remuneration and expenses | Yes |

Expense and Hospitality report posted online quarterly	No
--	-----------

² Please be advised that, although the Department of Municipal Affairs reconciles, at a high level, a municipality's non-consolidated financial statements to the consolidated financial statements, the non-consolidated financial statements are usually not audited nor presented in full accordance with Canadian public sector accounting standards.

³ Annually, municipalities are required to submit their financial information by Sept 30th.

Financial Highlights

Revenue

Total consolidated revenue:	\$4.8 Million
Revenue generated from own source revenue*:	\$4.3 Million
Total general operating revenue:	\$4.0 Million
Largest general operating revenue:	75% Net property taxes and payments in lieu of taxes

Expenses

Total consolidated expenses**:	\$4.4 Million
Total general operating expenses:	\$3.8 Million
Largest general operating expense:	34% Protective services

Annual Surplus

Annual consolidated surplus (deficit):	\$392.7 Thousand
Consolidated accumulated surplus (deficit):	\$14.0 Million
Annual general operating surplus (deficit):	\$0

Debt

Total consolidated long-term debt:	\$1.3 Million
Total general capital fund long-term debt:	\$1.3 Million
General operating fund bank indebtedness:	\$649.5 Thousand

* Total consolidated revenue excluding government transfers

** Net of extraordinary and special revenue item(s)

Revenue

\$4.8M

2023-24 Consolidated Revenue

Total consolidated revenue: \$4.8 Million

Largest revenue: \$3.0 Million Net property taxes and payments in lieu of taxes

Revenue generated from own source revenue: 90.59%

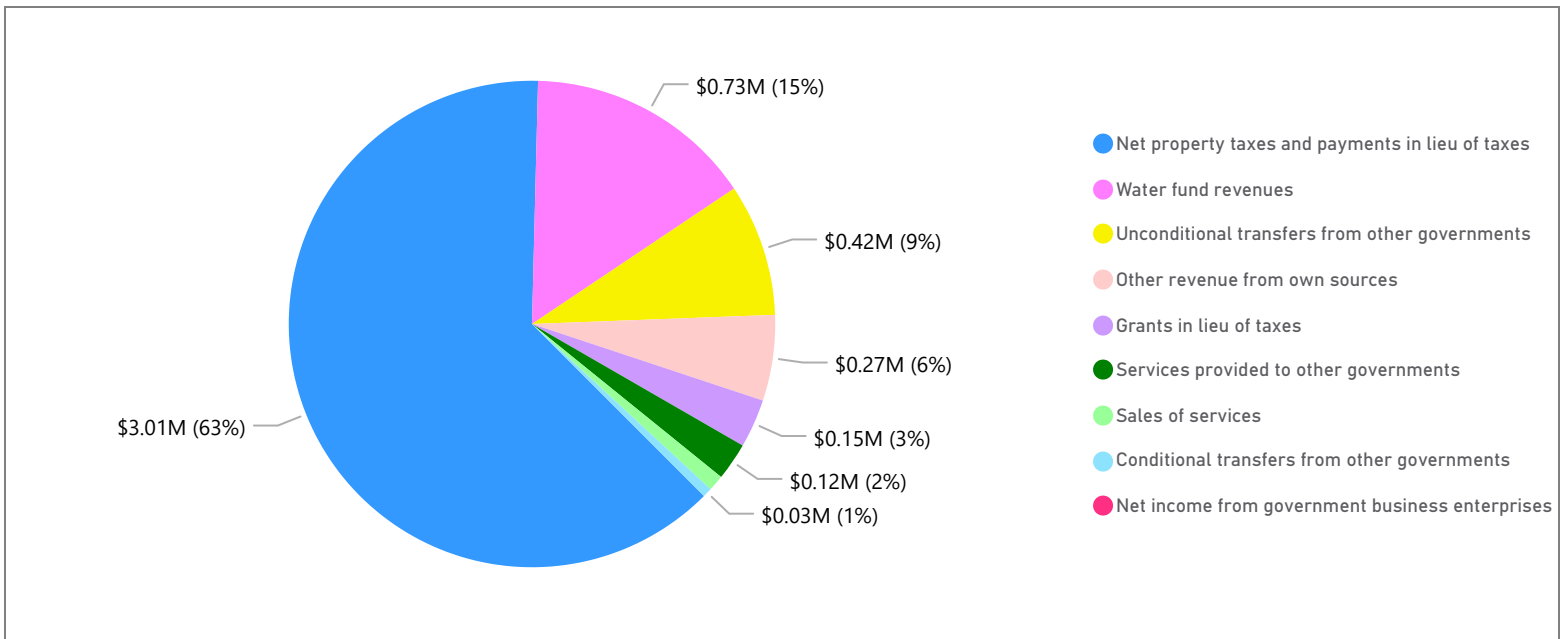
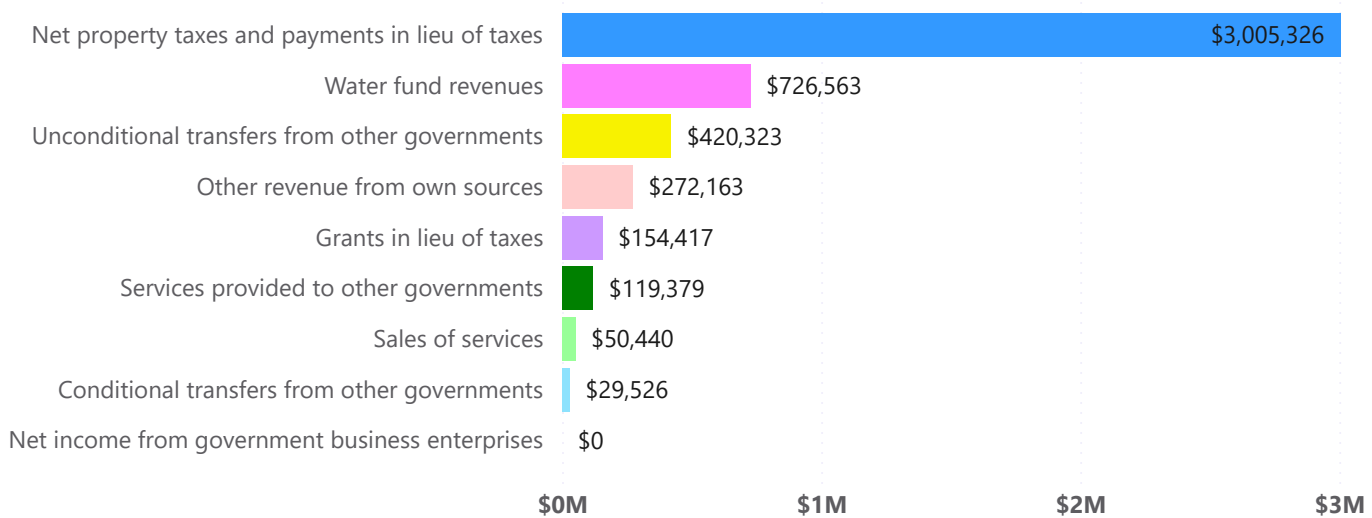


Figure 14 - Consolidated Revenue Source: 2023-24 Financial Information Return

The graphs above and below show the Municipality's consolidated revenue divided into categories.

Consolidated Revenue



Revenue

\$4.0M

2023-24 General Operating Revenue

Total general operating revenue:	\$4.0 Million
Largest general operating revenue:	75% Net property taxes and payments in lieu of taxes
Uncollected Taxes Financial Condition Indicator (FCI):	4.9%
Reliance on Government Transfers (FCI):	10.7%

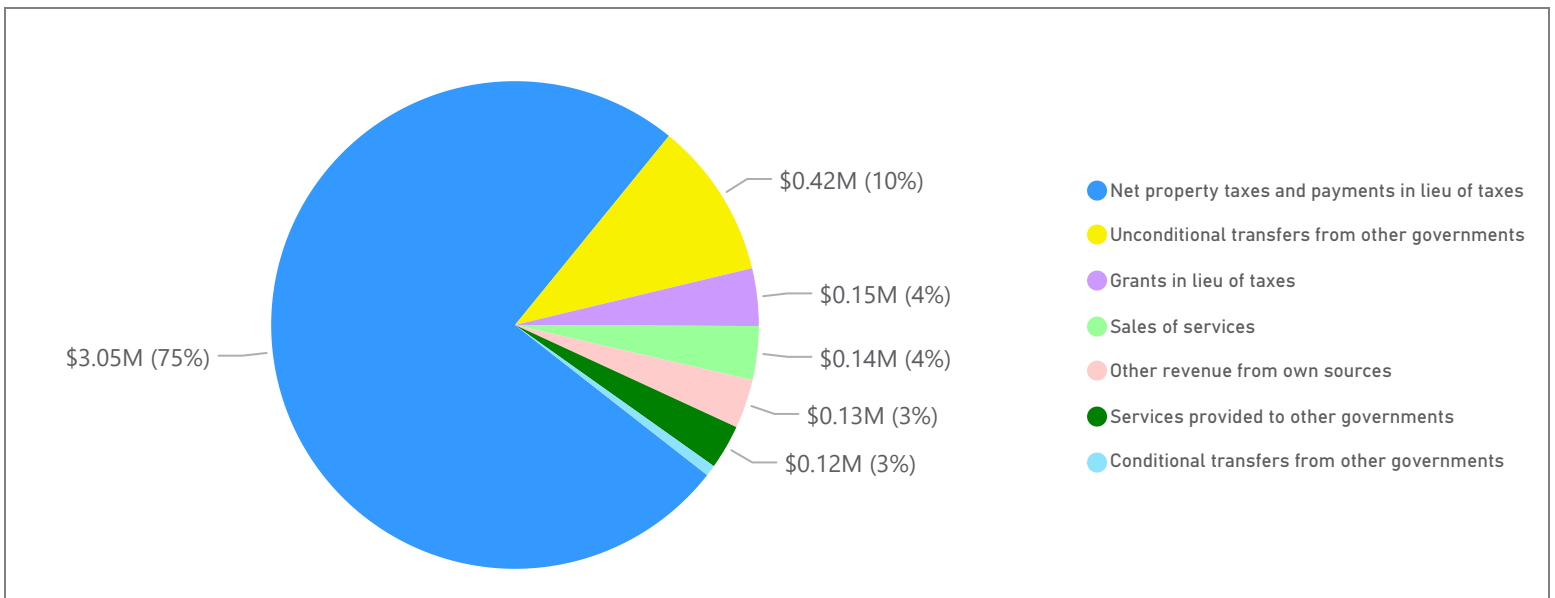
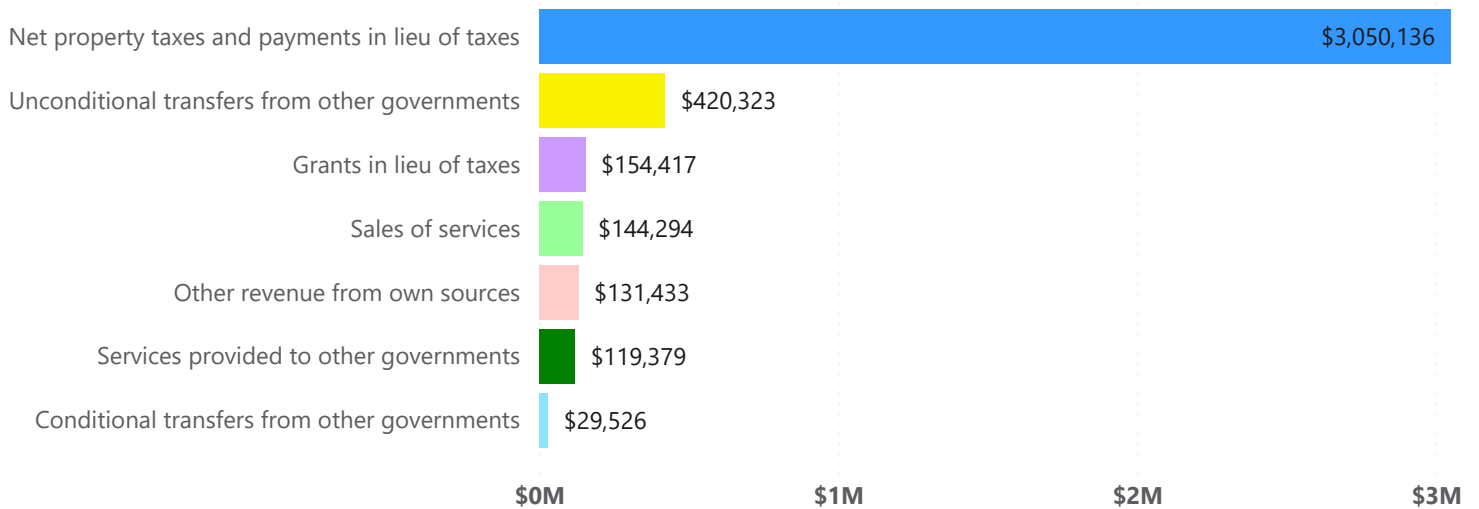


Figure 15 - General Operating Fund Revenue: 2023-24 Financial Information Return

The graphs above and below show the Municipality's general operating fund revenue divided into categories.

General Operating Revenue



Expenses

\$4.4M

2023-24 Consolidated Expenses

Total consolidated expenses: \$4.4 Million

Largest expense: 23% Protective services

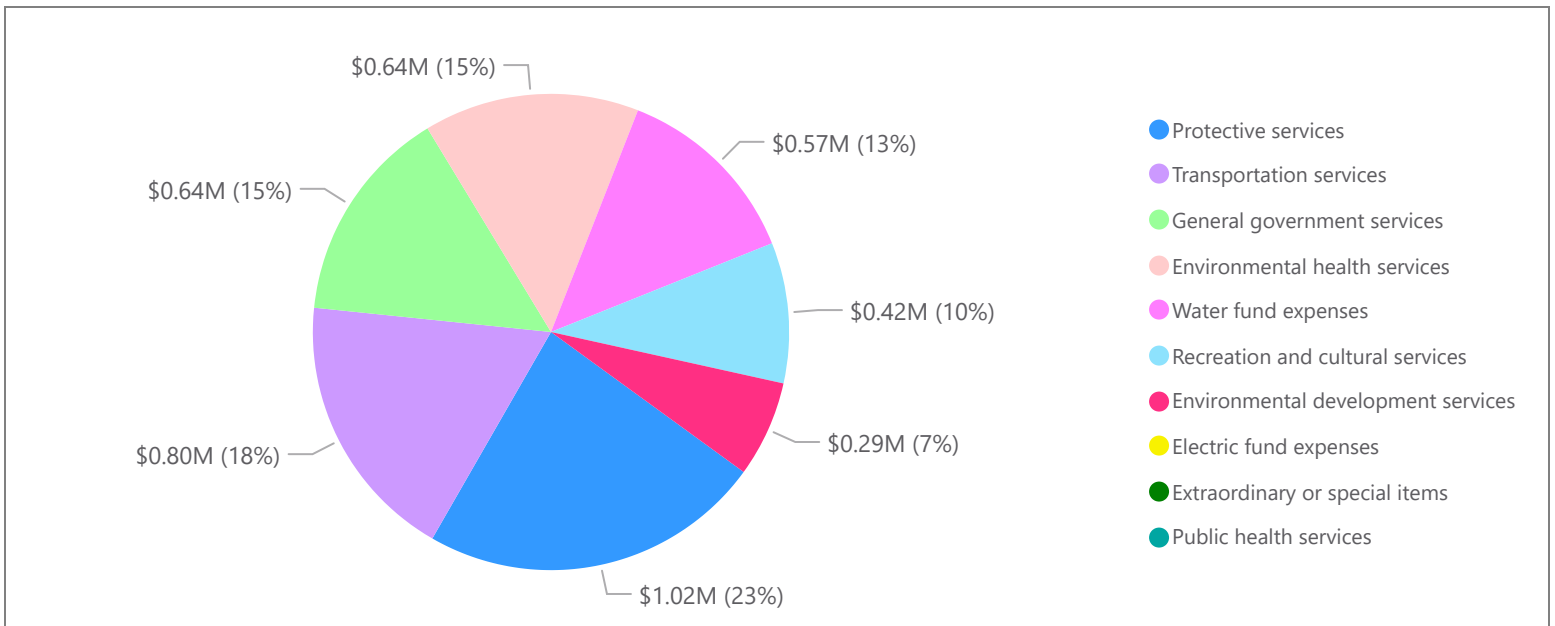
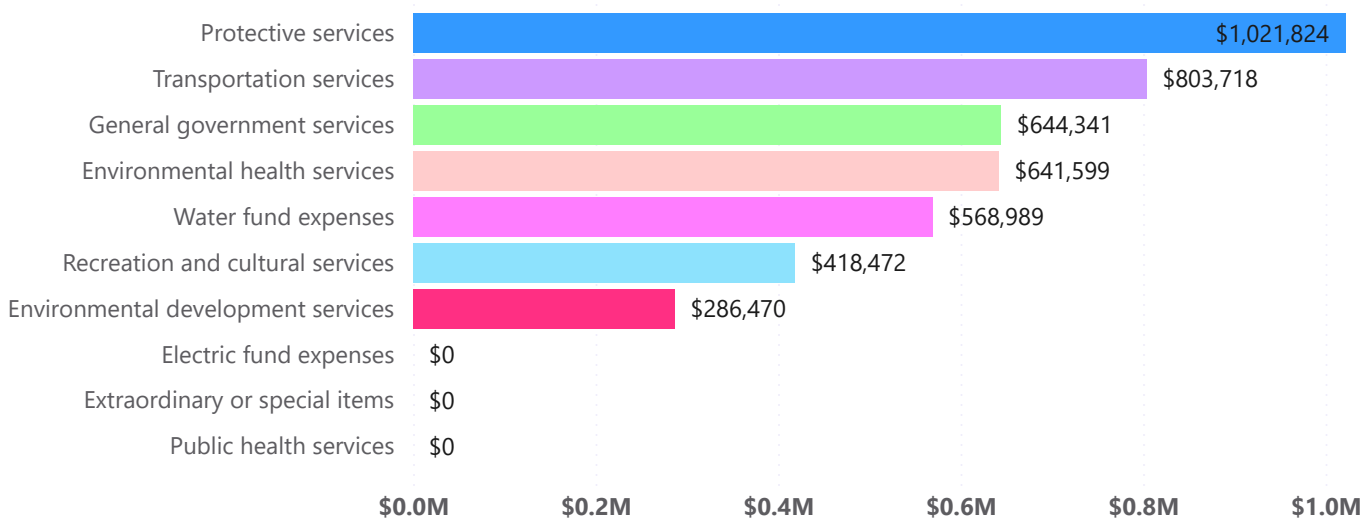


Figure 16 - Consolidated Expenses Source: 2023-24 Financial Information Return

The graph above and table below show the Municipality's consolidated expenses divided into categories.

Consolidated Expenses



Expenses

\$3.8M

2023-24 General Operating Expense

Total general operating expenses:	\$3.8 Million
Largest general operating expense:	34% Protective services
General operating reserves as a percentage of total general operating expenses:	13.2%

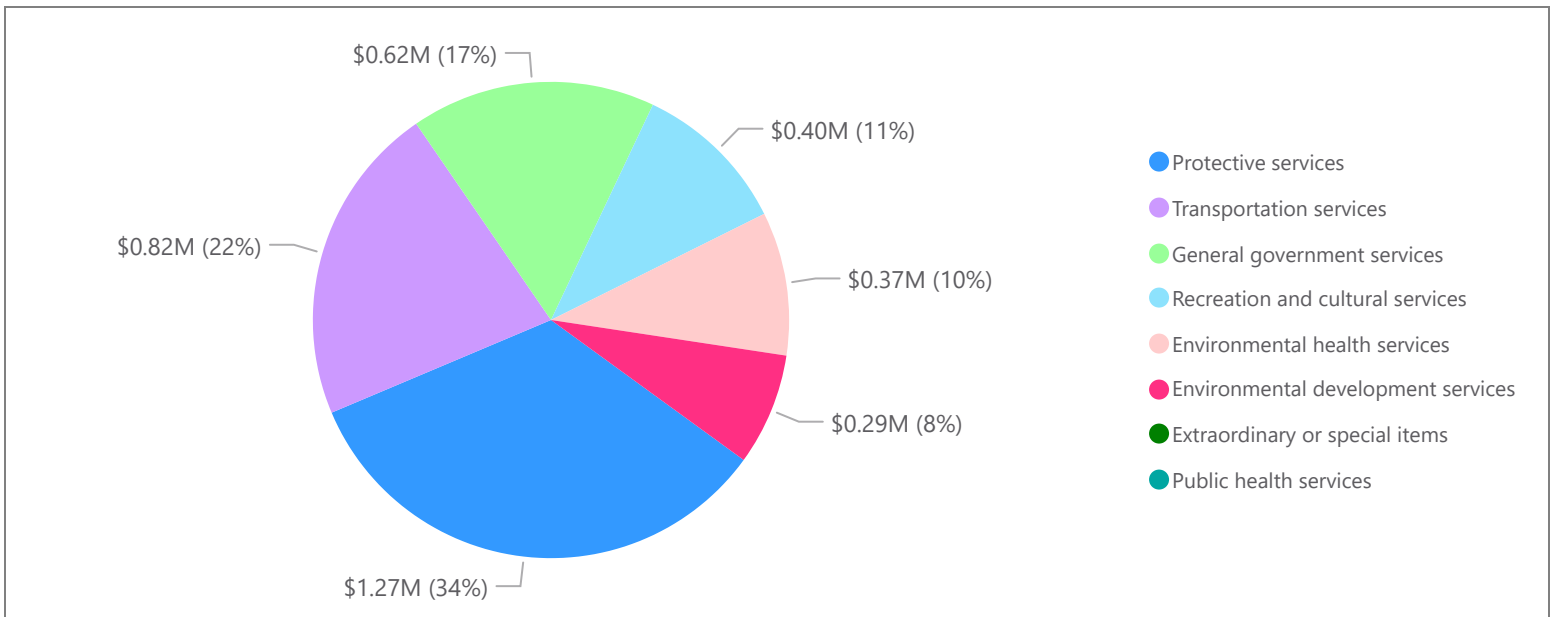
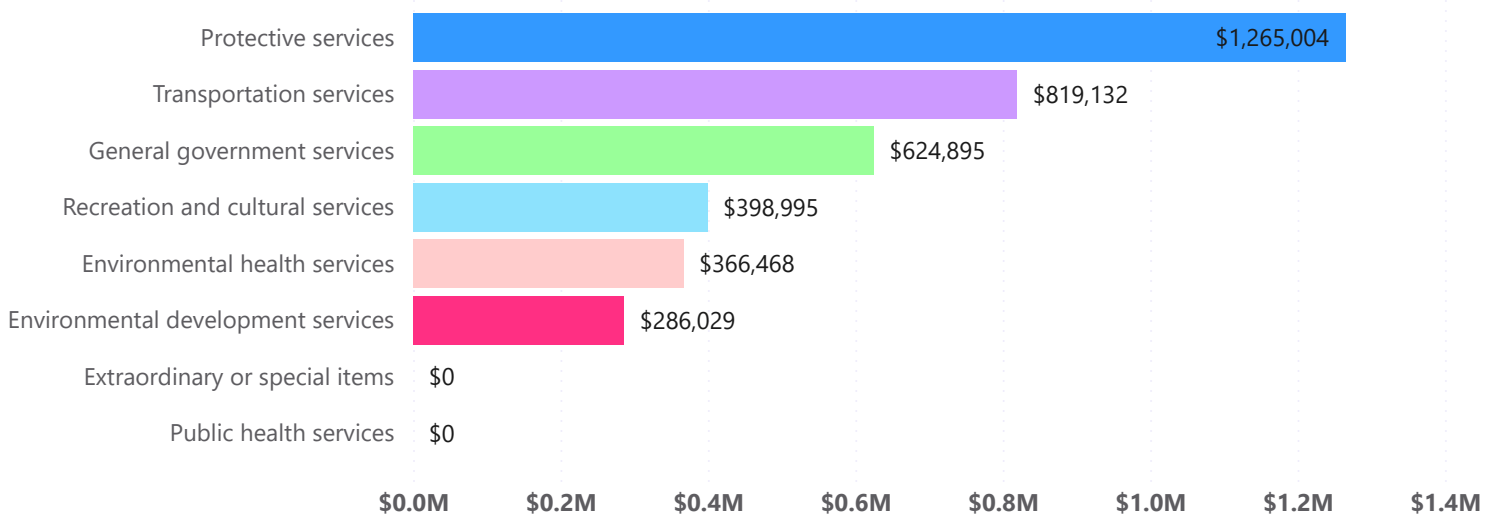


Figure 17 - General Operating Fund Expenses: 2023-24 Financial Information Return

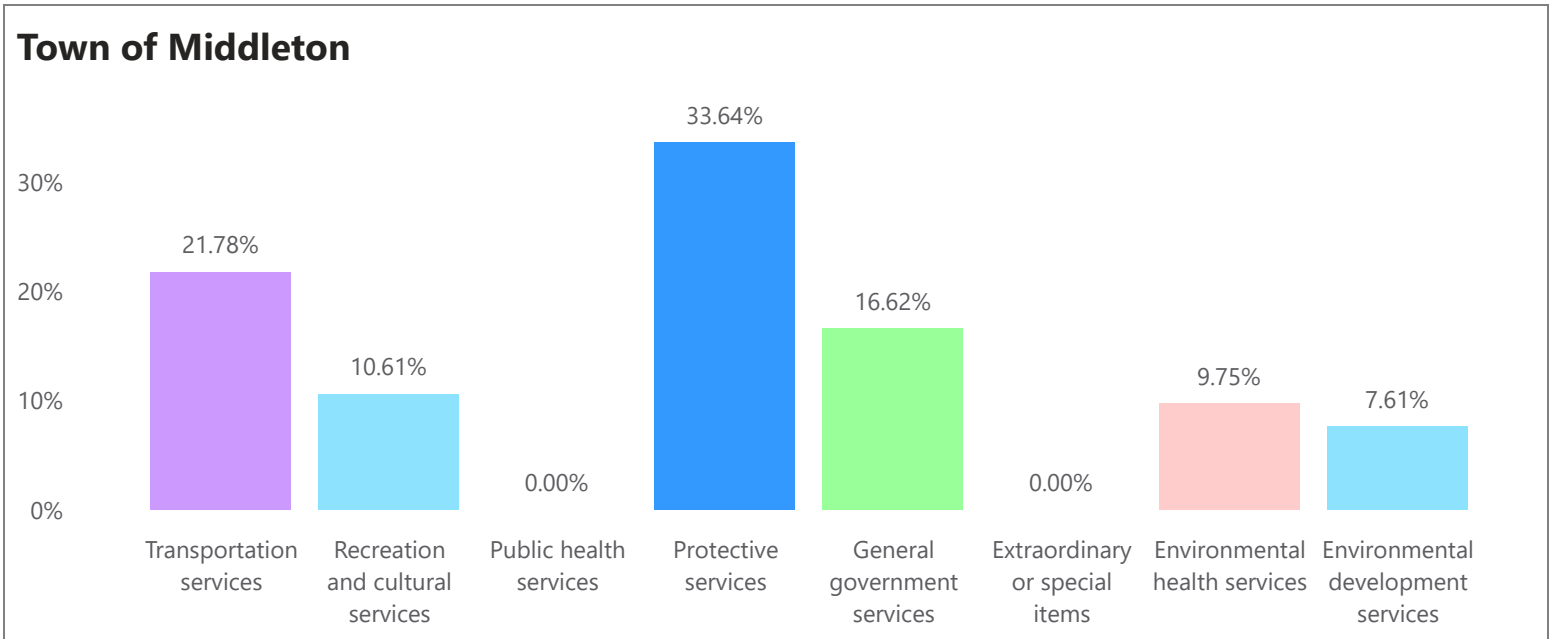
The graph above and table below show the Municipality's general operating fund expenses divided into categories.

General Operating Expenses

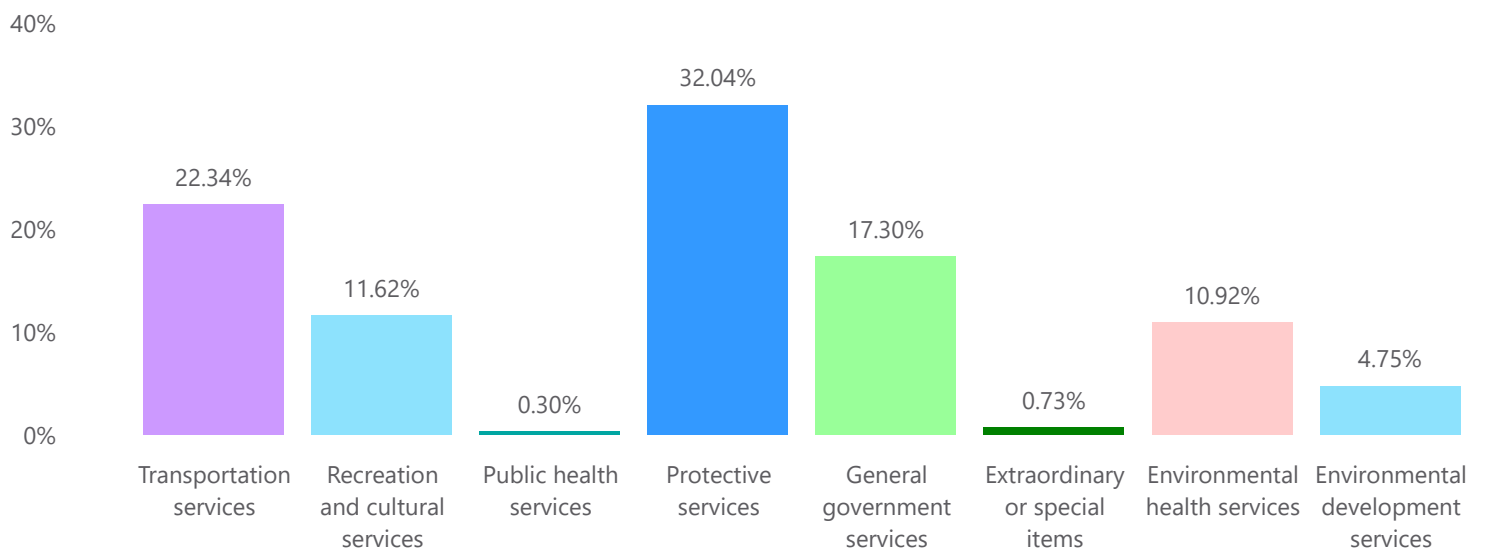


2023-24 General Operating Expenses Comparison to the Provincial Average

The graph below shows the expense by function for the municipal operations or General Operating Fund expenses compared to the Provincial Average.



Provincial Average



*Please note, these results do not include details from the Town of Mahone Bay due to outstanding financial reporting.

Figure 18 - Comparison of General Operating Fund Expenses to Provincial Average. Source: 2023-24 Financial Information Return

Accumulated Surplus (Deficit)

Annual surplus (deficit): Revenue - Expenses

Note: Annual surplus (deficit) is added to the accumulated surplus (deficit)

Annual consolidated surplus (deficit): \$392.7 Thousand

Consolidated accumulated surplus (deficit): \$14.0 Million

Annual general operating surplus (deficit): \$0

Number of Deficits in the Last 5 Years Financial Condition Indicator (FCI): 1

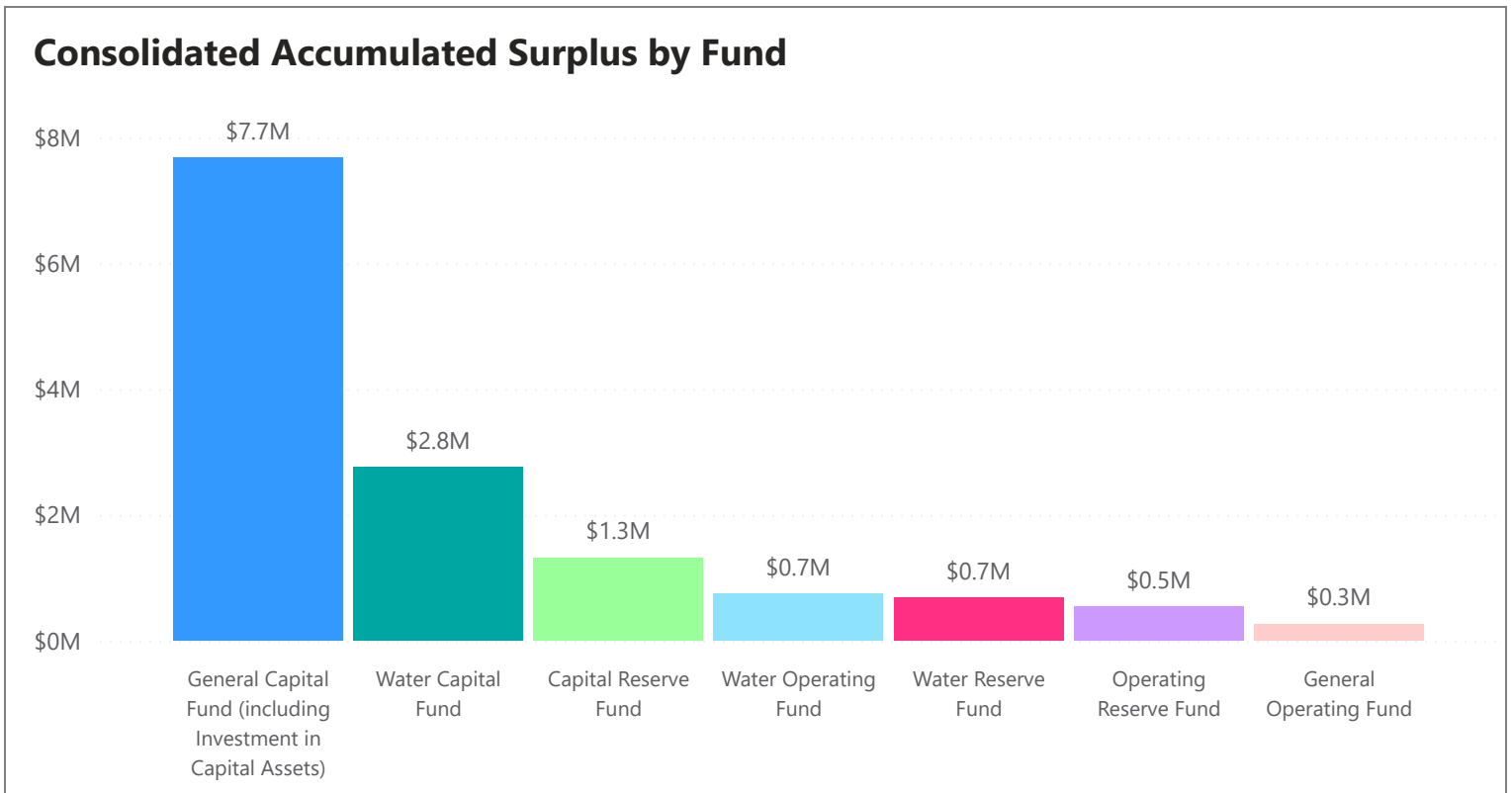


Figure 19 - Consolidated Accumulated Surplus by Fund. Source: 2023-24 Financial Information Return

Debt

Total consolidated long-term debt:	\$1.3 Million
Total general capital fund long-term debt:	\$1.3 Million
Debt Service Financial Condition Indicator (FCI):	7.4%
Operating fund bank indebtedness:	\$649.5 Thousand
Outstanding Operating Debt FCI (as a percentage of Net Property Taxes/Payment in Lieu of Taxes, Grants in Lieu of Taxes and Government Transfers):	17.8%

Chapter 4 - Financial Condition Indicators: House Model

The Financial Condition Indicators (FCIs) condense multiple sources of information into a single visual “House Model” graph. The House Model gives a quick visual of a municipality’s strengths and possible areas where a municipality may want to focus its attention.

The Model:

The Model consists of twelve indicators organized into base, structure and roof, focusing on:

- Base: Three indicators relating to internal and external factors that could impact the municipality's revenue stream.
- Structure: Five financial indicators that concern management and debt; and
- Roof: Four key performance indicators, that reflect the municipality's ability to meet current and future needs in a balanced and independent manner.

Risk thresholds:

Each indicator is assessed against a risk threshold:

- low risk (**green**);
- moderate risk (**yellow**); and
- high risk (**red**).

Overall assessment:

The Department calculates an overall assessment for fiscal instability:

- low risk (**green**): 9-12 FCIs meet low risk threshold;
- moderate risk (**yellow**): 7-8 FCIs meet low risk threshold; and
- high risk (**red**): 6 or less FCIs meet low risk threshold.

Overall Assessment

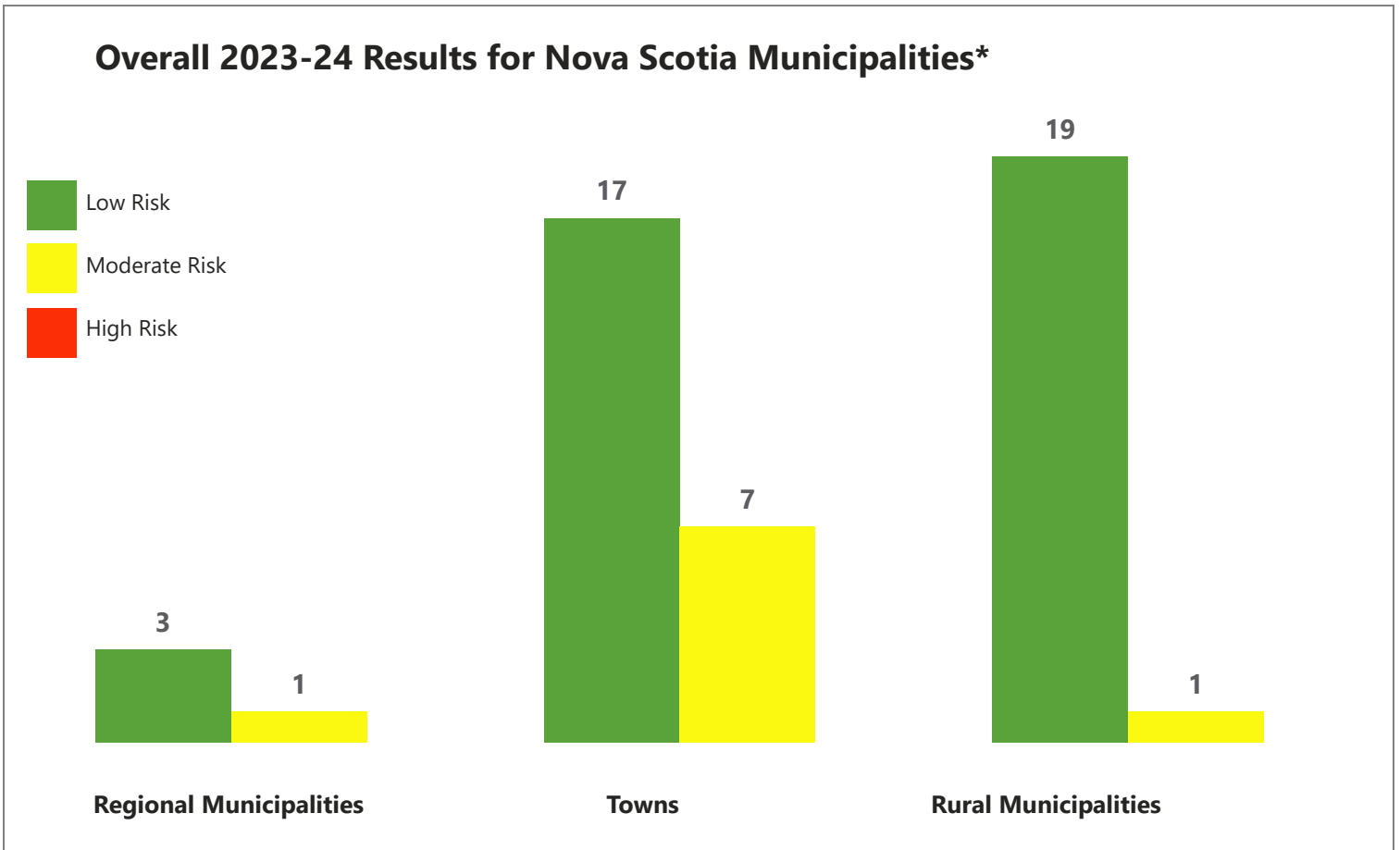
Overall Assessment for: Town of Middleton

Financial Condition: **Moderate Risk**

The overall Financial Conditions Index assessment for the Town of Middleton is Moderate Risk.

This means that while the Municipality has some challenges, it is considered moderate risk for fiscal instability.

Comparison: The majority of Municipalities are at low risk (see chart below).



*Please note, these results do not include details from the Town of Mahone Bay due to outstanding financial reporting.

Financial Condition Indicators Highlights for 2023-24

Overall Assessment

Yellow (Moderate Risk)

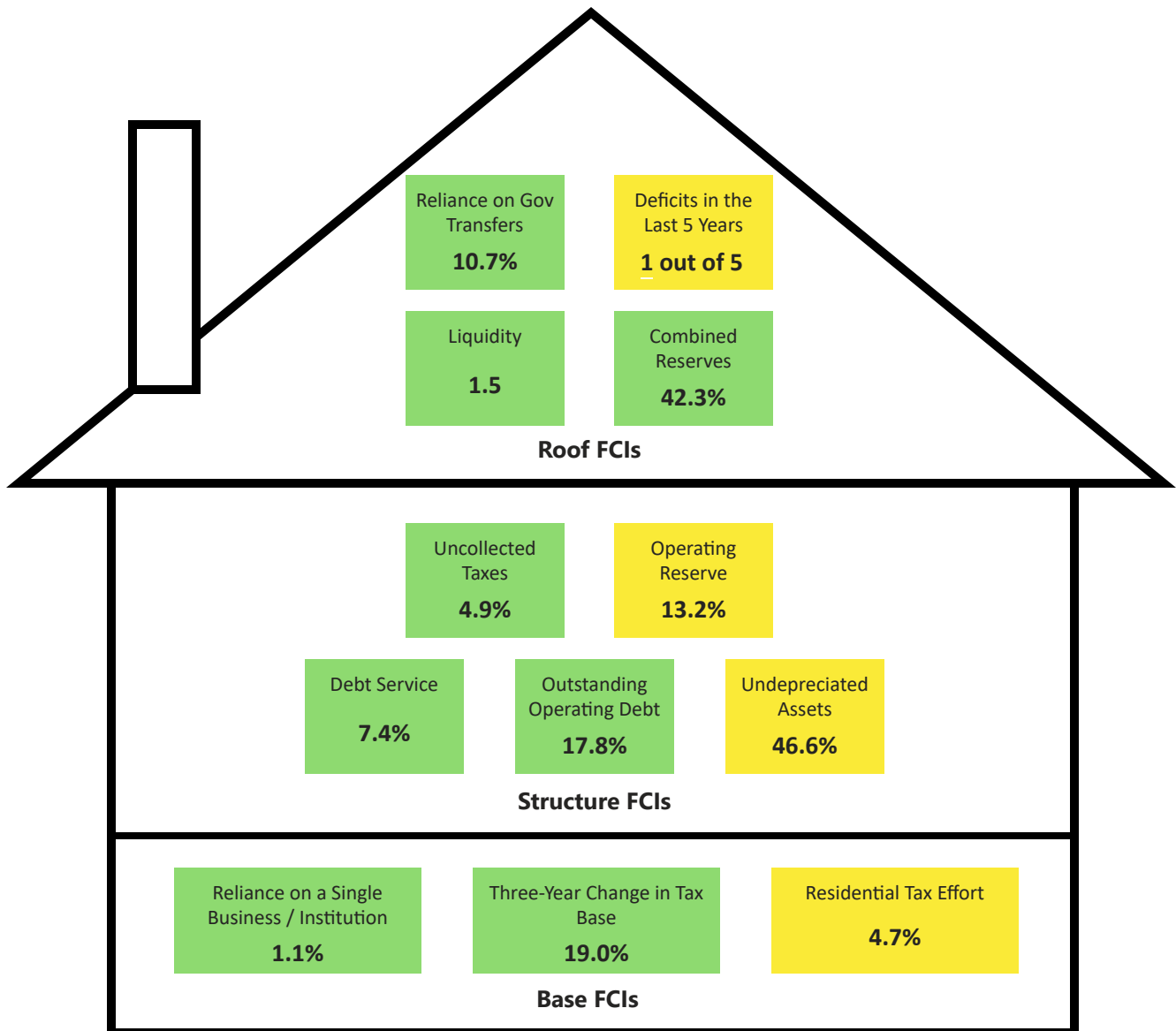
The overall Financial Conditions Index assessment for the Town of Middleton is Yellow (Moderate Risk).

This means that while the Municipality has some challenges, it is considered moderate risk for fiscal instability.

As shown in the House model below, the Town of Middleton's FCIs are comprised of:

- Low Risk (green): 8 Indicators
- Moderate Risk (yellow): 4 Indicators
- High Risk (red): 0 Indicators

Individual FCI results are presented in the House below and are compared to last year's result on the next page.



Two-Year Comparison of Financial Condition Indicators

BASE	2022-23	2023-24	+/-
Reliance on a Single Business or Institution	1.1%	1.1%	0.0%
Three-Year change in Tax Base*	10.0%	19.0%	9.0%
Residential Tax Effort	4.6%	4.7%	0.1%
STRUCTURE	2022-23	2023-24	+/-
Uncollected Taxes	3.3%	4.9%	1.6%
Operating Reserve	15.6%	13.2%	-2.4%
Debt Service	8.0%	7.4%	-0.6%
Outstanding Operating Debt	0.0%	17.8%	17.8%
Undepreciated Assets	48.1%	46.6%	-1.5%
ROOF	2022-23	2023-24	+/-
Reliance on Government Transfers	11.7%	10.7%	-1.0%
Number of Deficits in the Last 5 Years	1	1	0
Liquidity	3.9	1.5	-2.4
Combined Reserves	40.8%	42.3%	1.5%

*For 3-year Change in Tax Base, CPI change for 2022-23 was 13.3% and for 2023-24 was 16.7%.

Base FCI Indicator - Municipal Revenue Dimension

Reliance on a Single Business or Institution

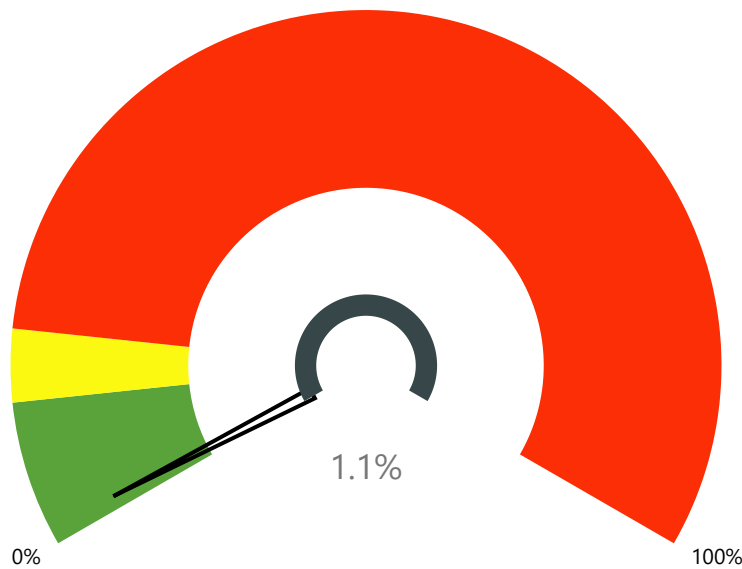
2023-24 Results: **Low Risk 1.1 %**

The largest single commercial or institutional account is 1.1 % of the Municipality's total Uniform Assessment.

What does it mean? The Municipality is showing no vulnerability in this area. The Municipality's tax base is not dependent on one single business or institution.

Calculation:
$$\frac{\text{Taxable assessment value of the largest business or institution}}{\text{Uniform assessment}} = 1.1\%$$

- Risk Thresholds:
- Low: Less than 10%
 - Moderate: 10% to 15%
 - High: Greater than 15%



Base FCI Indicator - Municipal Revenue Dimension

Three-Year Change in Tax Base

2023-24 Results: **Low Risk 19.0 %**

What does it mean? Growth is above the CPI % change of 13.3%.
The Municipality's tax base is in a strong position to cover the cost of municipal services and programs.

Calculation:
$$\frac{\text{Current uniform assessment} - \text{Uniform assessment 3 years prior}}{\text{Uniform assessment 3 years prior}} = 19.0\%$$

- Risk Thresholds:
- Low: Equal or above CPI % change (Three Year CPI 2023-24: 16.7 %)
 - Moderate: Below CPI % change, but not negative growth
 - High: Negative growth

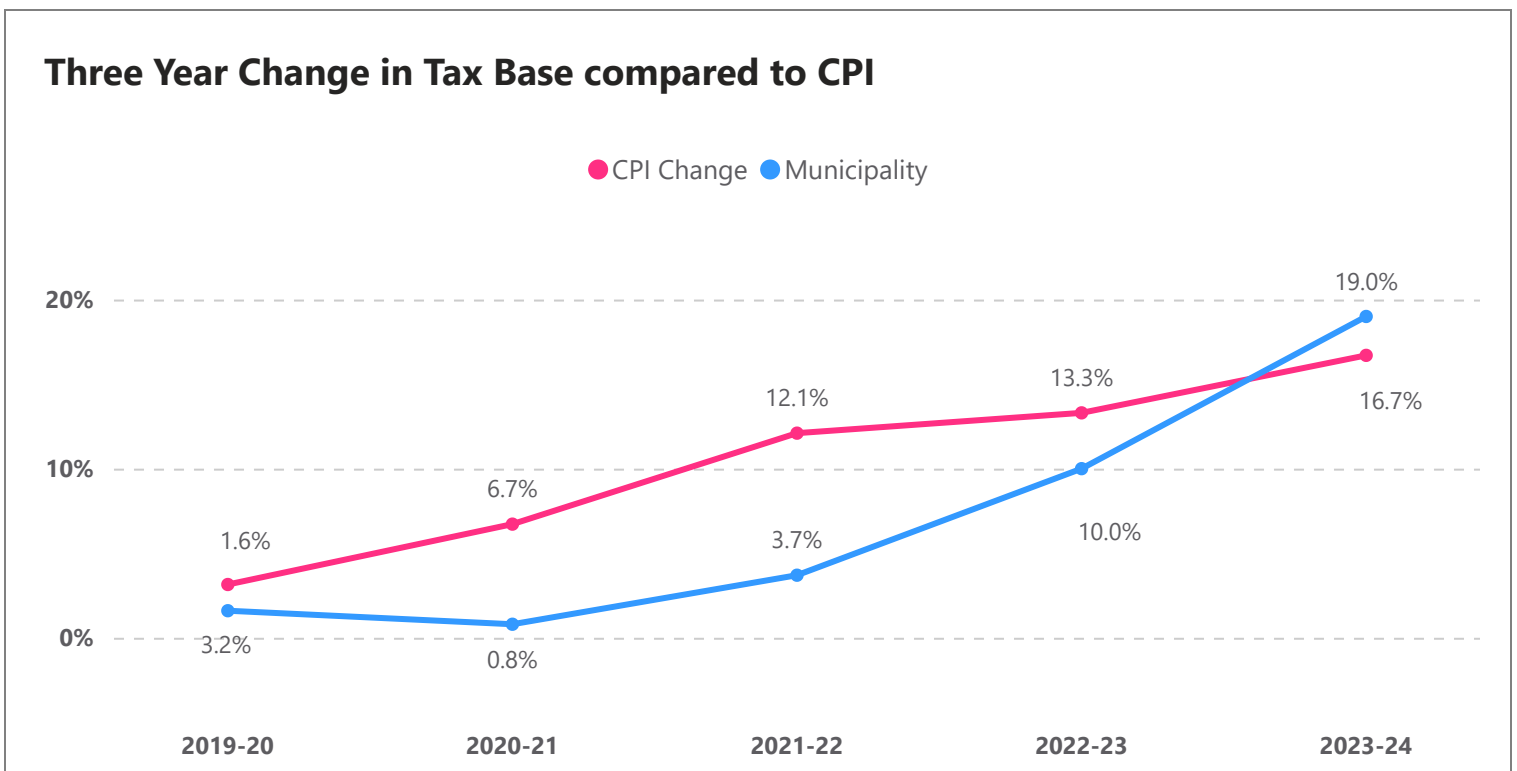


Figure 20 - Three-year change in Uniform Assessment in comparison to three-year change in CPI for the last 5 years.
Source: Statement of Estimates-Assessment and Statistics Canada

Base FCI Indicator - Municipal Revenue Dimension

Residential Tax Effort

2023-24 Results: **Moderate Risk 4.7 %**

4.7 % of median household income is required to pay the average tax bill.

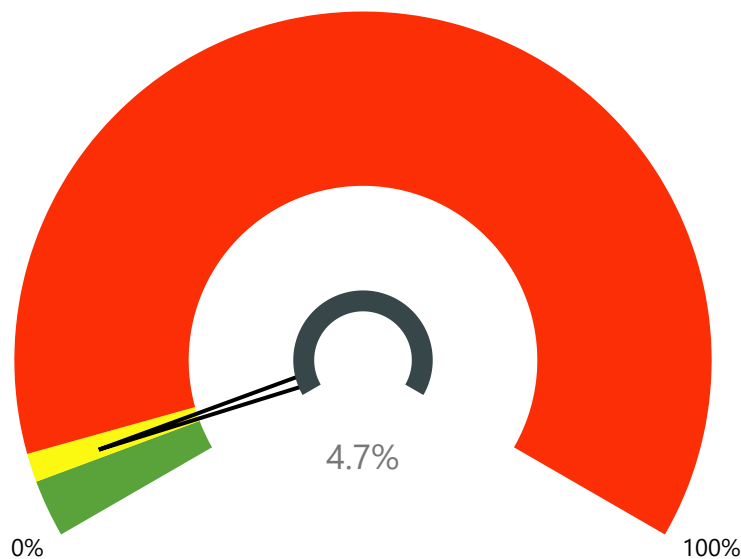
What does it mean? The Municipality has limited flexibility to increase the taxes, if required.

This indicator helps council assess the affordability of municipal taxes in relation to the current service levels.

Calculation:

$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median household income}} = 4.7\%$$

- Risk Thresholds:
- Low: Less than 4%
 - Moderate: 4% to 6%
 - High: Greater than 6%



Structure (Management) FCI Indicator - Municipal Management Dimension

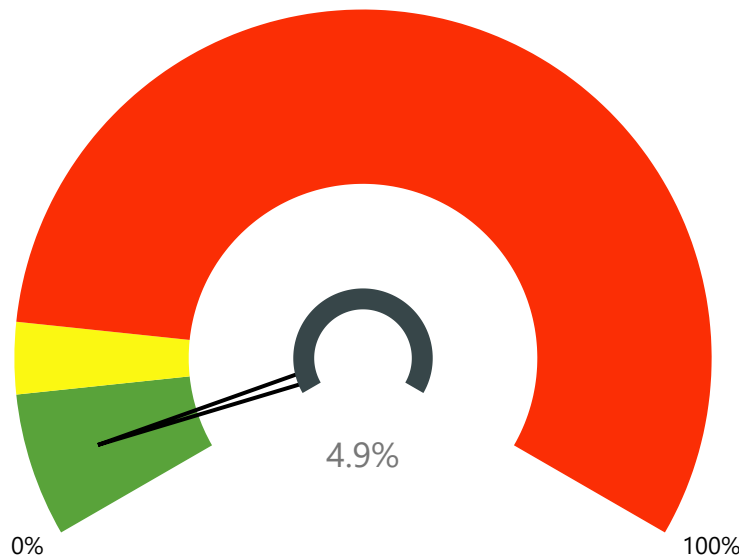
Uncollected Taxes

2023-24 Results: **Low Risk 4.9 %**

What does it mean? The Municipality is managing tax revenue collection.

Calculation:
$$\frac{\text{Total cumulative uncollected taxes}}{\text{Total taxes billed in current fiscal year}} = 4.9\%$$

- Risk Thresholds:
- Low: Less than 10%
 - Moderate: 10% to 15%
 - High: Greater than 15%



Structure (Management) FCI Indicator - Municipal Management Dimension

Operating Reserve

2023-24 Results: **Moderate Risk 13.2 %**

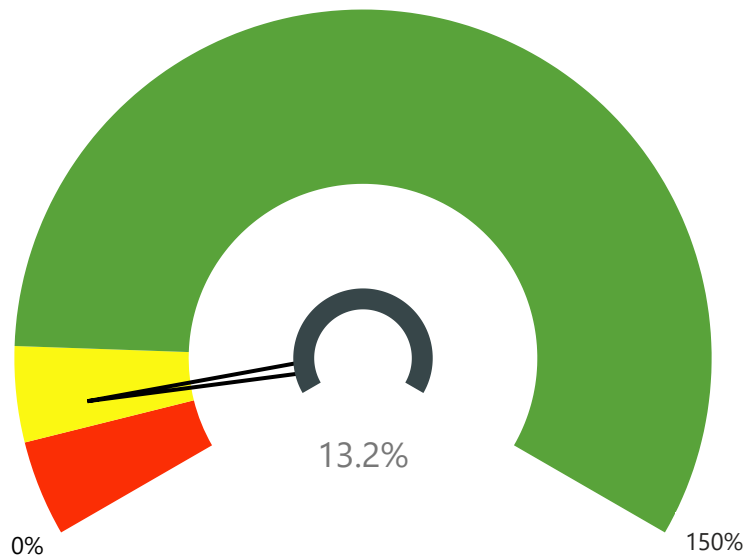
What does it mean? The Municipality has not set aside sufficient funds to help mitigate any unforeseen risks or future needs.

This indicator provides the value of funds set aside for planned future needs, to smooth expenses, or for unexpected expenses.

Calculation:

$$\frac{\text{Total operating reserve fund balance}}{\text{Total operating expenditures}} = 13.2\%$$

- Risk Thresholds:
- Low: Greater than 20%
 - Moderate: 10% to 20%
 - High: Less than 10%



Structure (Management) FCI Indicator - Municipal Management Dimension

Debt Service

2023-24 Results: **Low Risk 7.4 %**

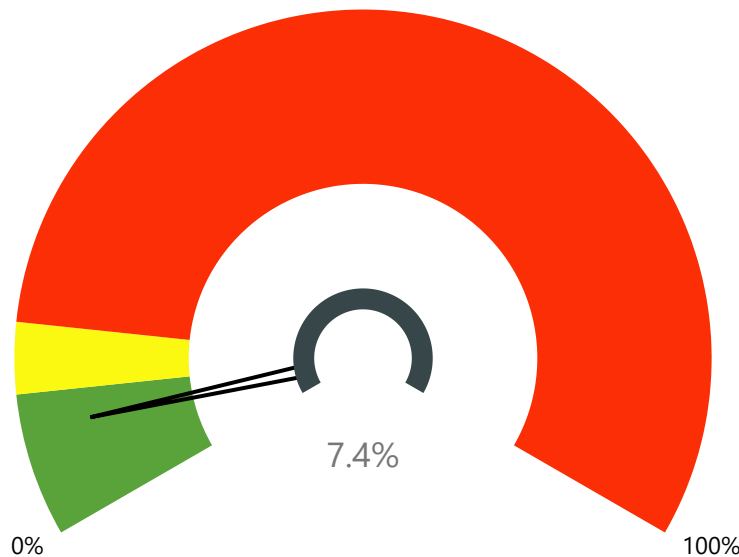
7.4% of own source revenue is spent on principal and interest payments.

What does it mean? With adequate cash flow, the Municipality may have the flexibility to increase borrowing levels to help finance future capital expenditures.

Calculation:

$$\frac{\text{Principal and interest paid on long-term debt}}{\text{Total own source operating revenue}} = 7.4\%$$

- Risk Thresholds:
- Low: Less than 10%
 - Moderate: 10% to 15%
 - High: Greater than 15%



Structure (Management) FCI Indicator - Municipal Management Dimension

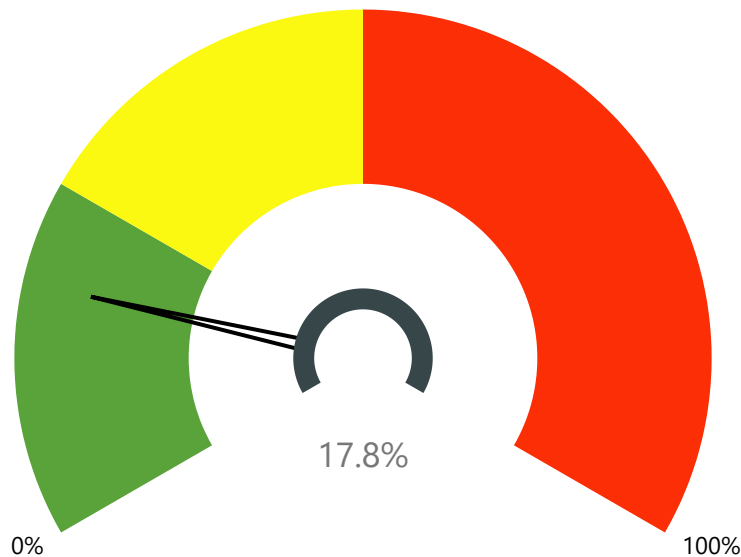
Outstanding Operating Debt

2023-24 Results: **Low Risk 17.8 %**

What does it mean? The Municipality is carrying operating debt.

Calculation:
$$\frac{\text{Total outstanding operating debt}}{\text{Total own source operating revenue}} = 17.8\%$$

- Risk Thresholds:
- Low: Less than 25%
 - Moderate: 25% to 50%
 - High: Greater than 50%



Structure (Management) FCI Indicator - Municipal Management Dimension

Undepreciated Assets

2023-24 Results: **Moderate Risk 46.6 %**

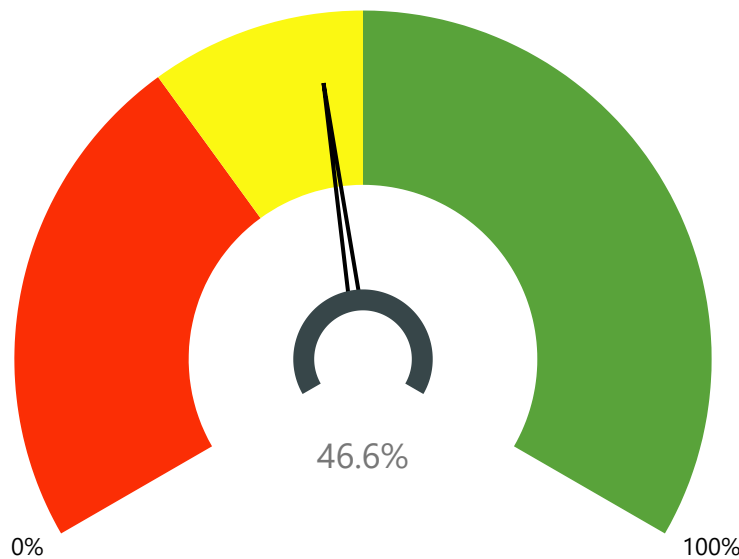
What does it mean? This indicator estimates that the Municipality's capital assets have 46.6 % of their useful life remaining

Municipalities across Canada are facing significant infrastructure challenges. This indicates that the Municipality may be experiencing an infrastructure challenge similar to other municipalities.

While this indicator provides an estimate of the useful life left in the Municipality/Town's recorded capital assets, it does not necessarily indicate the condition of those assets. For instance, some older assets could still be in good working condition, while the opposite could also be true.

Calculation:
$$\frac{\text{Total net book value of capital assets}}{\text{Gross costs of capital assets}} = 46.6\%$$

- Risk Thresholds:
- Low: Greater than 50%
 - Moderate: 35% to 50%
 - High: Less than 35%



Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

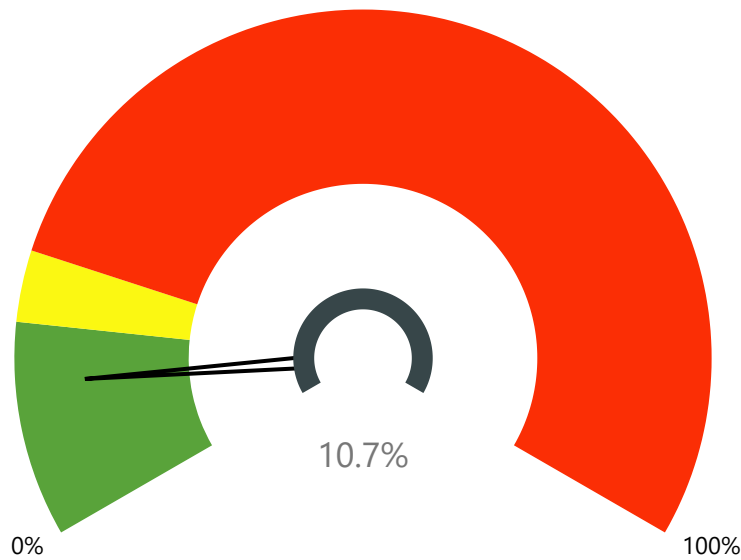
Reliance on Government Transfers

2023-24 Results: **Low Risk 10.7 %**

What does it mean? The Municipality is not dependent on another level of government to meet its service obligations.

Calculation:
$$\frac{\text{Total government transfers}}{\text{Total revenue}} = 10.7\%$$

- Risk Thresholds:
- Low: Less than 15%
 - Moderate: 15% to 20%
 - High: Greater than 20%



Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

Number of Deficits in the last 5 Years

2023-24 Results: **Moderate Risk: 1 Operating deficit in the last five years**

What does it mean? Deficits are important indications of financial health. The result indicates that the Municipality is somewhat able to meet its needs in a balanced manner and maintains a balanced budget.

Calculation: Number of non-consolidated operating deficits in the last five years = 1

- Risk Thresholds:
- Low: 0 in the last five years
 - Moderate: 1 or more in the last 5 years
 - High: 1 or more in the last 2 years with one material deficit (0.5% of operating expenses)

Surplus/(Deficit) for the last 5 Years

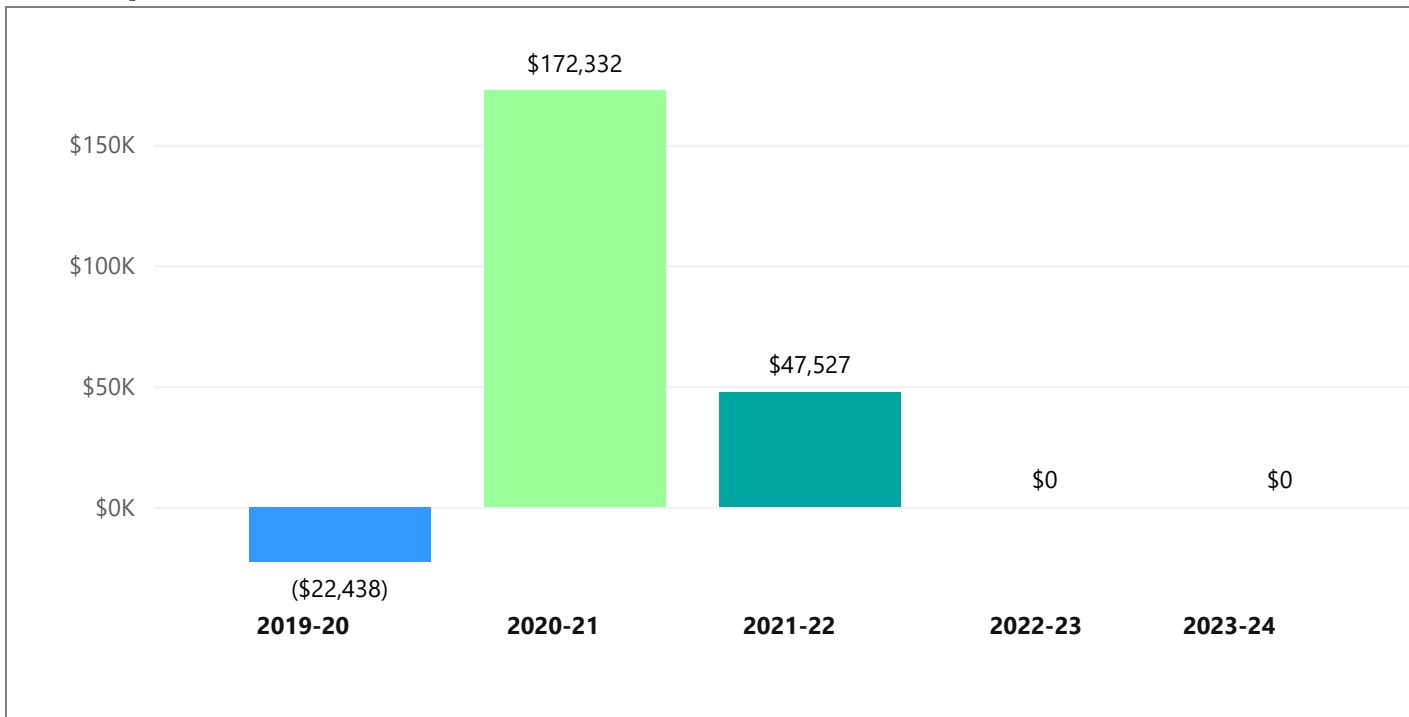


Figure 21 - Annual operating fund surplus (deficit) for the last 5 years. Source: Financial Information Return

Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

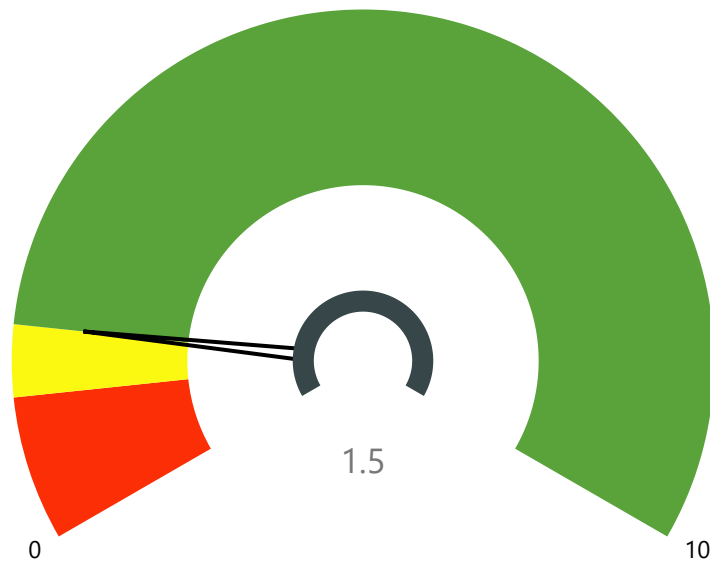
Liquidity

2023-24 Results: **Moderate Risk 1.5**

What does it mean? Liquidity is key to financial performance. The result indicates that the Municipality is somewhat able to meet its needs in a balanced manner and maintain a balanced budget.

Calculation:
$$\frac{\text{Total current financial assets}}{\text{Total current liabilities}} = 1.5$$

- Risk Thresholds:
- Low: Greater than 1.5
 - Moderate: 1 to 1.5
 - High: Less than 1



Roof (Key Performance) FCI Indicator - Overall Assessment Dimension

Combined Reserves

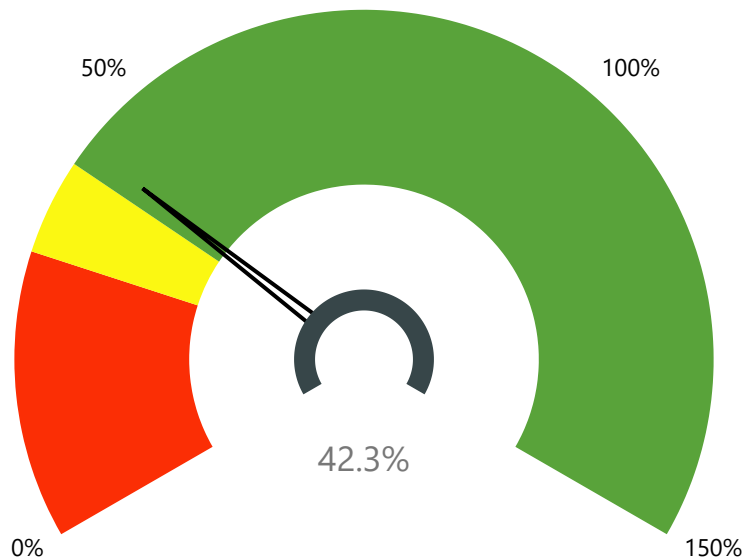
2023-24 Results: **Low Risk 42.3 %**

What does it mean? This result indicates that the Municipality does appear to have sufficient reserves needed to address unexpected events or provide flexibility to address future projects.

Calculation: Reserves are critical components of a municipality's long-term sustainability. This indicator shows the value of the funds held in the reserves compared to a single year's operation including amortization expenses.

Risk Thresholds:
$$\frac{\text{Total operating and capital reserves}}{\text{Total operating expenses plus amortization expense}} = 42.3\%$$

- Low: Greater than 40%
- Moderate: 30% to 40%
- High: Less than 30%



Appendix I - Additional Resources

Nova Scotia Government's Open Data Portal (data.novascotia.ca)

This portal provides access to various government data in a free, accessible, machine-readable format.

Financial datasets currently published through the Nova Scotia Government's Open Data Portal:

- Consolidated Revenues and Expenses by Municipality
- Municipal Affairs Funding Programs
- Farm Land Grant
- Financial Condition Indicators by Municipality
- Municipal Contributions to Roads
- Municipal Financial Capacity Grant
- Municipal Operating Fund- Summary of Revenue and Expenses by Municipality
- Municipal Operating Expenses by Function - 10 Year Summary
- Municipal Operating Revenue by Source - 10 Year Summary
- Municipal Property Tax Rates
- Nova Scotia Power Grant-in-Lieu
- Uniform Assessment

Appendix II - Municipal Website

The municipal website is discovermiddleton.ca

A municipality's website can be a helpful resource to access various financial information. Currently, most municipal websites provide:

- Audited Financial Statements
- Approved Operating Budget
- Quarterly Municipal Councilor and CAO Expense Report
- Quarterly Municipal Hospitality Expense Report

Contact Municipal Affairs

For more information, for support in action plan development, or to obtain a guide on action plan development:

municipalfinance@novascotia.ca.





Middleton Fire Department

2025 Annual Report

Presented by:
Chief Mike Toole

135 Years of Service
1890–2025

Serving the Town of Middleton and Annapolis County

Cover photograph:

Structure Fire Response, Middleton, Nova Scotia (2025)

Photo credit: Brian Taylor Photography

The past year marked 135 years of dedicated service by the Middleton Fire Department to the Town of Middleton and Annapolis County. Since its founding, the department has stood as a proud and integral part of the community, grounded in a long-standing tradition of service, sacrifice, and professionalism.

As a volunteer fire service, the Middleton Fire Department continues to demonstrate an unwavering commitment to the protection of life and property. Through the dedication of its members, ongoing training, and strong community support, the department remains well prepared to meet the evolving challenges of emergency response while upholding the values that have guided it for more than a century.

This year also brought a significant moment of remembrance and reflection. Many years after his passing, fallen firefighter Harold Edgar Ray was formally honored this past September when his name was placed on the National Firefighters Memorial in Ottawa. Deputy Chief Scott Veinot and Deputy Mayor Gary Marshall attended the memorial service in Ottawa, along with Harold Edgar Ray's grandson, Shawn Ray, and his family. The Ray family was supported and cared for by the Canadian Fallen Firefighters Foundation from the time they arrived in Ottawa.

At the same time, members of the Middleton Fire Department and Town Council held a local ceremony in Middleton following the national service. As part of the local tribute, a small flat stone was unveiled at the cemetery to recognize and commemorate the sacrifice Harold Edgar Ray made in service to the Town of Middleton and the Middleton Fire Department.



Emergency Response Overview

This year proved to be a challenging one, as the department responded to a record number of 173 incidents, an increase from 128 incidents the previous year. The rise in call volume was primarily driven by an increase in wildland fires, motor vehicle accidents, and commercial alarm responses, placing increased demands on our personnel and resources. Despite these challenges, our members continued to respond professionally and effectively, demonstrating their commitment to the safety and well-being of our community.

Call Breakdown:

- 72 incidents within the Town of Middleton
- 56 incidents throughout Annapolis County
- 45 mutual aid responses to neighboring departments

Response Times:

- Average town response time: 5 minutes
- Average County response time: 9 minutes



Town of Middleton:

County of Annapolis:

Response Type	# of Incidents
Trash / Garbage / Debris Fire	2
Vehicle Fire	1
Structure Fire	4
Power Pole / Tree limbs Fire	3
Smoke Condition	3
Alarm Equipment - Commercial	33
Alarm Equipment - Residential	2
Authorized Controlled Burnin...	1
Gas Leak - Propane	1
Spill - Gasoline or Fuel	1
Power Lines Down, Arcing	1
Carbon Monoxide	1
Vehicle Accident	7
Medical Call	5
Code 2 - Assist to EHS	4
Assistance to Police	1
Silent Alarm - Investigated by ...	2
Total Number of Responses	72

Response Type	# of Incidents
Trash / Garbage / Debris Fire	1
Vehicle Fire	2
Structure Fire	5
Chimney Fire	1
Power Pole / Tree limbs Fire	6
Wildland Fire	3
Unauthorized Controlled Burn...	1
Alarm Equipment - Commercial	3
Alarm Equipment - Residential	2
Authorized Controlled Burnin...	2
Un-Authorized Controlled Bu...	1
Spill - Gasoline or Fuel	1
Power Lines Down, Arcing	1
Vehicle Accident	13
Water Rescue	1
Medical Call	3
Code 2 - Assist to EHS	5
Incident not found	1
Silent Alarm - Investigated by ...	4
Total Number of Responses	56

Mutual Aid Calls:

Kingston Fire Department:

Structure Fire -	8
Stand-In -	2
Medical -	1

Bridgetown Fire Department:

Wildland Fire -	16
Structure Fire -	1
Stand In -	1

Nictaux Fire Department:

Wildland Fire -	1
Structure Fire -	5
Medical -	1

Margaretsville Fire Department:

Structure Fire -	2
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Lawrencetown Fire Department:

Structure Fire -	2
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Annapolis Royal Fire Department:

Structure Fire -	1
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Aylesford Fire Department:

Wildland Fire -	4
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Total: 45 incidents

Membership and Staffing Hours

I take immense pride in our team of 38 dedicated volunteer members, making the Middleton Fire Department the largest department serving the Town of Middleton. This year also saw an increase in membership, with 12 new members joining our ranks. Their commitment to service strengthens our department and ensures we remain capable of meeting both current and future demands.

On average, 15 firefighters responded to each incident, reflecting the strong participation and dedication of our volunteers.

Training remains a critical priority for the Middleton Fire Department. Our members participate in rigorous training programs to meet the high expectations of our community, ensuring they are well prepared to respond to any emergency. This commitment to continuous learning and skill development is essential in a profession that demands the highest standards of readiness and professionalism.

- Incident response hours: 4,149.87
- Department monthly meeting hours: 518
- Wednesday night training: 1,408
- Extra hours (meetings, administrative duties, fundraising, etc.): 602 (This is a conservative number)
- Summer weekend duty: 5,110
- Certificate courses: 542

Total Hours – 12, 329.87 man hours

Infrastructure and Equipment Improvements

The department made significant infrastructure and equipment improvements over the past year. All wooden firefighter stalls were replaced with a new ready rack system, improving organization, efficiency, and safety for our members.

In addition, a new 2025 GMC 3500 was purchased to replace the department's 2007 GMC, with funding support provided through the Firefighters 50/50 program. This investment enhances operational reliability and ensures safer, more dependable response capabilities.

Fundraising

Fundraising continues to play an important role in supporting the department; however, it has become increasingly challenging as members balance growing operational demands alongside work and home life. Despite these challenges, the department remained committed to maintaining successful fundraising initiatives throughout the year.

The department continued its 100 Club, increasing ticket sales to 135 tickets in recognition of our 135th anniversary. We also co-hosted a rink dance with the Middleton and District Arena in September, which was well attended and positively received by the community.

The Firefighters 50/50 remains the department's largest and most successful fundraising initiative and continues to go strong. Community support through these efforts plays a vital role in maintaining equipment, training, and operational readiness.

Community Involvement:

The Middleton Fire Department and its membership remain highly active within the community each year. This past year was no exception, despite an increased workload placed on the department. Members proudly participated in numerous community events, including the MRHS Prom Parade, Witch Walk, Century Bike Ride, Town of Middleton Tree Lighting and Parade, MADD program, Fire Prevention Week and the Big Chill.

Looking Ahead to 2026

As we move forward into 2026, the Middleton Fire Department remains focused on planning for the future and ensuring we are well equipped to meet the growing needs of our community. Apparatus replacement continues to be a key priority. We have purchased a GMC 3500, which will soon be retrofitted to replace our current 2007 GMC 2500, further strengthening our operational capabilities.

We have also been in contact with several manufacturers regarding the replacement of our 1991 pumper. While this process is still in its early stages, we are hopeful that these discussions will allow us to begin moving forward with a long-term replacement plan that supports safe and effective emergency response.

Another significant challenge facing the department is the future of our fire hall. A decision will need to be made in the near future, as our current building no longer meets today's standards for space, safety, or functionality. As call volumes, equipment needs, and training requirements continue to increase, additional space is critical to ensure the safety of our members and the efficient operation of the department.

Despite these challenges, the Middleton Fire Department remains committed to serving our community with professionalism, dedication, and pride. With the continued support of the Town of Middleton, Annapolis County, and our residents, we are confident in our ability to move forward, adapt, and continue providing the high level of service our community has come to expect.

Respectfully Submitted by:

Chief Michael Toole



2025-12-19

Ashley Crocker, Chief Administrative Officer
Town of Middleton
131 Commercial St.
Middleton, Nova Scotia, B0S 1P0

Letter of Intent: Upcoming Public Housing Development in the Town of Middleton

Dear Ms. Crocker,

I am writing to inform you that the Province of Nova Scotia, through Build Nova Scotia, intends to develop 24 units of new public housing on provincially owned land within the boundaries of the Town of Middleton, located at Sunset Crescent, Middleton (PID 05322409). This initiative reflects the Province's commitment to providing safe, affordable housing for Nova Scotians and ensuring that housing is being built responsibly and to the highest standards.

The project will meet or exceed all relevant building codes and we desire to work closely with your municipal engineers and building inspectors to ensure local considerations are incorporated into the building. While the Municipal Government Act does not apply to Crown property, and development agreements are not required under Section 14 of the Interpretation Act, our goal is to collaborate wherever possible to ensure this project provides maximum benefit to the community.

In support of our delivery of deeply affordable housing, Build Nova Scotia respectfully requests a waiver of all municipal fees associated with this development. We believe this gesture would demonstrate our shared commitment to addressing housing needs in a way that is both efficient and community-focused.

Build Nova Scotia values our partnerships with each municipality in achieving important shared objectives. We look forward to working with you and your team to make this project a success for residents of the Town of Middleton and the province as a whole. If you have any questions, please contact Nick MacMillan, Project Director, Public Housing at 902.220.8465 or Nick.Macmillan@novascotia.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read "Jonathan Veale".

Jonathan Veale
Vice President, Strategic Infrastructure and Development
Build Nova Scotia
Jonathan.Veale@novascotia.ca



**Emergency Management
Office of the Minister**

Suite 601-1871 Upper Water Street, Halifax, Nova Scotia, Canada B3J 1S8 • Telephone 902-476-7396 • Minister.EmergencyManagement@novascotia.ca

December 15, 2025

To: Municipalities across Nova Scotia

Subject: End of the Bottled Water Reimbursement Program

Dear municipal leaders,

We wish to inform you that the Department of Emergency Management will be winding down the bottled water reimbursement program at the end of this calendar year, December 31, 2025. As water levels across the province have been restored, the program's original purpose has been fulfilled.

This program was launched in response to the extreme drought our province faced this summer, which left many residents with dry wells. To help affected communities, we initiated a temporary program to reimburse municipalities for bottled water provided to residents whose wells had gone dry. The program was not intended for well refilling, but rather to ensure access to safe drinking water during this emergency.

Drought is now a predictable and expected issue in Nova Scotia, and as such, no longer an emergency. The Department of Emergency Management is shifting away from an emergency response to this issue, and government is moving toward a long-term and coordinated approach to managing drought.

We appreciate your efforts in supporting resident during this challenging time.

Please ensure that any outstanding reimbursement claims are submitted by January 31, 2026, so they can be processed before the program concludes.

If you have any questions or require assistance, please contact:

Ryan Doherty Ryan.Doherty@novascotia.ca and Joanna Forgeron Joanna.forgeron@novascotia.ca .

Thank you for your continued commitment to the safety and wellbeing of your communities.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Kim Masland'.

Kim Masland

Minister, Department of Emergency Management

From: Jeff Milne <pastorjeff.nictaux@gmail.com>
Sent: Thursday, January 15, 2026 12:07 PM
Subject: Doors to Hope Society - Dissolution Notice

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Hello,

I am writing on behalf of the Board of Directors of the Doors to Hope Society to reach out to our community, friends and supporters.

It is with mixed emotions that the Doors to Hope Society announces our decision to dissolve as an organization, effective January 15, 2026.

Doors to Hope was born from a deep commitment to addressing housing insecurity in Annapolis County. Our work grew out of the Sunrise Village Initiative under Valley Roots, which sought to create sustainable, supported housing through a tiny house model. When circumstances prevented that vision from moving forward, we pivoted and formed the Doors to Hope Society, determined to find another path toward meeting the affordable, supported housing needs in our community.

Throughout this journey, we have been encouraged by the support of community members who share our concern for those experiencing housing insecurity. We are grateful for every conversation, every expression of support, and every person who believed in the possibility of creating a different type of housing option in our county.

However, despite our commitment and effort, we have not been able to achieve the tangible progress necessary to continue as an organization. Sometimes, the most responsible decision is to acknowledge when a particular approach is not bearing fruit, even when the need remains obvious and the passion remains strong.

The dissolution of Doors to Hope does not mean the end of advocacy for sustainable, supported housing in Annapolis County. The individuals who formed this committee remain deeply committed to addressing housing insecurity, and we hope that future initiatives—whether through other organizations, government action, or community partnerships—will find pathways forward that we could not.

We want to thank everyone who supported our efforts, shared our vision, and continues to care about our most vulnerable neighbours. The need for affordable, supportive housing has not diminished, and we encourage the community to continue pressing for solutions.

For those passionate about this issue, we encourage you to connect with existing organizations working on housing and poverty issues in our region, and to advocate with municipal and provincial leaders for concrete action on housing policy and development.

Thank you for walking alongside us in this effort. With gratitude and continued hope for our community,

The Board of Directors Doors to Hope Society.

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Rev. Jeff Milne
Pastor, Nictaux Baptist Church
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