

AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. APPROVAL OF THE MINUTES

- 3.1 Council Meeting Minutes – February 17, 2026
- 3.2 In-Camera Meeting Minutes – January 19, 2026

4. 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.

5. NEW BUSINESS

- 5.1 Committee of the Whole Recommendations
 - a. RFD 017-2026 Appointment List Update – CAO
 - b. RFD 018-2026 Valley Waste Temporary Borrowing Resolution – DOF
- 5.2 RFD 019-2026 – Middleton Development Fees – PSC
- 5.3 2025-26 Capital Projects Update – DOF
- 5.4 Mayor, Council & CAO Expense Report for Q3 – DOF
- 5.5 Financial Forecast for Town General and Water Utility – DOF
- 5.6 2026-2027 Budget Discussion/Deliberations – CAO

6. REPORTS

- 6.1 Management Report
- 6.2 Middleton Fire Department Dispatch Report for February 2026
- 6.3 Valley Regional Services Board Jan 21/26 Meeting Minute
- 6.4 Planning Advisory Committee Meeting DRAFT Minutes Feb 19/26
- 6.5 Mayor’s Report

7. CORRESPONDENCE

- 7.1 February 26, 2026, Letter from the Minister of the Department of Emergency Management, Kim Masland re: Act to Provide Support for Fire Services
- 7.2 February 26, 2026, Letter from Valley REN re: Letter of Correspondence: Valley REN Board Chair
- 7.3 February 27, 2026, Letter from Attorney General and Minister of Justice, Scott Armstrong re: RCMP Retroactive Pay Liability
- 7.4 March 4, 2026, Letter from Deputy Minister Chris Morrissey of Department of Growth and Development re: Concerning 2026-27 Funding
- 7.5 March 5, 2026, Letter from Michael Fairn, Fund Development Coordinator, Soldiers Memorial Hospital Foundation re: Diagnostic Imaging Fundraising Campaign

8. ANYTHING BY MEMBERS

9. IN-CAMERA

- 9.1 Contractual

10. ADJOURNMENT

A regular monthly meeting of Middleton Town Council was held in-person at the Middleton Fire Department, on Tuesday, February 17, 2026, starting at 7:00pm.

PRESENT

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

Regrets: Councillor Jonathan Archibald

1. **CALL TO ORDER**

Mayor Smith called the meeting to order at 7:02p.m.

2. **APPROVAL OF THE AGENDA**

260217.01 It was moved and seconded that Council approve the agenda as amended.
Motion carried.

3. **APPROVAL OF THE MINUTES**

3.1 Approval of the Previous Meeting Minutes

2026.01.19 Council Meeting Minutes

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

4. **ANYTHING BY CITIZENS**

Nothing to report.

5. **NEW BUSINESS**

5.1 **Committee of the Whole Recommendations**

a. **RFD 009-2026 MOA: Annapolis REMO and Kings Transit**

260217.02 It was moved and seconded That Council approve the Memorandum of Agreement between Kings Transit Authority and the Annapolis Regional Emergency Management Organization (Annapolis REMO), as recommended by the Annapolis REMO Advisory Committee. **Motion carried.**

b. RFD 010-2026 Appointment List Update

260217.03 It was moved and seconded that Council, on recommendation from the CAO, appoint Daniel Forbes as a member of the Audit Committee. **Motion carried.**

260217.04 It was moved and seconded that Council approve the 2026 Appointment List, as amended and presented. **Motion carried.**

c. RFD 011-2026 Joint Equity, Diversity and Inclusion Plan

260217.05 It was moved and seconded that Council approve the 2026-2029 Equity, Diversity, and Inclusion (EDI) Plan. **Motion carried.**

d. RFD 012-2026 Joint Accessibility Plan

260119.06 It was moved and seconded that Council approve the Annapolis County Joint Accessibility Plan 2026 - 2028 and submit to the NS Accessibility Directorate as the approved plan to guide actions over the next 3 years. **Motion carried.**

e. RFD 014-2026 Tidal Transit Authority Budget for 2026-2027

260217.07 It was moved and seconded that Council direct the Mayor to vote against the Tidal Transit Authority 2026-2027 operating and capital budgets when it comes before the Valley Regional Services Board. **Motion carried.**

f. RFD 015-2026 Annapolis Valley Regional Library Budget Request for 2026-2027.

CAO Crocker gave a brief overview of the Annapolis Valley Regional Library Budget Request for 2026-2027 and the updates that have occurred since the Town's Committee of the Whole meeting on February 2, 2026.

260217.08 It was moved and seconded that Council approve a \$1,600 funding increase for the Annapolis Valley Regional Library Board for 2026-2027 only, which is consistent with the traditional municipal share under the current cost-sharing model, subject to provincial confirmation of their share. **Motion carried.**

ACTION: CAO Crocker to write a letter to the province updating them on Council's decision.

g. RFD 016-2026 Records Management and Destruction Policy

260217.09 It was moved and seconded that Council approve the replacement of the existing Records Management Policy with the Records Management and Destruction Policy. **Motion carried.**

5.2 2025-26 Capital Projects Update

CAO Crocker provided a brief overview of the 2025-26 Capital Projects Update and discussed the Reservoir decommissioning.

6. REPORTS

- 6.1 Management Report
- 6.2 Middleton Fire Department Dispatch Report for January 2026
- 6.3 Annapolis REMO Advisory Committee Meeting DRAFT Minutes Jan 15/26
- 6.4 Valley Regional Services Board Jan 21/26 Meeting Minute
- 6.5 Mayor's Report

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

- Councillor Smith asked whether we are on track with the communications strategy.
 - CAO Crocker confirmed that staff are on track with the external communications strategy.
- Councillor Knapp asked how Alertable is being advertised and whether any efforts are being made to increase awareness.
 - Councillor Smith responded that brochures are available in the office.

7. CORRESPONDENCE

- 7.1 February 6, 2026, Letter from Attorney General and Minister of Justice Scott Armstrong
- 7.2 February 6, 2026, Highlights from the NSFM Board Meeting

Two (2) notices of correspondence were distributed to Council members.

8. ANYTHING BY MEMBERS

Councillor Knapp noted that there have been some recent mishaps in Middleton and encouraged residents to report anything they observe. She also attended the African Heritage Flag Raising at Centennial Park and noted that it was nice to see many Councillors there. Additionally, a resident inquired about the history of North Street and Brooklyn Street. Councillor Knapp asked whether a brochure or plaque could be developed, or whether the Town could collaborate with the Museum to share this history.

ACTION: Staff to investigate plaque or pamphlet to recognize African Heritage on North Street and Brooklyn Street.

Mayor Smith expressed interest in installing a flagpole outside of Town Hall.

Councillor Smith indicated a preference for placing the flagpole in Centennial Park, noting that it would reach a larger audience.

ACTION: Staff to investigate flagpole in front of Town Hall.

9. IN CAMERA

260217.10 It was moved and seconded to move to in-camera at 7:44pm. **Motion carried.**

260217.11 It was moved and seconded to move out of camera at 7:48pm. **Motion carried.**

10. ADJOURNMENT

The Mayor declared the meeting adjourned at 7:49pm.

Mayor

Recording Secretary

REQUEST FOR DECISION
Appointment List Update
RFD#: 017-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: March 2, 2026 and March 16, 2026
Subject: 2026 Appointment List Update

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Updated Draft Appointment List

Legislation

- *Municipal Government Act*

Recommendation

That Council, on recommendation from the CAO, appoint David Wright as the Town's Building Official and Fire Inspector.

That Council approve the 2026 Appointment List, as presented.

Background

David Wright started the with County of Annapolis earlier this year and is actively working toward his certification as a Building Official. He is currently completing the required training and participating in ongoing mentorship to ensure he meets all professional and legislative requirements. During this period, David will not yet be in a position to independently conduct inspections; however, the Town will see him accompanying the other inspectors on inspections as part of his hands-on training and development.

Similarly, David will be pursuing certification in Fire Inspection. He will be receiving formal training through the Fire Inspectors Association of Nova Scotia (FIANS) program, along with in-house mentorship to build the necessary knowledge and practical experience. This structured approach will support a smooth transition to full certification and independent practice in both roles.

REQUEST FOR DECISION
Appointment List Update
RFD#: 017-2026



Financial Implications

N/A

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: March 16, 2026

TOWN OF MIDDLETON
2026 APPOINTMENT LIST
(Approved by Council **March 16, 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,
DANIEL FORBES
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

POLICE ADVISORY BOARD

Citizens: **NEEDS 3 NEW APPOINTEES**
Town Council: **NEEDS 3 NEW APPOINTEES**
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
DAVID WRIGHT
ERIN SCHURMAN-KOLB

DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR

SEAN AMOS

DEVELOPMENT OFFICER(S)

CHRYSTAL FULLER
LAUREN ISABELLE

FIRE CHIEF & DEPUTIES

CHIEF MIKE TOOLE
DEPUTIES SCOTT VEINOT, JODY SPIDLE

RCMP NCO IN CHARGE

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

VACANT, 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
Valley Waste Temporary Borrowing
Resolution
RFD#: 018-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: March 2, 2026 and March 16, 2026
Subject: Valley Waste Temporary Borrowing Resolution

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Loan guarantee resolution
- Temporary borrowing resolution approved by Valley Waste Resource Management (VWRM) Board on February 18, 2026
- Schedule B listing the capital projects approved in the 2025/26 Capital Budget

Legislation

- Pursuant to the Municipal Government Act Section 88 (Ministerial approval)

Recommendation

That Council approve the included Town of Middleton’s Loan guarantee resolution in the amount of up to, but not exceeding, eight thousand, one hundred and sixty-four dollars (\$8,164) representing one-point ninety percent (1.90%) of the total of four hundred, twenty-eight thousand, eight hundred and thirty-five dollars (\$428,835) to be borrowed by Valley Waste for their 2025/26 capital budget.

Background

Three Valley Waste capital projects have been completed in the 2025-2026 fiscal year that were approved capital projects to be financed by debentures from prior fiscal years’ budgets. The Nova Scotia Department & Treasury Board’s one year financing approval has expired on these projects and requires renewal to participate in the Spring 2026 round of financing.

REQUEST FOR DECISION
Valley Waste Temporary Borrowing
Resolution
RFD#: 018-2026



To be eligible to participate in the Spring 2026 round of serial debenture financing for the above-mentioned projects, the following steps need to be completed:

1. Approval by the board by a board motion
2. Approval by all 7 owner's councils to guarantee their portion of the debentures
3. Approval by the Nova Scotia Department & Treasury Board

Details of the completed capital projects

- 1) **EMC / WMC C&D Hydrological Wells** – approved budget 55,000 in 23-24 / cost expectations reset to 146,846 / completed project cost 91,688
- 2) **HHW Container & Pre Fab Steel Structure** – approved budget 350,000 in 24-25 / completed project cost 276,790
- 3) **2x Tri-Pak TB6030** – approved budget 110,000 in 24-25 / completed project cost 60,357

Municipalities are required to seek Ministerial approval to guarantee borrowing by a committee created by an inter-municipal services agreement. The Town is a party to the Valley Waste Inter-Municipal Services agreement. The Department of Municipal Affairs and Housing requires a formal resolution of Council to document the Town's guarantee of a portion of the Valley Waste loan. As approved in their 2025/2026 Capital Budget, Valley Waste plans to borrow to fund their capital expenditures as outlined in the attached Schedule B.

Financial Implications

The Town would be required to honor the guarantee in the event that Valley Waste was unable to repay the loan. However, the Town, through the Inter-municipal services agreement, has previously agreed to pay a share of the approved operating and capital budgets of Valley Waste that provide the funding for the loan repayment among other expenditures.

REQUEST FOR DECISION
Valley Waste Temporary Borrowing
Resolution
RFD#: 018-2026



Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
	Community	
X	Governance	Ensures legislative requirements are met.
	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: March 16, 2026

**VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY
MUNICIPAL PARTNER GUARANTEE RESOLUTION
COUNCIL OF
Town of Middleton**

Guarantee Share Amount: \$ 8,164 Purpose: Replacement guarantee for capital projects completed in 25-26 from prior year budgets that expired

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority has determined to borrow the aggregate principal amount of eight thousand one hundred sixty four Dollars (\$ 8,164) for purpose of Replacement guarantee for capital projects ;

WHEREAS the Authority has requested the Council of the Town of Middleton, a municipality that executed the instrument of incorporation of the Authority, to guarantee said borrowing; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act, no guarantee of a borrowing by a municipality shall have effect unless the Minister of Municipal Affairs has approved of the proposed borrowing or debenture and of the proposed guarantee;

BE IT THEREFORE RESOLVED

THAT the Council of the Town of Middleton does hereby approve the borrowing of the aggregate principal amount of eight thousand one hundred sixty four Dollars (\$ 8,164) for the purpose set out above;

THAT subject to the approval of the Minister of Municipal Affairs of the borrowing by the Authority and the approval of the Minister of Municipal Affairs of the guarantee, the Council unconditionally guarantee repayment of eight thousand one hundred sixty four Dollars (\$ 8,164) for the purpose set out above; and

THAT upon the issue of the debentures, the Mayor/Warden and Chief Administrative Officer of the Municipality do sign the guarantee attached to each of the debentures and affix thereto the corporate seal of the Municipality.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the Town of Middleton held on the ____ day of _____, 2026.

GIVEN under the hands of the Clerk and under the seal of the Municipality this ____ day of _____, 2026.

Clerk

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 428,835

Capital Projects: Detailed in Schedule "B"

WHEREAS the Valley Region Solid Waste-Resource Management Authority (hereinafter referred to as the Authority) was incorporated on October 1, 2001 pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Town of Berwick, the Town of Kentville, the Town of Middleton, the Town of Wolfville, the Town of Annapolis Royal, the Municipality of the County of Annapolis, and the Municipality of the County of Kings entered into an inter-municipal services agreement pursuant to Section 60 of the Municipal Government Act;

WHEREAS the Authority pursuant to the inter-municipal agreement states that the body corporate shall be vested with the power to borrow money for the purpose of capital projects, the specific amounts and descriptions of which are contained in Schedule "B";

WHEREAS any borrowing and/or entering into debt obligations of the municipal body corporate must be approved by the municipal units and the Municipal Guarantee percentages and amounts for each of the six municipal parties are attached at Schedule "A"; and,

WHEREAS pursuant to Section 88 of the Municipal Government Act no money shall be borrowed by a municipality, village, committee by an inter-municipal agreement or service commission pursuant to this Act or another Act of the Legislature until the proposed borrowing has been approved by the Minister of Municipal Affairs has the approved the proposed guarantees;

BE IT THEREFORE RESOLVED

THAT under the authority of the intermunicipal services agreement entered into under Section 60 of the *Municipal Government Act*, and subject to the approval of the Minister of Municipal Affairs, the Authority borrow a sum or sums not to exceed
four hundred twenty eight thousand eight hundred thirty five Dollars
(\$ 428,835) for the purpose set out above;

THAT the sum be borrowed by the issue and sale of debentures of the Authority of an amount as the Authority deems necessary;

THAT pursuant to Section 92 of the Municipal Government Act, the issue of debentures be postponed and that a sum or sums not to exceed
four hundred twenty eight thousand eight hundred thirty five Dollars
(\$ 428,835) in total be borrowed from time to time from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs of this resolution;

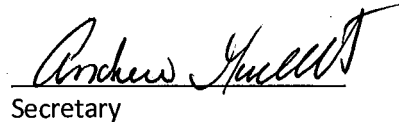
THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and,

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Valley Region Solid Waste-Resource Management Authority held on the 18 day of February, 2026.

GIVEN under the hands of the Chair and the Secretary and under the seal of the Authority this 18 day of February, 2026.


Chair


Secretary

VALLEY REGION SOLID WASTE-RESOURCE MANAGEMENT AUTHORITY

TEMPORARY BORROWING RESOLUTION

Amount: \$ 428,835

Capital Projects: Detailed in Schedule "B"

SCHEDULE "A"

MUNICIPAL GUARANTEES

MUNICIPAL PARTNER	GUARANTEE PERCENTAGE	GUARANTEE AMOUNT
Municipality of the County of Kings	58.28%	249,905
Municipality of the County of Annapolis	20.98%	89,961
Town of Kentville	8.10%	34,717
Town of Wolfville	7.19%	30,842
Town of Berwick	2.71%	11,632
Town of Middleton	1.90%	8,164
Town of Annapolis Royal	.84%	3,614
Total Capital Requirements for Borrowing Resolution	100	428,835.00

Budget Year	Item Description	Finance Term	Funding Source Projection & Budget	Carry Forward from Prior Years	Approved Budget	Unsettled Costs in Due to/from
23-24	EMC / WMC C&D Hydrological Wells	10	Debenture	146,846	55,000	91,688
24-25	HHW Container & Pre Fab Steel Structure	10	Debenture		350,000	276,790
24-25	2xTri-Pak TB6030	10	Debenture		110,000	60,357
						<u>428,835</u>

As per Budget 2026 with AC as an owner	
Municipality of Kings	58.28%
Town of Kentville	8.10%
Town of Wolfville	7.19%
Town of Berwick	2.71%
Town of Middleton	1.90%
Town of Annapolis Royal	0.84%
Municipality of Annapolis	20.98%

249,905
34,717
30,842
11,632
8,164
3,614
89,961
<u>428,835</u>

REQUEST FOR DECISION
Middleton Development Fees Review
RFD#: 019-2026



To: Town Council
From: Sara Marceau, Planning Services Coordinator
Date: March 16, 2026
Subject: Middleton Development Fees Review

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Brighter Community Planning Staff Report
- Code G 2.1 Fees – Building and Planning Policy

Legislation

- Pursuant to the *Municipal Government Act* Section 48(1) and 49(1)(c)

Recommendation

That Council approve the proposal to waive affordable housing development application fees, including accessory dwellings, for a period of one (1) year from the date of adoption.

Background

At the January 19th Council meeting, staff provided an update on the Housing Accelerator Fund (HAF) initiatives. As a result, Council made a motion to direct staff to investigate the possibility of reducing or eliminating building and development fees with the goal of reducing barriers to housing development. This was in support of the HAF initiatives. Brighter Community Planning and Consulting (BCP) reviewed the development fees of other Nova Scotia municipalities for reference to developing recommendations. The municipalities covered in the research include those of similar population size that have completed or are in the process of making development fee changes.

Under Section 49(1)(c) of the *Municipal Government Act* (MGA), municipal councils are authorized to adopt policies that set and amend fees for permits, applications, approvals, and related municipal services. This authority provides the legislative basis for municipalities to establish and amend Fees Policies, including the ability to reduce or waive specific fees for certain types of development, such as affordable housing or housing-related initiatives. Council’s general authority to adopt and amend

REQUEST FOR DECISION
Middleton Development Fees Review
RFD#: 019-2026



policies is further supported by Section 48 of the MGA.

As noted in BCP’s staff report, the Town’s building and development fees are already low and comparable to neighboring municipal units.

Financial Implications

The current recommendation is to waive the Development Permit fee for any affordable housing applications, including accessory dwellings. The current Development Permit fee is \$50, per the Town’s Building and Planning Fees Policy, Code G 2.1.

Over the past two (2) years, five development applications were processed for accessory dwellings, totaling \$250. No applications have been received for affordable housing.

The ability to predict what type of new housing development applications may come in during 2026-2027 is challenging and varies. There is one development under consideration currently (not yet applied for a permit) that would qualify for the waiving of this fee.

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
Middleton Development Fees Review
RFD#: 019-2026



Alternatives

- 1) Council could direct staff to leave the fees the same.
- 2) Council could direct staff to waive more fees than what is proposed.

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: March 16, 2026



Development Fees Review

PROPOSED PAC MOTION TO COUNCIL

The Planning Advisory Committee recommends that Council approve the proposal to waive affordable housing development applications fees, including accessory dwellings, for a period of one (1) year from the date of adoption.

To: Town of Middleton

From: Brighter Community Planning and Consulting (BCP)

Date: 2026-02-17

Re: Development Fees Review

1 PROJECT OVERVIEW

Town of Middleton is exploring the possibility of reducing or eliminating building and development fees with the goal of reducing barriers to housing development. BCP has reviewed the development fees of other Nova Scotia municipalities for reference to develop recommendations to guide Council's decision. The municipalities covered in the research include those of similar population size that have completed or are in progress of making development fee changes. This work was completed in support of Middleton's Housing Accelerator Fund initiatives.

2 SCOPE OF WORK

The scope of work included:

- Review the MGA and the approach to development fees in similar size municipal units
- Provide recommendations for next steps.
- Support the Town's commitments under the CMHC Housing Accelerator Fund (HAF).

3 OVERVIEW AND GOVERNANCE

Purpose and Application of Development Fees

In Nova Scotia, development fees are charged by municipalities to offset the costs of development. For the purposes of this report, the term development fees refers to Middleton's fees for:

- Planning and Development: applications for MPS/LUB amendments, development agreements, variances, subdivisions, zoning confirmation letters, development permits; and
- Building Permits: new construction, additions, repairs, renovations, relocation, change of occupancy, demolition (buildings, structures, decks).

Enabling Provincial Regulation

Under Section 49(1)(c) of the Nova Scotia Municipal Government Act (MGA), municipal councils are authorized to adopt policies that set and amend fees for permits, applications, approvals, and related municipal services. This authority provides the legislative basis for municipalities to establish and amend Fees Policies, including the ability to reduce or waive specific fees for certain types of development, such as affordable housing or housing-related initiatives. Council's general authority to adopt and amend policies is further supported by Section 48 of the MGA.

References: *Municipal Government Act* Sections 48(1) & 49(1)(c), attached.

Town of Middleton Development Fee Policy

Policy 2.1 establishes the fees for permits and services provided by the Town of Middleton to enable some cost recovery for services provided. The policy includes a section for application fees related to planning document amendments and development permits and a section for building permit application fees.

Reference: Town of Middleton *Policy 2.1 Fees – Building and Planning*, attached.

4 BUILDING AND DEVELOPMENT FEES COMPARISON

As noted in the Development Cost Charges Review (January 2026), which compared the planning and development fees to neighbouring and similar sized municipalities, The Town of Middleton building and development fees are comparable to those of 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 Municipalities reviewed and do not present a barrier to residential development.

Reference: Building and development fees summary table, attached.

5 COMPARATIVE REVIEW OF DEVELOPMENT FEE REDUCTIONS/WAIVERS

Some municipalities in Nova Scotia are examining their development fees and considering reducing or eliminating development fees, in particular for affordable or alternative housing projects. The following are local jurisdictions that are considering or implementing fee reductions.

West Hants Regional Municipality

As part of its Housing Accelerator Fund commitments, West Hants Regional Municipality amended its Fees Policy to temporarily waive development permit fees and building permit fees for Accessory Dwelling Units (also known as secondary suites). The fee waiver applies municipality-wide and is time-limited, running from May 2024 to 2027.

This measure is intended to reduce upfront costs for homeowners and support the creation of additional housing units in alignment with HAF objectives.

Municipality of East Hants

Under its Housing Accelerator Fund agreement, the Municipality of East Hants has waived building permit fees for Accessory Dwelling Units (ADU, also called secondary suites) for a three-year period to encourage more housing supply. This waiver is part of their HAF Action Plan and applies to all ADU building permit applications, though infrastructure fees still apply.

The fee incentive supports the municipal goal of reducing barriers to creating additional dwelling units in alignment with its HAF commitments.

Town of Amherst

The Town of Amherst has adopted an Affordable Housing Fee Forgiveness Policy to support the development of new affordable housing. Under this policy, development permit fees, building permit fees, and water and sewer servicing fees may be waived for eligible projects.

To qualify for the fee forgiveness, a project must:

- Be a new residential development approved after June 23, 2025;
- Include affordable housing units, with at least 25% of the units supported by federal or provincial affordable housing funding; and
- Meet all applicable Town bylaws, policies, and development standards.

The purpose of this policy is to reduce development costs and encourage the construction of affordable housing within the Town.

Municipality of the County of Kings

As part of its Housing Accelerator Fund commitments, the Municipality of the County of Kings amended its Fees Policy on February 18, 2025 to allow for the temporary waiver of certain application fees. Under the amended policy, building permit application fees and, in select cases, sewer connection application fees may be waived for HAF-eligible residential projects.

Eligible projects include:

- New dwellings with two or more units;
- Accessory Dwelling Units (ADUs);
- New residential units created within an existing dwelling;
- New residential units created within a commercial building; and
- Residential solar projects, including both ground-mounted and rooftop installations.

These fee waivers apply to multi-unit housing, ADUs, and residential conversions that meet HAF eligibility criteria. The intent of the policy amendment is to reduce upfront costs and support the creation of additional housing supply in the Municipality.

Town of Mahone Bay

The Town of Mahone Bay has amended its Fees Policy to allow for the waiver of certain municipal fees for affordable housing projects. Under the policy, building permit fees, planning application fees, and development permit fees may be waived for eligible projects. Council approved this change on October 30, 2025.

The fee waivers are intended to reduce upfront costs and support the development of affordable housing within the Town. Eligibility is determined based on whether a project meets the Town's affordable housing criteria, as set out through Council direction and the Fees Policy.

Town of Wolfville

As part of its Housing Accelerator Fund Action Plan, the Town of Wolfville has identified the waiving of municipal fees as a proposed measure to encourage and support affordable housing development. Currently, no specific fees have been waived.

Any future fee waivers would require further Council approval and are expected to be implemented through amendments to the Town's fees framework. The intent of the proposed action is to reduce cost barriers and support housing development as part of Wolfville's broader HAF commitments.

Halifax Regional Municipality

Halifax Regional Municipality has waived most of the municipal construction related fees for registered non-profit and charitable affordable housing developments. These waivers are administered through HRM's permit fee framework and are intended to reduce development costs and support the delivery of affordable housing by non-profit and charitable organizations.

The fees that have been waived including building permit fees, development permits fees, and inspection fees, among others. Council approved these fees being waived on November 10th, 2020, predating the introduction of the federal Housing Accelerator Fund.

Reference: HAF Initiatives - Development Fees Table, attached.

6 DEVELOPMENT FEE OPTIONS AND CONSIDERATIONS

Residential

If the Town wishes to encourage non-market, affordable and/or alternative housing, development fee changes may be considered as an incentive.

Commercial

Development fee reductions are focused on encouraging housing development and growth. Middleton could consider a reduction in fees for mixed use projects that have commercial and residential development that include affordable, non-market or accessible housing.

Considerations

Any change to application fees will have an impact on the finances of the Town. The current fees do not cover the full cost of the applications, and reducing the fees will increase the amount of costs borne by the Town. Additionally, any services provided by other jurisdictions will need to be paid for whether or not those fees are collected by the Town.

7 RECOMMENDATIONS

BCP recommends the following actions:

- That Middleton consider reducing or waiving fees for specialized housing projects, potentially including: affordable housing, accessible housing, accessory dwelling units/secondary suites, non-market housing, housing projects that are receiving HAF funding, and housing projects proposed by non-profit organizations.
- That fee reductions or waivers are done on an application basis so each project may be considered and compared to the Town's housing goals and existing initiatives.
- That the consideration of potential fee reductions or waivers be referred to the budget process for analysis of the potential impact to the Town's finances.
- That any fees that are passed through to another jurisdiction for services provided not be reduced or waived.

ATTACHMENTS

- 1) Municipal Government Act Sections 48(1) & 49(1)(c)
- 2) Town of Middleton Policy 2.1 Fees – Building and Planning
- 3) Development Fees Comparison Table
- 4) HAF Initiatives - Development Fees Table
- 5) 10 updated Housing Accelerator Fund best practices

Appendix A

Municipal Government Act Sections 48(1) & 49(1)(c)

Section 48 (1) - Policies	<p>(1) Before a policy is passed, amended or repealed the council shall give at least seven days notice to all council members.</p> <p>(2) the municipality.</p> <p>(3) The council may adopt different policies for different areas of In addition to matters specified in this Act or another Act of the Legislature, the council may adopt policies on any matter that the council considers conducive to the effective management of the municipality. 1998, c. 18, s. 48.</p>
Section 49 (1) (c) – Power to make policies	<p>(c) setting and amending the fees to be paid for (i) licences issued pursuant to a by-law of the municipality,</p> <p>(ii) an inspection required or conducted pursuant to a by-law of the municipality or an enactment,</p> <p>(iii) permits, applications and approvals required to be obtained from the municipality or an employee of the municipality pursuant to a by-law of the municipality or an enactment, (iv) animals;</p>

**TOWN OF MIDDLETON
CODE G - PLANNING**

Subject: Fees – Building and Planning	Number: 2.1
Coverage: Staff & Public	Approved by: Council
Effective Date : November 1, 2004	Revision Date: Feb. 2, 2004; Feb. 5, 2007; May 5, 2008; March 2, 2015; Sept. 8, 2015; July 18,2016

Rationale

The following policy establishes uniform fees for permits and services provided by the Town of Middleton, to enable some cost recovery for services provided.

Policy Statement

1. Applications

All Applications shall be accompanied by the necessary permit fees payable to the Town of Middleton.

2. Development Permits & Planning Document Amendments

The following schedule of fees shall be charged for development services provided by the Town of Middleton:

Development Permit fee	\$50
Municipal Planning Strategy and/or Land Use Bylaw amendment application	\$500 + \$500 (advertising fee)
Development Agreement applications	\$500 + \$500 (advertising fee) + registry fees
Minor Variances	\$400 + \$500 (advertising fee) + registry fees
Subdivision	Tentative: \$200 + registry fees Final: \$300 + registry fees
Zoning Confirmation Letters	\$100

3. Building Permits

3.1 Any construction requiring a building permit shall pay the appropriate fee laid out in the following table.

Permit Type	Building Permit Fee
New construction of, and additions to: residential buildings, community centres, cottages and churches.	\$25 + \$0.10/ sq. ft. (based on all useable floor areas of new construction or addition)
New construction of, and additions to: commercial, industrial and other buildings not otherwise specified.	\$25 + \$0.15/ sq. ft. (based on all useable floor areas of new construction or addition)

Permit Type	Building Permit Fee
New construction of, and additions to: sheds, decks, shell storage buildings, garages, and agricultural storage buildings.	\$25 + \$0.06/ sq. ft. (based on all useable floor areas of new construction or addition)
Repairs, renovations or alterations to all existing buildings.	\$25 + \$1 per \$1000 of estimated value of construction work.
Location or re-location of an existing building.	\$50
RENEWAL of an approved permit.	\$25
Change of occupancy classification	\$50 + \$1 per \$1,000 of estimated value of construction work.
DEMOLITION of building or structure.	\$25

- 3.2 Square footage for the purpose of building permits shall be calculated as follows:
- a. buildings intended for human occupancy shall include all useable floor space (finished);
 - b. buildings not intended for human occupancy shall be based on the area of the main floor.
- 3.4 Permit fees shall be refunded in situations and proportions as follows:
- a. applications never completed, retained fee \$25, balance refunded,
 - b. permit denied, retained fee \$25, balance refunded
 - c. permit revoked or abandoned before work commenced, 50% of fee refunded,
 - d. permit revoked or abandoned after work commenced, no refund.

References

Town of Middleton - *Building Code Bylaw, Chapter 19, Part 2 - Permit Fees*

Previous Policies

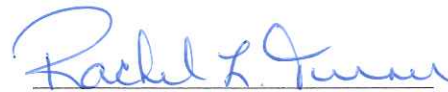
The previous policy 1/73 “Town of Middleton - Fees Policy” Effective February 2, 2004 is hereby amended.

The previous policy 7/3 “User Fee Policy” Effective November 1, 2004 is hereby amended.

Certification

THIS IS TO CERTIFY that this policy was duly passed by a majority vote of the whole Council at a duly called Council meeting held on the 18th day of July, 2016.

GIVEN under the hand of the CAO and under the seal of the Town of Middleton this 20th day of July, 2016.



Rachel L. Turner
Chief Administrative Officer

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

HAF Development Fee Initiatives

Implemented Fee Reductions						
Municipality	Applicable Projects	Fees Impacted	Date of Change	Mechanism	HAF Project?	URL
Town of Amherst	Affordable housing projects meeting eligibility criteria	<ul style="list-style-type: none"> • Development permit fees • Building permit fees • Water & sewer servicing fees 	June 23, 2025	Policy	Yes	https://www.amherst.ca/june-23-2025-amherst-town-council-meeting-highlights.html
Municipality of the County of Kings	Multi-unit housing, Accessory Dwelling Units, conversions (HAF-eligible)	<ul style="list-style-type: none"> • Building permit application fees • Sewer connection application fees (select cases) 	Feb 18, 2025	Fees Policy amendment	Yes	https://www.countyofkings.ca/residents/services/permits/Housing-Accelerator-Fund
West Hants Regional Municipality	Accessory Dwelling Units / Secondary Suites	<ul style="list-style-type: none"> • Development permit fees • Building permit fees 	Time-limited (3 year)	Policy (Fees amendment)	Yes	https://www.westhants.ca/housing-accelerator-fund.html
Municipality of East Hants	Accessory Dwelling Units	<ul style="list-style-type: none"> • Building permit fees 	(3-year waiver)	Policy (Fees amendment)	Yes	https://www.easthants.ca/housing-accelerator-fund-initiatives-progress/
Halifax Regional Municipality	Non-profit and charitable affordable housing developments	<ul style="list-style-type: none"> • Majority of municipal construction-related fees (e.g., building permit, development permit, inspection fees) 	Nov 10, 2020	HRM permit fees policy	Pre HAF	https://www.halifax.ca/home-property/building-development-permits/permit-fees
Town of Mahone Bay	Affordable housing projects	<ul style="list-style-type: none"> • Building permit fees • Planning application fees • Development permit fees 	September 30, 2025	Fees policy	Yes	https://www.townofmahonebay.ca/project-blogs/mahone-bay-making-good-progress-on-housing-initiative
Proposed Fee Reductions						
Municipality	Applicable Projects	Fees Impacted	Date of Change	Mechanism	HAF Project?	URL
District of Chester	Affordable Housing	Fee adjustments is within the HAF Action Plan as possible future incentive strategy (waiving charges for non-profit affordable housing), but no by-law or fee schedule change has been adopted yet.	Ongoing/in progress	Proposed	Yes	https://assets.cmhc-schl.gc.ca/sites/cmhc/professional/project-funding-and-mortgage-financing/funding-programs/all-funding-programs/housing-accelerator-fund/action-plan-summaries/haf-action-plan-summary-chester-en.pdf
Town of Wolfville	Housing development (general)	"Affordable housing developments will be encouraged and supported through waiving of fees" None as of current.	Ongoing/in progress	Proposed	Yes	https://wolfville.ca/housing-accelerator-fund/wolfvilles-housing-accelerator-action-plan
Town of Bridgewater	Affordable housing / HAF-enabled development	<ul style="list-style-type: none"> • Permitting fees (proposed) • Other municipal development-related fees (not itemized, proposed) 	Ongoing/in progress	Proposed	Yes	https://sshac.ca/wp-content/uploads/2024/03/lunenburg-county-municipal-housing-accelerator-fund-applications.pdf
Town of Lunenburg	Developments providing additional accessible housing units	<ul style="list-style-type: none"> • Municipal service hookup fees (proposed) • Subdivision-related fees (refund mechanism proposed) 	Ongoing/in progress	Proposed	Yes	CMHC Housing Accelerator Fund: Lunenburg County Municipal Applications

10 updated Housing Accelerator Fund best practices

<https://www.cmhc-schl.gc.ca/observer/2023/10-housing-accelerator-fund-best-practices>

1. End exclusionary zoning

- Stop low-density zoning and regulation that excludes housing types, such as affordable and social housing and which limits the variety of housing typologies in residential areas.
- Encourage mixed-use and high-density residential development by allowing as-of-right zoning within proximity to urban centres and rapid transit.
- A proactive approach includes adopting by-laws with as-of-right zoning measures to increase height and density.

Additional guidance for applications to the second round of the Housing Accelerator Fund – successful implementation strategies from the initial application window.

- Allow 4 units per residential lot as-of-right* to support infill development in low-density neighbourhoods municipality-wide (**minimum program requirement for Large/Urban stream**).
- Increase as-of-right building height and density near transit to a minimum of 4 storeys within 800 metres of main transit routes, increasing to high-density development near high-frequency rapid transit (**strongly recommended for Large/Urban stream**).
- Increase as-of-right height and density near post-secondary institutions to a minimum of 4 storeys (**strongly recommended where applicable**).
- Expand as-of-right permissions for corner lots and large lots by allowing 6 to 8 units per lot, for example.
- Expand as-of-right permissions in urban cores and along key corridors to promote mid-rise development.
- Expand mixed-use zoning to increase housing options in commercial areas and near services and amenities.
- Assess infrastructure capacity and review policies such as fire flow requirements and on-site stormwater management to promote infill and higher-density development.

**As-of-right zoning (also known as pre-zoning) improves predictability and shortens approvals timelines by removing the need for rezoning applications*

- ### 2. Make municipally owned lands available for housing
- through strategies such as disposition, acquisition and/or pre-development.

- Complete an inventory and assessment of surplus and underused municipal land.
 - Develop policies and guidelines to allow the municipality to acquire strategic land parcels for redevelopment, including affordable housing.
 - Pre-zone and/or pre-service priority sites to facilitate as-of-right redevelopment.
 - Engage the private sector and non-profit housing providers on acquisition and partnership opportunities.
 - Consider long-term lease strategies to non-market housing providers as an alternative to disposition.
 - Develop a framework for co-locating community facilities and housing.
3. **Increase process efficiency** by implementing new technologies or software to speed up development approvals, such as e-permitting.
- Expand e-permitting to all development and building permit types (**strongly recommended**).
 - Develop systems to monitor and publicly report on application processing times, with emphasis on continuous assessment and improvement (**strongly recommended**).
 - Digitize case management and automate workflows to speed up reviews.
 - Expand delegation of authority to staff for development permits and minor variances based on established thresholds or parameters.
 - Leverage digital tools like artificial intelligence (AI) and automated compliance checks to focus internal resources on more complex development applications.
 - Digitize regulations and bylaws to support future iterations of e-permitting.
 - Consider building information modeling (BIM) and 3D digital twins to support long-term land use and infrastructure planning.
4. **Prioritized/enhanced development approval process** for rental and affordable housing.
- Fast-track development and building permit reviews for non-market housing and purpose-built rental developments.
 - Eliminate rezoning, public hearing and urban design review panel requirements for affordable housing municipality-wide.
 - Increase as-of-right density permissions for affordable housing.

- Implement inclusionary zoning to require a minimum number of affordable units in new developments near transit.
 - Consider rental-only zoning.
 - Create a concierge service to help non-profit providers navigate the development and building permit process.
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.
6. **Reduce or eliminate parking standards** to increase project viability, density and reduce carbon footprint.
- Eliminate minimum parking requirements near rapid transit and in downtown centres.
 - Reduce or eliminate parking requirements for accessory dwelling units and multiplexes.
 - Implement policies to reduce car dependency and promote active transportation, such as bike parking and storage and car sharing.
7. **Eliminate restrictions and add flexibility** related to height, setbacks, building floor area and other regulations to allow greater variety in housing types and density, including accessory dwellings.
- Reduce and streamline urban design guidelines such as height restrictions, visual character requirements, view cones, setbacks and angular planes to support higher density and improve project viability.
 - Increase allowable floor area (FAR/FSR) for new developments.

- Update policies to facilitate the conversion of vacant and underused commercial properties to residential and mixed-use.
- Explore form-based zoning as an alternative approach, that focuses on the form and scale of residential buildings in relation to the lot. This approach focuses on the physical characteristics of the building instead of the number of dwellings inside the building.

8. **Develop affordable housing community improvement plans** or strategies/plans for the rapid deployment of affordable housing.

- Develop an affordable housing strategy or Community Improvement Plan (for Ontario municipalities).
- Introduce or enhance density bonusing policies to allow increased density in exchange for affordable housing and/or community amenities.
- Ensure the affordable housing strategy links together all available tools. These include zoning reform, municipal lands, regulatory and process improvements, fee reductions and financial incentives (see other Best Practices). This comprehensive approach makes it easier and faster to develop affordable housing.

9. **Design and implement guidelines** or pre-approved building plans for missing middle housing or specific accessory dwelling such as laneway housing or garden suites.

- Develop design guidelines for low-rise infill developments including accessory dwelling units and multiplexes to support as-of-right zoning permissions.
- Develop and/or promote standardized designs and pre-reviewed building plans, including the adoption of the federal design catalogue.
- Introduce a fast-tracked review process for standardized designs to allow projects to proceed directly to building permits.
- Expand certified model programs to include additional low-rise building types such as multiplexes, row houses and townhomes.

10. **Develop grant programs** encouraging the development of housing types that align with the Housing Accelerator Fund such as missing middle, row homes, purpose-built rental and/or that promote innovative construction techniques.

- Develop incentive programs to promote construction of accessory dwelling units, suites and other missing middle housing types.

- Offer incentives to enable the conversion of vacant or underused non-residential buildings to housing.
- Promote innovation through incentives for pre-fabricated, modular housing and mass timber construction.
- Introduce targeted financial incentives for affordable housing and purpose-built rentals.

Note: Provincial enabling legislation may be required to fully implement certain measures such as eliminating rezoning requirements for affordable housing, inclusionary zoning, rental-only zoning and development charge waivers. In these cases, we encourage municipalities to ease planning and approval processes to the greatest extent possible. This includes eliminating public hearings and urban design review panels for affordable housing.

REQUEST FOR DECISION

Reservoir Construction Change Order #4

RFD#: 020-2026



To: Town Council
From: Adam Verran, Director of Public Works and Ashley Crocker, CAO
Date: March 16, 2026
Subject: Reservoir Construction Change Order Request #4 – Additional Valves

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Sansom Equipment Quote
- Roscoe Construction Tender Submission 2a
- Capital Project Sheet 22-12-A

Legislation

- *Nova Scotia Municipal Government Act*
- Town Policy Code A – General Administration Procurement and Purchasing Policy
- Public Procurement Policy

Recommendation

That Town Council authorize and approve Change Order #10 for the New Reservoir Project as presented, not to exceed the cost of \$40,000.00 plus HST.

Background

**NOTE: Town Council previously authorized and approved \$20,000 plus HST in additional spending for future Change Orders to the Reservoir Project. That would still be in effect.

The Reservoir Project is complex in scope and during the project some aspects may need to be changed, upgraded or may have been overlooked in the initial design phase of the project. With these changes there are additional costs or credits associated. To start filling the water tank it was determined that additional valves need to be placed in the new reservoir building to do so safely. After some delays and much back and forth with engineers and contractors it was decided that the Town will need to purchase 6 new valves at a cost of \$30,014.00 + HST. Staff are also asking for an additional 15% to expedite the

REQUEST FOR DECISION

Reservoir Construction Change Order #4

RFD#: 020-2026



manufacturing and shipping of the valves (the valves have a 6-week lead time that would further delay the project) at a cost of \$4,506.15. Staff are still negotiating the final cost of the change order and associated costs – there is no formal change order for this work yet. However, staff would like to have Council approval to move forward with ordering the valves as soon as possible to not further delay the project. Staff can update Council on the final change order value when it is finalized.

There are still funds available in the Reservoir project for this contingency. There may be other costs associated with the installation of the valves that could total an additional \$5,000.

Financial Implications

The proposal is for \$39,520.15 + HST for change order 10. Town Council has awarded the reservoir construction tender to Roscoe Construction for \$3,951,800.00. Therefore, any Change Orders, which represent an overall increase to the contract price, must be approved by Council. A summary list of the current Change Orders is listed below in the RFD.

In the UARB Reservoir Approval request, staff included an additional 10% contingency (\$395,180) to cover construction overages. The UARB Reservoir Approval request outlines how the entire project will be funded, including additional construction costs. If Council approves this additional expense, the overall reservoir project is still within the Capital Budget originally approved by Council, as well as the proposal and budget approved by the UARB. 50% of the cost will come from the MCGP grant and the other 50% will be funded through a combination of the Water Utility Depreciation Reserve, long-term debt and other grants.

Summary of Change Orders to Date:

Change Order	Change Order Description	Cost
1	Programmable Keypad Lock	\$2,811.47 plus HST
2	Additional Snow Guards	\$644.50 plus HST
3	Supply and Install 450dia Culvert	\$2,920.50 plus HST
4	Credit: Removal of Digital Power Meter	(\$2,875.08) plus HST
5	Revise Transformer Sizing and Breaker for Heat Pump	\$3,993.61 plus HST
6	Longer Water Main Connection	\$35,304.50 plus HST
7	Longer Electrical Duct Bank	\$10,391.55 plus HST
8	Grounding Wire	\$865.28 plus HST
9	Tariff	\$156,929.33 incl HST
10		\$39,520.15 plus HST
TOTAL		\$93,576.48 plus HST +\$156,929.33 incl HST = ~\$250,505.81 plus HST

REQUEST FOR DECISION

Reservoir Construction Change Order #4

RFD#: 020-2026



Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
X	Infrastructure	Overseeing the construction of the new reservoir project
	Economy	
	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: March 16 2026



Estimate

Quote No: EST-TR-24992

Quote Date: 03/11/2026

Page: 1 of 1

Created By: Gary Chew

HST # 104718614RT0001

Quote to:

Adam Verran
 Town Of Middleton (C58820)
 295 Marshall Street
 Middleton NS B0S 1P0
 Canada

Phone: (902) 825-4841
 Cell:
 Fax:
 Email: accountingclerk@town.middleton.ns.ca

Expires	Sales Rep	Terms	Incoterm	Lead Time
04/10/2026	Kevin Reilly	Net 30		TBA

Quantity	Item / Description	Rate	Amount
1	50-90BCVSY Cla-Val Pressure Sustaining Valve	\$11,300.00	\$11,300.00
1	50-90BCVSY Cla-Val Pressure Sustaining Valve	\$18,389.00	\$18,389.00
1	3410-AR332 Cla-Val Air Release Valve	\$325.00	\$325.00

Notes & Exceptions

Freight is FOB Factory
 Expedite fee is a 15% adder

****Any additional costs for tariffs, vendor tariff surcharges, or import duties will be extra to the estimate. These costs will be communicated and added to the final invoice.****

Minimum restocking fee of **25%** on returned items. Electrical Parts are non-returnable.
 All Estimates and Invoices are subject to Sansom Terms and Conditions
 available on our website www.sansom.ca/terms

Subtotal \$30,014.00

Tax \$4,201.96

(CAD) Total \$34,215.96

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sansom@sansom.ca

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Town of Middleton	TENDER FORM -	Section 00 41 42
Reservoir Replacement	STIPULATED PRICE	Page 1
Contract No. 201014.00	Addendum No. 4	June 5, 2024

TO: Town of Middleton

FROM: Roscoe Construction Limited

5769 Highway 1, Cambridge NS, B0P 1G0

The undersigned Tenderer, having carefully read and examined the undermentioned Contract Documents prepared by CBCL Limited for the completion of the Town of Middleton, Reservoir Replacement, Contract No. 201014.00, which comprise all the tender documents in accordance with the following documents:

Tender Form - Stipulated Price
CCDC 2-2020:
 Agreement Between *Owner* and Contractor
 Definitions
 General Conditions of the Stipulated Price Contract - CCDC 2-2020
Supplementary General Conditions
Specifications
Drawings
Addendum/Addenda

hereby accepts the same as part and parcel of the Contract herein referred to, and having carefully examined the locality and site of *Work* and having full knowledge of the *Work* required and of the materials to be furnished and used, does hereby Tender and offer to enter into a contract to perform and complete, the whole of the said *Work* and provide all necessary labour, plant, tools, materials and equipment and pay all applicable taxes, as set forth and in strict accordance with the Specifications, Drawings and other Contract Documents and to do all therein called for on the terms and conditions and under the provisions therein set forth as follows.

CONTRACT PRICE	\$ 3,951,800.00
ADD HST (15% OF CONTRACT PRICE)	\$ 592,770.00
TOTAL AMOUNT PAYABLE	\$ 4,544,570.00
Tenderer's HST Registration No.	<u>R104625660</u>

COMPLETION TIME

1. Tenderer agrees to achieve Ready-for-Takeover of the *Work* ⁶⁵ weeks from notice of award but no in case later than January 31, 2026.

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Town of Middleton
Reservoir Replacement
Contract No. 201014.00

TENDER FORM -
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Addendum No. 4

Section 00 41 42
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June 5, 2024

The Undersigned Tenderer:

- .1 Declares that this tender is valid for acceptance until August 6, 2024 (being sixty (60) calendar days from the Tender Closing).
- .2 Declares that the Contract Price set forth in the Tender Form has been correctly computed for the purposes of this tender and that it includes and covers all duties, and handling charges; transportation; and all other charges. Harmonized sales tax is not to be included in the Contract Price.
- .3 Hands you herewith by way of Tender Security a Bid Bond or Certified Cheque or irrevocable Letter of Credit in the amount of ten percent (10%) of the *Total Amount Payable* on the understanding that in the event of this tender not being accepted by you, then this Tender Security will be returned to the undersigned Tenderer either at the time that the Contract is entered into with some other Tenderer, or at the expiration of validity of this tender, whichever is the sooner.
- .4 Undertakes in the event of your acceptance of this tender, to execute a formal agreement in the form hereto attached, within seven (7) calendar days of written acceptance and further agrees to provide the Contract Security in the amount specified herein, and Insurance as specified in GC 11.1
- .5 Undertakes, in the event of your acceptance of the Tender, to achieve Substantial Performance of the *Work* within the number of weeks of written notification of Award indicated above.
- .6 Upon request, provide evidence of ability and experience within seven (7) calendar days of request, including experience in similar *Work*, *Work* currently in progress, senior supervisory staff available for the *Work*, equipment available for the *Work*, and financial resources.
- .7 Agrees prior to commencement of the *Work*, to provide to the *Owner* a Performance Bond and a Labour and Materials Bond, each in the amount of 50% of the *Total Amount Payable* or an Irrevocable Letter of Credit in the amount of 20% of the *Total Amount Payable*. The Irrevocable Letter of Credit shall be issued by a certified financial institution and must be valid until the expiration of the warranty period. Include the cost of providing the Irrevocable Letter of Credit in Contract Price. Should it become apparent that the final cost of the project will exceed the *Total Amount Payable* by more than 10%, arrange to have bonds reissued, based on the projected final cost.
- .8 Agrees that in the event of failing or neglecting either to provide the Contract Security and Insurance and/or to execute the Agreement in the manner herein before undertaken, then the Tender Security shall be forfeited.
- .9 Agrees that unless and until a formal agreement is prepared and executed, this tender together with your written acceptance thereof shall constitute a binding Contract between us.
- .10 Understands and agrees that the *Owner* is not bound to accept the

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Town of Middleton
Reservoir Replacement
Contract No. 201014.00

TENDER FORM -
STIPULATED PRICE
Addendum No. 4

Section 00 41 42
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June 5, 2024

- lowest or any tender which they may receive.
- .11 Agrees to provide, maintain and pay for the insurance coverages specified in the Contract Documents. One copy of all insurance policies of the Contractor and two copies of certificates of insurance, certifying to the issuance of all insurance policies, shall be furnished to the *Owner*. Each and every insurance policy shall name the Contractor, *Owner* and *Consultant* as being insured in the full amount of the insurance.
 - .12 Declares to have personal knowledge of the location of the proposed *Work* and is informed as to the actual conditions and requirements, including labour conditions and labour rules and shall not claim at any time after execution of the Agreement that there was any misunderstanding in regard to such conditions and requirements.
 - .13 Declares to have carefully examined the documents and Addenda No. 1 to 4 referred to in the first paragraph of this Tender Form, and the Tenderer hereby accepts and agrees to the same as forming a part of the Contract.
 - .14 Understands that in the event that the tendered Contract Price is not within the project budget, the *Owner* has the right to negotiate the Contract with the low bidder or reject all tenders received.
 - .15 Agrees that the Warranty Period defined in the Contract Documents shall be for a period of one (1) year from the date of Ready-for-Takeover of the *Work*.
 - .16 Understands that Substantial Performance of the *Work* will be established in accordance with General Conditions of the Contract and applicable lien legislation at the Place of *Work*.
 - .17 Understands that after the issuance of the certificate of Substantial Performance of the *Work* by the *Consultant*, provided that the Contractor has relieved the *Owner* from any and all claims, demands and lien claims for and in respect of the Contract.
 - .18 Understands that Ready-for-Takeover will only be given when the Contractor has completed all outstanding items and corrected all deficiencies. The Contractor can then submit an application for Final Payment and the *Consultant* will thereafter prepare the Final Certificate for payment in accordance with the General Conditions of the Contract.
 - .19 Understands that the payment of holdback will be in accordance with the General Conditions of the Contract and subject to the provisions of the lien legislation applicable to the Place of *Work*.
 - .20 Understands the occupational Health and Safety Legislation and any Workers or Workplace compensation legislation applicable to the Place of the *Work* and declares that they are in good standing and have all necessary certification as required by such legislation.
 - .21 Agrees that time shall be construed as being of the essence of the

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Town of Middleton
Reservoir Replacement
Contract No. 201014.00

TENDER FORM -
STIPULATED PRICE
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Contract.

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Town of Middleton
Reservoir Replacement
Contract No. 201014.00


TENDER FORM -
STIPULATED PRICE
Addendum No. 4

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June 5, 2024

DATED THIS 7 DAY OF June, 2024.

[Seal]

Roscoe Construction Limited
Name of Firm Tendering


Signature of Signing Officer

Kevin Roscoe - President
Name and Title (Printed)

Signature of Signing Officer

Name and Title (Printed)

Willis Muir
Witness

Willis Muir
Witness

5769 highway 1, Cambridge NS B0P 1G0
Company Address

902.538.8080
Telephone No.

Fax No.

rbacon@roscoe.ns.ca
Email

*NOTE: Tenders submitted by or on behalf of any Corporation must be signed and sealed in the name of such Corporation by a duly authorized officer or agent.

END OF SECTION

Project Name: WATER RESERVOIR

Project # 22-12-A

Department: Water **Unit:** Water **Asset Class** Water reservoir

Type of Asset: New & replacement **Reason:** Critical level of service **Expected Useful Life:** 75 years

Project Description: Replace existing water reservoir over 2 year construction period at an estimated cost of \$6,026,000 plus HST, and decommission existing reservoir once the new system is operational, at an estimated cost of \$230,000 plus HST. YR1 siteworks, yard-piping, zone building & engineering supervision. YR2 reservoir, pump station & engineering supervision. YR3 decommission old structure

Need for Project: Existing reservoir has been leaking treated water for many years and is not repairable. The water level cannot be maintained high enough to support most emergency and peak use requirements. There is a risk of catastrophic failure.

Project Funding: \$3,465,052 in grants, plus \$524,262 additional operating revenue since 2018 rate study, all in the Reservoir Reserve, and additional interest and revenue to be added in 2024/25 & 2025/26 and Borrow the balance from MFC over 20 years at estimated 5% per annum.

Carry-over Project The Town has spent \$407k since 2011 on engineering and design work for this project, plus \$60k for land. Funding was from Gas Tax, PCAP grant, Depreciation Reserve, Surplus and \$123k of future debt.

Additional Operating Expense Net Water Revenue in 2023/24 is only forecast at \$200,000. The Utility cannot fund the debt service and depreciation expense, without a significant increase in Water Rates, unless the UARB authorizes using the Depreciation Reserve to pay the debt service.

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2023	2023/24	3/30/2024	2024/25	2025/26	2026/27	2027/28	2028/29		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	122,761	122,761	122,761	122,761	491,044	491,044
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	26,951	90,028	93,226	93,226	93,226	396,658	396,658
Loan principal	-	-	-	-	122,761	122,761	122,761	122,761	491,044	491,044
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	26,951	335,550	338,748	338,748	338,748	1,378,745	1,378,745
Capital Budget:	3/31/2023	2023/24	3/30/2024	2024/25	2025/26	2026/27	2027/28	2028/29	Total	Project Total
Capital cost	465,801	2,308	468,109	1,553,200	4,730,800	239,858	-	-	6,523,858	6,991,967
Funding:										
Operating	60,000	-	60,000	-	-	-	-	-	-	60,000
Grants	144,710	-	144,710	-	-	-	-	-	-	144,710
Drawdown Reserves	139,796	-	139,796	1,553,200	2,399,185	239,858	-	-	4,192,243	4,332,039
Borrow from Reserves	121,295	2,308	123,603	-	(123,603)	-	-	-	(123,603)	-
Long-term debt	-	-	-	-	2,455,218	-	-	-	2,455,218	2,455,218
Other	-	-	-	-	-	-	-	-	-	-
Total funding	465,801	2,308	468,109	1,553,200	4,730,800	239,858	-	-	6,523,858	6,991,966

2025-2026 CAPITAL PROJECTS UPDATE

Project Name	Brief Description	Cost	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #	Costs to Date (03-10-26)	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	-	A second Recreation Development Grant application was submitted to the Province on February 13, 2026. Staff will connect with ACOA and Valley Credit Union to explore a potential joint partnership with the Province.
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	8,742	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	-	Fire Chief has received all applicable information from suppliers and is working to complete/release an RFP in the coming weeks.
TOTAL TOWN		\$ 1,037,700	\$ -	\$ 566,250	\$ 463,200	\$ -	8,250		\$ 87,366	
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	3,390,347	Project delay extended. Director of Public works contacted manufacturer regarding NSF61 requirements on valves; pending quote.
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	Replace 380m section	638,200	119,000	259,600	259,600	-	-	22-21	625,270	Project completed and paid in full.
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	9,508	Project completed and paid in full.
TOTAL WATER		\$ 4,842,276	\$ 219,000	\$ 259,600	\$ 2,724,685	\$ 1,638,991	-		\$ 4,083,025	
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		\$ 4,170,391	
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		\$ 4,247,639	

FY 2025-26
Expense Reporting
October 1, 2025-December 31, 2025

Claimant's Name: Gail Smith
Claimant's Title: Mayor
Date of expense report: 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @ \$ 0.5932	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 3										
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Accomodations	\$608.24						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Meals				\$56.80		\$77.70	
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)	Conference Registration		\$860.00						
Qtr 3 Total				\$1468.24	0	\$0.00	\$56.80	\$0.00	\$77.70	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
Expense Reporting
October 1, 2025-December 31, 2025

Claimant's Name: Ashley Crocker
Claimant's Title: CAO
Date of expense report: 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @ \$ 0.5932	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 3										
10/30/2025	CAO Meeting on IDEA Committee (Annapolis Royal)		Mileage		96	\$56.04				
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Accomodation	\$493.32						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)	Conference Registration		\$1,002.50						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Mileage		302	\$179.15				
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Meals				\$ 28.40	\$ 27.40	\$ 173.10	
11/13/2025	CAO Meeting & Joint PAB Meeting (Annapolis Royal)		Mileage		96	\$56.95				
Qtr 3 Total				\$1495.82	494	\$292.13	\$28.40	\$27.40	\$173.10	\$0.00

Please note: Purchase of Alcohol is not reimbursed.
10/30/2025 mileage submitted and paid using 2024 mileage rate.

FY 2025-26
Expense Reporting
October 1, 2025-December 31, 2025

Claimant's Name: John Bartlett
Claimant's Title: Councillor
Date of expense report: 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @ \$ 0.5932	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
Qtr 3										
Qtr 3 Total				\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
 Expense Reporting
 October 1, 2025-December 31, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Jonathan Archibald
 Councillor
 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
Qtr 3										
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Accomodation	\$516.80						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)	Conference Registration		\$860.00						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Mileage		308	\$182.70				
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Meals				\$56.80		\$57.70	
Qtr 3 Total				\$1376.80	308	\$182.70	\$56.80	\$0.00	\$57.70	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
 Expense Reporting
 October 1, 2025-December 31, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Bernadette Knapp
 Councillor
 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
Qtr 3										
Qtr 3 Total				\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
 Expense Reporting
 October 1, 2025-December 31, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Sandra Fournier
 Councillor
 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @	Per Diems			Other Expenses
							Breakfast	Lunch	Dinner	
						\$ 0.5932	\$ 28.40	\$ 27.40	\$ 57.70	
Qtr 3										
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)	Conference Registration		\$860.00						
Qtr 3 Total				\$860.00	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
 Expense Reporting
 October 1, 2025-December 31, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Dan Smith
 Councillor
 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @ \$ 0.5932	Per Diems			Other Expenses
							Breakfast \$ 28.40	Lunch \$ 27.40	Dinner \$ 57.70	
Qtr 3										
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Accomodation	\$516.80						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)	Conference Registration		\$860.00						
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Mileage		324	\$192.20				
11/6/2025	NSFM Conference (Halifax - November 4-6, 2025)		Meals				\$56.80		\$135.00	
Qtr 3 Total				\$1376.80	324	\$192.20	\$56.80	\$0.00	\$135.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.

FY 2025-26
 Expense Reporting
 October 1, 2025-December 31, 2025
 Claimant's Name:
 Claimant's Title:
 Date of expense report:

Gary Marshall
 Deputy Mayor
 10/1/2025-12/31/2025



Date Expenses Incurred	Business Purpose of Expense: must include (if applicable): destination	Professional Development Expense Type	Travel Expense Type	Travel/Prof Dev Cost (\$)	kms driven	Mileage calculated @ \$ 0.5932	Per Diems			Other Expenses
							Breakfast \$ 28.40	Lunch \$ 27.40	Dinner \$ 57.70	
Qtr 3										
Qtr 3 Total				\$0.00	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Please note: Purchase of Alcohol is not reimbursed.



FY 2025-26

Hospitality Expense Reporting

October 1st, 2025 to December 31st, 2025

The Town of Middleton currently has no hospitality expenses to report in 2025-26.

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

REVENUES

	Forecast to 31-Mar-26			
	Forecasted	Budget	Variance (\$)	Variance (%)
Assessable property taxes	\$ 4,061,115	\$ 4,050,246	\$ 10,869	0.27%
Grants in lieu of taxes	151,366	152,231	(865)	-0.57%
Services provided to other governments	94,386	96,824	(2,438)	-2.52%
Sales of services	42,781	62,052	(19,271)	-31.06%
Other revenue from own sources	126,403	96,567	29,836	30.90%
Unconditional transfers from other governments	339,068	338,964	104	0.03%
Conditional transfers from federal or provincial governments or agencies	265,457	214,563	50,894	23.72%

TOTAL REVENUE

TOTAL REVENUE	5,080,575	5,011,447	69,128	1.38%
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EXPENSES

General government services	660,090	677,836	17,746	2.62%
Protective services	1,729,356	1,723,632	(5,724)	-0.33%
Transportation services	869,540	926,493	56,953	6.15%
Environmental health services	415,537	455,052	39,515	8.68%
Environmental development services	236,560	268,939	32,379	12.04%
Recreation and cultural services	378,285	401,445	23,160	5.77%
Mandatory education contributions	521,916	498,736	(23,180)	-4.65%
Interest (MFC)	43,856	42,823	(1,033)	-2.41%
Interest (Inter-fund)	1,755	1,755	-	0.00%

TOTAL EXPENSES

TOTAL EXPENSES	4,856,895	4,996,711	139,816	2.80%
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ANNUAL SURPLUS / (DEFICIT)

ANNUAL SURPLUS / (DEFICIT)	223,681	14,736	208,945
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FINANCING AND TRANSFERS

Principal repayments (MFC)	(207,370)	(207,370)	-	0.00%
Principal repayments (Inter-fund)	(29,010)	(29,010)	-	0.00%
Transfer to Sewer Reserve	-	-	-	0.00%
Transfer from Operating Reserve	-	163,691	(163,691)	-100.00%
Use of prior year surplus	12,699	57,953	(45,254)	-78.09%
	(223,681)	(14,736)	(208,945)	

TOTAL AFTER TRANSFERS - SURPLUS/(DEFICIT)

TOTAL AFTER TRANSFERS - SURPLUS/(DEFICIT)	\$ (0)	\$ -	\$ (0)
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Projected deficit to be funded from Operating Reserve

\$ 12,699	221,644	208,945
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Forecast Variance Explanation

Commercial assessments \$35k better than budget, sewer usage charge for commercial \$12k better than budget, hydrant rate \$33k lower than budget
Nothing to report
Nothing to report
 Fewer day camp registrations, Multicultural Festival revenue shortfalls and in-kind donations not
 Penalties & interest on arrears \$30k better than budget
Nothing to report
 \$30k Emergency Services Provider grant & \$11.5k Crime Prevention grant rec'd but not budgeted, plus \$7k Active Communities grant over budget

\$9.5k savings in bank service charges, employee benefits trending \$6.5k below budget
 \$30k Emergency Services Provider grant related expenses not budgeted, offset by \$13k savings related to timing of 2nd RCMP officer hire, \$7k over budget on FD vehicle repairs
 \$35k wages & benefits - staff vacancy, \$12k survey & engineering not needed to date, \$12k training expense related to ACWWA & MPWWA conferences not attended (timing conflict)
 \$24k savings on equipment repairs and supplies
 \$6k multi-cultural expenses, \$5k cost share Econ Dev Officer not needed this fiscal year, \$10k under budget in Building/Fire inspection costs and \$10k in GIS services
 Savings on parks equipment and maintenance expenses
 Provincial education budget arrived after the Town budget was approved
Nothing to report
Nothing to report

Nothing to report
Nothing to report
Nothing to report
 Reduced due to operating expenses lower than budget
Nothing to report

**Town of Middleton
Water Utility Financial Variance Report
as of January 31st, 2026
UNAUDITED**

	Forecast to 31-Mar-26			
	Forecast	Approved Budget	Variance (\$)	Variance (%)
REVENUES				
Metered sales	664,810	614,597	50,213	8%
Flat rate sales	100	900	(800)	-89%
Public fire protection	286,952	287,619	(667)	0%
Sprinkler service	-	2,317	(2,317)	-100%
Other operational revenue	8,223	6,887	1,336	19%
Non-operating revenue	590	1,010	(420)	-42%
TOTAL REVENUE	960,675	913,330	47,345	5%
EXPENSES				
Source of supply	911	46,011	45,100	98%
Power and pumping	51,492	70,441	18,949	27%
Water treatment	40,392	39,406	(986)	-3%
Transmission and distribution	244,758	265,524	20,766	8%
Admin and general	276,734	278,109	1,375	0%
Taxes	45,430	46,607	1,177	3%
Amortization	80,883	80,883	-	0%
TOTAL EXPENSES	740,600	826,981	86,381	10%
ANNUAL SURPLUS / (DEFICIT)	220,075	86,349	133,726	155%
FINANCING AND TRANSFERS				
Capital out of revenue	328,600	-	(328,600)	0%
Transfer to reservoir reserve	89,948	89,948	-	0%
	418,548	89,948	(328,600)	-365%
TOTAL AFTER TRANSFERS	(198,473)	(3,599)	(194,874)	5415%

Forecast Variance Explanation

Both residential & commercial water invoicing up
Nothing to report
Nothing to report
Nothing to report
Nothing to report
Nothing to report

\$43k Well cleaning project deferred until after new Savings on repairs & maintenance
Nothing to report
Training under budget and new reservoir not yet operational
Nothing to report
Nothing to report

Funding for Connaught Ave & balance of School St.

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 (PAB) training which gave some insights on how to improve community safety in Middleton Request to dissolve Joint PAB with Annapolis County was approved by the Minister of Justice Staff are working on recruitment for the new Town PAB and a procedure for setting policing priorities
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 be completed by March 31, 2026 – it will be presented to Council in April
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 Reservoir tank generated ~\$155K in tariffs at the border – staff working on getting an exemption Reservoir tank is currently being constructed (slightly delayed due to non-compliant valves being installed) – 96% complete Tender for old reservoir decommissioning is being prepared

Management Report

March 16, 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 ▪ Jan 19/26 Council meeting, staff directed to work with developer on a different approach ▪ Waiting on plan submission from developer
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 circulated to Council by March 31, 2026 • Council can review at the March 30th Council meeting or can hold a special meeting on April 7th to review it • Website is nearly finished developing • Staff require training on new website and then it will go live (estimated by end March)
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

March 16, 2026



OPERATIONAL UPDATES

ADMINISTRATION		
Completed	In Progress	Issues
Staffing:	Staffing:	Staffing:
Project Work: <ul style="list-style-type: none"> Year 1 grant reporting for Housing Accelerator Fund (HAF) completed. Applied for additional funding on March 6th by submitting one new HAF initiative. Met with Pool Society to discuss the 2026 pool season (recruitment to the society board is underway) 	Project Work: <ul style="list-style-type: none"> Options for Town Hall – received a draft report from Palmer and Doherty Operating Plan for 2026-27 Website content completed and website is designed. All documents have been sent to the web designer to be upload. Staff will be trained on new website in March, and it will go live afterward. Content for a new menu on the current website for Reservoir Project timeline/updates is complete. Waiting on photos. Communications Strategy is 97% complete and will be distributed to Council members in March. This can be presented to Council on March 30th or April 7th. 	Project Work:
Other Items: <ul style="list-style-type: none"> Completed First Aid training Held two management meetings to discuss the 2026-2027 budget 	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 2026/27 budget underway 	Other Items: <ul style="list-style-type: none"> Affordability Study of keeping certain assets and services should be completed

Management Report

March 16, 2026



FINANCE

Completed	In Progress	Issues
<ul style="list-style-type: none">• Capital projects spending to March 11th, 2026.• December 2025 Bank Reconciliation• Operating results to end of November• Effective January 5, 2026, water deposits are being collected on all new accounts and change of ownership• Presentation of Version 1 Capital and Operating budget completed March 2, 2026	<ul style="list-style-type: none">• January 2026 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• Version 2 of Operating Budget for 2026-2027 in progress and on schedule• List of shut offs due to non-payment being compiled, door hangers on order• 2025/26 forecast being updated• Interim audit in progress	<ul style="list-style-type: none">• Due to scheduled staff vacations, departmental capacity will be temporarily reduced this month

RECREATION and EVENTS

Completed	In Progress	Issues
<ul style="list-style-type: none">• Winter Bingo is over• Arena closes on March 16th• Co-op students are finished• Learn 2 Run is over• Forest Bathing and the Bio Blitz were a huge success	<ul style="list-style-type: none">• Fitness programs continue• Senior walking continues at CORAH at NSCC until April 30th• Open Gym/Open Judo continues at AEES for students and families• March Break Camp is full and begins on March 16th• On March 16th there is a free youth session of Forest Bathing available• St. Patrick's Day scavenger hunt is underway• Winter equipment loans are in full swing and very busy	<ul style="list-style-type: none">• Vandalism and theft continue to be a problem• Continues to be concerns about lack of shelter - Open Arms is in the area and comes by weekly to check on the situation• Budget cuts at both a municipal and provincial level are creating uncertainty in programming

Management Report

March 16, 2026



PLANNING

Completed	In Progress	Issues
<ul style="list-style-type: none"> • 2 Building Permits Issued • 15 Building Permits Issued for 2025-2026 YTD • 24 properties left to conduct Fire Inspections. 	<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 • DA no longer in effect – file will be closed 	
<ul style="list-style-type: none"> • Staff are working on a proposal with COG Development on a Development Agreement for a higher density multi-unit building • Subdivision plans have been approved 	<ul style="list-style-type: none"> • Staff received an application to allow 27-33 affordable units on provincially owned land. The proposed development will be accessed from Magee Drive. • A Public Information Meeting (PIM) was held on February 19th. • Staff are working on a report to bring to the Planning Advisory Committee (PAC). 	
	<ul style="list-style-type: none"> • PAC met Jan 12/26, to discuss the Northlands Secondary Planning Strategy. The road network raised concerns from both the PAC and the developer. • PAC and Council discussed options for next steps. • Waiting on plans from the developer. 	
	<ul style="list-style-type: none"> • Staff received an application for lands at 18 King Street to redesignate and rezone the property to extend the Bruce Auto Group dealership parking lot • A PIM was held on February 19th • Staff are working on a report to bring to the PAC. 	

Management Report

March 16, 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 Public Works yard Hauled scrap metal to recycler 	<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Cleaning up garbage at parks Removing household waste from brush dump 	<p><u>General Public Works:</u></p>
<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> New cutting edges on loader Rearview mirrors on backhoe installed 	<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Light bulbs on loader need to be changed 	<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> AC not working in trackless - plan to repair in May 2026
<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Completed some cold patching along Marshall Street and Veteran's Lane New stop signs replaced 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Salting and snow removal Streetlight repair – got rescheduled due to storm Cold patching as required and as weather allows 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Potholes are starting to form - will need to do some emergency repairs in April as soon as things thaw
<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> Broken meters repaired Pumps and sensors installed at the new reservoir building Second repair to TRA service line completed 	<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> New reservoir project about 96% complete Reservoir Project delayed due to non-compliant valves getting installed Tariff relief not yet received – were originally told we qualified for relief and then told to re-submit the application due to website system issues. Re-submission is complete, waiting for a response from the gov't. Repairing broken meters Tender for decommissioning of old 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"> UV lights were cleaned 	<p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> Wiring of sensor in swirl flow 	<p><u>Wastewater & Equipment</u></p>

Management Report

March 16, 2026



FIRE DEPARTMENT

Completed	In Progress	Issues
<ul style="list-style-type: none">• Monthly in-house Medical First Responder Training• Annual banquet and awards night• Annual CPR and AED review• Fire tactical training for smoke ventilation during a working fire• 100 Club Night has ended for the season• Roped and knots training completed• Attended several working group meetings with the County of Annapolis regarding the new changes and legislation being introduced by the Province, and how we move forward together as a group	<ul style="list-style-type: none">• New utility truck still being upfitted with cap and lights• Actively working on an RFP for review and approval to send out for the tender of the new pumper truck	

Incident Summary
From Feb 1 26 to Feb 28 26

Date/No.	Address/Type	Minutes	Responders	Injuries	Fatalities
Feb 2 26 21:25:59 26-01066	587 Spa Springs Rd, SPA SPRINGS Power pole on fire	130	0		
Feb 9 26 08:59:04 26-01206	73-1 School St, MIDDLETON Flood	0	0		
Feb 11 26 16:49:49 26-01273	10-7 Hollow Dr, MIDDLETON Suspicious Odour	0	0		
Feb 21 26 12:53:02 26-01539a	5765 Brooklyn St, GRAFTON Stand by at another station	222	0		Assistance to 26-01539
<hr/>					
4 incidents for	Middleton	5 hrs 52 mins	0		
<hr/>					
		5 hrs 52 mins	0		

Summary of Meeting based on February 18, 2026, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

TIDAL TRANSIT AUTHORITY (Kings Transit)



General Manager Updates - Under the leadership of General Manager Meg Hodges, the following items are underway: The official **Tidal Transit Authority** name has been approved and administrative updates are in progress

Buses

- The G2 route remains suspended until in-service fleet levels increase but stabilization progress continues.
- Bus 74 (New Flyer) is being commissioned and is expected in service in April while Bus 63 (ex-HRM) will be retired.
- Bus 59 is in Dartmouth awaiting full engine replacement.

ICIP Project Updates

- ICIP Phase 1 extension submitted & ICIP Phase 2 scope change approved. Hybrid electric bus RFP expected early March 2026.

Ridership

- January 2026 ridership down from January 2025 due to G2 route suspension, weather disruptions, and aging fleet.
- Ridership increased from December 2025, consistent with historical seasonal trends.

Administration

- Draft logo concepts for Tidal Transit expected in March/April.
- Improved communication processes - timely updates across social media, website, and onboard posters.
- Halifax film production company rented a bus for two days in February.
- GM and Fleet Manager visited Metrobus in St. John's to gather insight on hybrid buses, procurement, tech, training, and safety.
- Ongoing discussions with LinkNS to stabilize long-term PTAP funding to align with new 10-year \$5.1M federal baseline.
- Free period products launched on buses in partnership with Annapolis Valley Regional Library.
- Onboard ticket and pass sales end March 1, 2026. Public reminders are underway.
- Public Transit Appreciation Day is March 18.

Onboard Communications

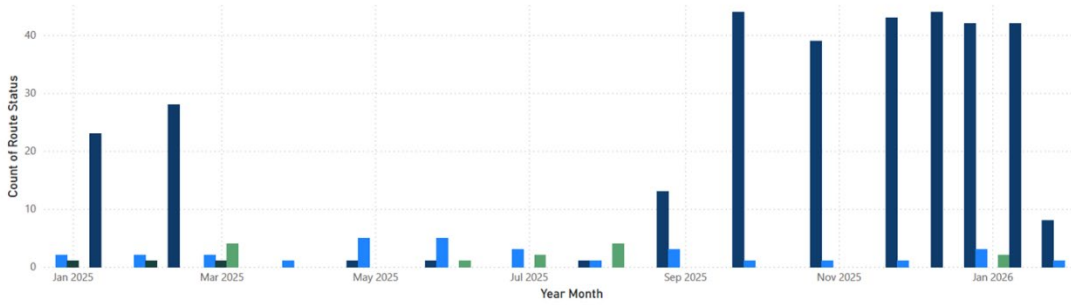
 <p>Service Animals This animal has been trained to assist its owner. They are allowed if properly trained or certified. You are not allowed to have them aboard for other reasons.</p>	 <p>A Respectful Ride for All We are committed to a safe, friendly, and respectful bus environment. To keep our buses safe, Operators may refuse service to anyone showing aggressive or unsafe behavior. To learn more about our policy please visit: www.kingstransit.ca</p>	 <p>Stay Hydrated Please bring a water bottle on board. We encourage you to stay hydrated throughout your trip.</p>
 <p>Scent Free-Zone No perfume, scented candles, or other strong scents are allowed on board. Please keep your scent-free zone clear.</p>	 <p>Safe Travels! Not everything can ride on the bus. The following items are not allowed onboard: - Firearms and other weapons - Explosives - Flammable liquids or gases - Other hazardous materials - Car batteries or other hazardous materials - Anything that creates a risk to the operator or passengers</p>	 <p>Be Seen in the Dark Please wear your seat belt and keep your seat belt on throughout your trip. Please use a flashlight while at your bus stop to make sure our Operators see you.</p>
 <p>Winter Weather Stay up to date with winter weather information by visiting www.kingstransit.ca</p>	 <p>HotSpot Transit App Buy tickets and passes on your phone!</p>	 <p>Move on Back Please move on back when the bus is full. It is important to make room for other passengers who need a seat or standing space.</p>
 <p>Live Track the Bus! Download the Transitic App today!</p>		

Fiscal 2026-2027 Operating and Capital Budget Presentation

The Tidal Transit Authority Fiscal 2026-2027 Operating and Capital Budget was presented to the Board for discussion and approval.

Success Rate of Scheduled Shifts

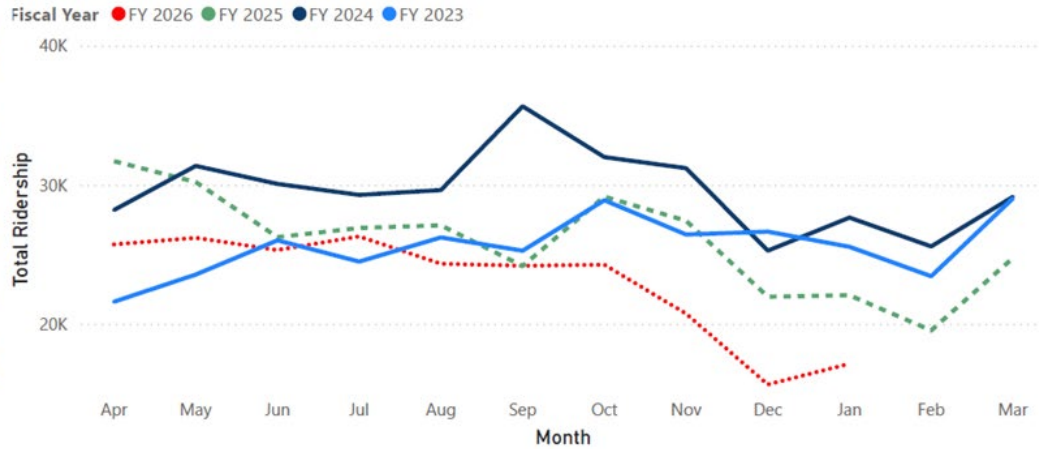
Route Status ● Breakdown-Bus Shortage ● Breakdown-Interrupted Schedule ● Driver-Delay ● Driver-Shortage ● Weather Conditions



Route Status	2025-01	2025-02	2025-03	2025-04	2025-05	2025-06	2025-07	2025-08	2025-09	2025-10	2025-11	2025-12	2026-01
Breakdown-Bus Shortage					0.29%	0.31%		0.30%	3.86%	12.57%	12.38%	12.29%	12.24%
Breakdown-Interrupted Schedule	0.57%	0.65%	0.61%	0.30%	1.45%	1.55%	0.86%	0.30%	0.89%	0.29%	0.32%	0.29%	0.87%
Driver-Delay	0.29%	0.32%	0.30%										
Driver-Shortage			1.22%			0.31%	0.57%	1.22%					0.58%
Holiday	4.00%	4.55%							4.15%	4.00%	4.44%	11.43%	4.08%
Successful	88.57%	85.39%	97.87%	99.70%	98.26%	97.83%	98.57%	98.18%	91.10%	83.14%	82.86%	63.43%	69.97%
Weather Conditions	6.57%	9.09%										12.57%	12.24%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Fiscal Year	Total Ridership
FY 2026	229,840
FY 2025	311,198
FY 2024	355,008
FY 2023	307,115
FY 2022	202,409
FY 2021	130,829
FY 2020	349,024
FY 2019	345,038
FY 2018	347,299
FY 2017	349,352
FY 2016	360,848
FY 2015	392,035
FY 2014	406,196
FY 2013	31,950
Total	4,118,141

Multi-year View of KTA Ridership



Diesel Average Cost

Includes Taxes Expensed (not posted price)

FY 2026	\$1.17
FY 2025	\$1.34
FY 2024	\$1.39
FY 2023	\$1.59
FY 2022	\$0.97
FY 2021	\$0.64

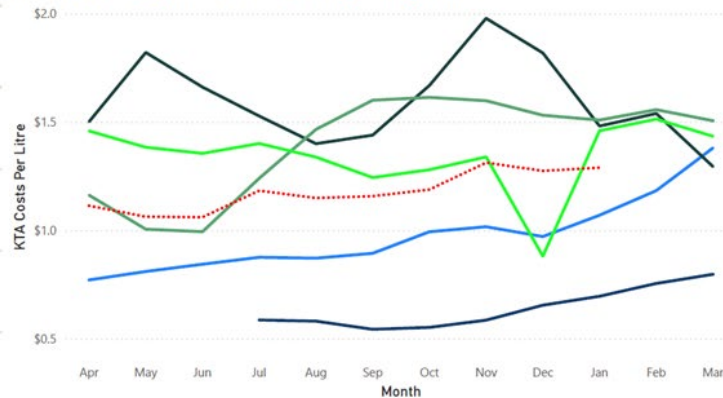
Total Diesel Cost

Includes Taxes Expensed

FY 2026	\$375,591
FY 2025	\$562,205
FY 2024	\$566,538
FY 2023	\$672,054
FY 2022	\$411,623
FY 2021	\$176,067

KTA Costs Per Litre by Month and Fiscal Year

Fiscal Year ● FY 2021 ● FY 2022 ● FY 2023 ● FY 2024 ● FY 2025 ● FY 2026



VALLEY WASTE - RESOURCE MANAGEMENT



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

Administration

- RFP for Janitorial Services (five-year contract for all staff spaces at Valley Waste facilities) closes February 19th and will require Board approval in March.
- Transition of banking services to BMO is 50% complete, with cheques, staff training, and new credit cards still pending.
- Temporary Borrowing Resolution are needed for three outstanding capital projects from prior years and funded by debenture funding that has expired. The Province advised the best approach is for new TBR requests.

Capital Projects & Operations

- Funding request for the Eastern Management Centre expansion was not approved under the Canada Housing Infrastructure Fund. Staff will pursue new funding opportunities through the provincial Housing Infrastructure Fund and the federal Build Communities Strong Fund, focused on the Western Management Centre expansion.
- Roscoe Construction Ltd. was selected for the Eastern Management Centre expansion.
- Construction & demolition yard expansion at the Eastern Centre is nearly complete; final work scheduled for spring.
- Canaan Jim & Sons will complete repairs to the Eastern Centre's interior push wall.
- New press for the Western Management Centre is almost ready and will be installed late February or early March.
- Hazardous waste facility steel structure in Lawrencetown is delayed but still expected by end of March.
- Initial groundwater testing at both Management Centres was completed in December and results pending.

Education

- Staff are delivering Extended Producer Responsibility presentations with the Housing Authority across multiple locations, along with additional community presentations.
- New "Careers in Waste" high-school program launched which is a major milestone given historical access challenges.
- Supporting Annapolis County cottage communities through their first winter without bins, providing guidance on which roads can accommodate collection vehicles safely.
- Ongoing public communication continues regarding the two-truck collection system, helping residents understand why only half of their materials are collected at a time.

Audit Committee

- The Audit Committee met on February 12th and are working with BDO on audit preparations.
- Committee is currently seeking to secure a public member for the committee.

BOARD DECISIONS

Tidal Transit Authority

The Valley Regional Services Board of Directors approved the 2026-2027 Operating and Capital Budgets for the Tidal Transit Authority, as presented, in accordance with the IMSA.

Valley Waste-Resource Management

The Valley Regional Services Board approved to formally authorize the Chair and Interim General Manager, serving as Secretary to the Valley Region Solid Waste-Resource Management Authority, to execute the Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate in the amount of \$428,835 and to submit the fully executed resolution to the Nova Scotia Department of Finance & Treasury Board for approval and release of funds.

A meeting of the Planning Advisory Committee (PAC) was held in person on Thursday, February 19, 2026, starting at 4:00pm.

PRESENT

Chairing the meeting: CAO Ashley Crocker, Howard Selig; Councillors Dan Smith and John Bartlett; Citizens-at-large, Hilary Campbell, and Margaret Jerke, Planner Chrystal Fuller, Development Officer, Ethan Oderkirk, Director of Public Works, Adam Verran, and Recording Secretary/Planning Services Coordinator, Sara Marceau.

Regrets: Councillor Jonathan Archibald

1. CALL TO ORDER

Chair Selig called the meeting to order at 4:34pm.

2. APPROVAL OF THE AGENDA

260219.01 It was moved and seconded to approve the agenda as circulated. **Motion carried.**

3. APPROVAL OF THE MINUTES

260219.02 It was moved and seconded to approve the minutes as circulated. **Motion carried.**

4. ACTION/DISCUSSION ITEMS

4.1 Approval of Chair

CAO Crocker called for nominations and Hilary Campbell was nominated and accepted the nomination.

CAO Crocker called for nominations a 2nd time and there were no nominations.

CAO Crocker called for nominations a 3rd time and there were no nominations.

Hilary Campbell was acclaimed as Chair of the Planning Advisory Committee.

4.2 Approval of Vice Chair

Chair Campbell called for nominations and Howard Selig was nominated and accepted the nomination.

Chair Campbell called for nominations a 2nd time and there were no nominations.

Chair Campbell called for nominations a 3rd time and there were no nominations. Howard Selig was acclaimed as Vice Chair of the Planning Advisory Committee.

4.3 Development Fees Staff Reports

Development Officer Ethan Oderkirk gave a presentation on the Development Fees Staff Report.

The fees do not fully cover the cost of issuing permits. Middleton should take this into consideration.

Councillor Bartlett suggested waiving the fees, noting that applicants would still be required to pay for sewer and water services.

CAO Crocker explained that even when a building fee is charged, the Town still incurs costs.

Chair Campbell noted there have been complaints about fees being too high in HRM. It was observed that when HRM increased its fees, it resulted in a decrease in applications, as well as impacts on resources and materials.

CAO Crocker clarified that there have been no complaints about the Town's current fees and that this discussion is strictly related to the Housing Accelerator Fund initiatives.

The Committee discussed encouraging growth in Town, noting that any adjustment does not need to be permanent and would not create a significant administrative burden.

Councillor Smith suggested offering a 50% reduction on building and development fees, similar to retail incentives.

CAO Crocker concluded that the broader goal is to promote tax revenue growth.

PAC recommends to Council that affordable housing development applications fees including accessory dwellings are waved for a period of one year. **Motion carried.**

5. ANYTHING BY MEMBERS

Margaret Jerke provided clarification to an email she had distributed.

Planner Fuller stated that staff have been following up with Parson's Investments to obtain a proper plan. She added that expectations remain clear, and that developers are responsible for paying their required fees.

CAO Crocker provided a brief update on the Northlands Secondary Planning Strategy and the status of obtaining the appropriate plans. She noted that staff are doing their best to move the process forward and emphasized that the Town will not move ahead without proper plans and clear expectations.

6. **NEXT MEETING DATE**

To be determined.

7. **ADJOURNMENT**

260219.03: It was moved and seconded to adjourn the meeting at 5:26pm. **Motion carried.**

CHAIR

RECORDING SECRETARY

UNAPPROVED



MAYORS REPORT

February 2026

Since the last Council meeting, I have had the opportunity to attend and participate in several community and municipal events.

On February 17, I attended the African Heritage Month Flag Raising Ceremony, which recognized the history, culture, and contributions of African Nova Scotians. It was an important event that highlighted the value of diversity and inclusion within our community. Later that same day, I also participated in a virtual Fire Service meeting, where discussions focused on matters related to fire services and regional collaboration.

On February 19, the Planning Advisory Committee held a Public Hearing regarding 18 King Street and Magee Drive. These hearings allow residents the opportunity to share their views and provide input before Council makes decisions on planning matters.

On March 2, we hosted a Public Input and Information Session on the 2026-2027 Budget, which provided residents with an opportunity to learn more about the proposed budget and ask questions. Public engagement is an important part of the process, and I appreciate those who took the time to attend and share their feedback.

On March 7, I attended the Fire Department Banquet, where we recognized the dedication and service of our volunteer firefighters. Their commitment and ongoing service to our community are greatly appreciated.

On March 9, I attended the Burger Wars Campaign for Kids at the Capital Pub. This event supports important initiatives for children while also highlighting and supporting our local businesses.



Emergency Management Office of the Minister

Suite 601-1871 Upper Water Street, Halifax, Nova Scotia, Canada B3J 1S8 • Telephone 902-424-5620 • Minister.EmergencyManagement@novascotia.ca

February 26, 2026

Dear Members of the Nova Scotia Federation of Municipalities (NSFM) and the Association of Municipal Administrators (AMANS):

Over the past year, we have taken an honest look at the state of fire services across Nova Scotia. Our goal has been to ensure that efforts to strengthen and improve fire services work in practice—not just on paper. This legislation helps set the stage for a phased approach to change that is both achievable and sustainable. These changes are intended to strengthen, not disrupt, the vital services you provide.

Recently, we engaged with more than 700 fire chiefs, deputy chiefs, fire service coordinators, and municipal leaders to determine how best to implement the recommendations from the FSANS report. We appreciate the feedback and perspectives shared by partner organizations, municipal elected officials, administrators, and fire service leaders during these planning sessions.

We listened carefully to what you had to say, and we are now taking the next step.

On February 23, the Province introduced the Support for Fire Protection Services Act, which will strengthen fire services across Nova Scotia. This legislation does not change section 293 of the *Municipal Government Act*. Municipalities may maintain and provide fire and emergency services but will not be required to do so.

Under the new Act, the Minister of Emergency Management will provide oversight for municipal fire services and set provincewide standards for firefighter training and certification, personal protective equipment, transition support for fire services that choose to move to a municipal model, and resources for fire protection service planning, delivery, and reporting.

Fire departments and fire service commissions that are not currently part of a municipal fire service will remain as they are.

The *Support for Fire Protection Services Act* also enables the creation of an Office of the Fire Commissioner, an important first step toward providing provincial oversight, coordination, and support to municipalities and fire service providers.



NOVA SCOTIA

Emergency Management Office of the Minister

Suite 601-1871 Upper Water Street, Halifax, Nova Scotia, Canada B3J 1S8 • Telephone 902-424-5620 • Minister.EmergencyManagement@novascotia.ca

The Act requires all municipalities—whether they directly oversee fire services or not—to:

- conduct a fire protection service review to ensure evidence-based decisions about the services provided in their communities
- ensure that local firefighter competencies, training, and personal protective equipment meet the service standards identified in the review
- participate in a common records management system

This legislation is part of the Province’s broader commitment to strengthening the fire services sector. It will help ensure consistent training standards across the province and support collaborative procurement for vehicles, equipment, and insurance—helping fire departments reduce costs.

We recognize that fire service sector is comprised of a diverse range of leaders and organizations with a variety of needs and perspectives. Considering this, we will continue to work with our partners like AMANS, NSFM, and FSANS to share accessible information about the work underway. If members of your organization have questions, please encourage them to contact us at firemodernization@novascotia.ca.

We look forward to continuing our work with municipalities and the fire service sector to build a modernized model that better serves Nova Scotians.

Thank you,

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

Honourable Kim Masland

Minister of the Department of Emergency Management

c. Honourable John A. MacDonald, Minister of Municipal Affairs

Greg Jones, President, Fire Services Association of Nova Scotia

February 26, 2026

Dear Funding Partners,

On behalf of the Valley Regional Enterprise Network (Valley REN) Board of Directors, I am writing to inform you of a significant development regarding our operational funding from the Province of Nova Scotia. We have received official correspondence from the Province outlining an upcoming shift in their funding model for all Regional Enterprise Networks. We are sharing this information with you at the earliest opportunity to ensure full transparency and to begin collective planning for the path ahead.

The attached letter from the Province indicates a transition away from core operational funding toward a project-based funding structure. As part of this change, the Province has advised that all RENs should anticipate an approximate 20% reduction in annual funding. We expect to receive additional details, including clarification around project funding criteria and timelines, in the coming days. Amid this challenging news, we would also like to highlight a positive development. The Province has confirmed continued support for the Connector Program for the 2026-2027 fiscal year at its current annual funding level of \$100,000. Additionally, the Province has indicated that the program will now align with all provincial priority sectors, while maintaining a focus on regional priorities within those sectors. This continued investment underscores the importance of talent attraction and retention—an area of work that will only grow more vital given the anticipated gaps in the midst of both provincial and federal cuts impacting our region.

Recognizing the scope and impact of these changes, the Board is actively working with the CEO and COO to reassess our financial outlook, explore mitigation strategies, and ensure organizational stability. We are also engaging collaboratively with fellow RENs across the province to identify more sustainable, diversified, and resilient funding models for the future. Through this collective effort, we aim to ensure that regional economic development remains strong and well-supported despite shifts in the provincial framework.

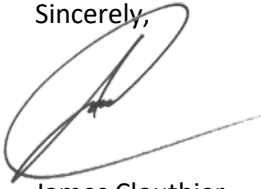
Given the magnitude of these changes and their direct impact on our budget planning, **we respectfully request an extension to the March 1st budget submission deadline**. As you are aware, a draft budget had been finalized with the Audit Committee and was set for approval yesterday. However, with the news that our funding model is now expected to shift significantly, we feel our proposed 2026–27 budget will need to be reassessed and recalibrated once the Province provides the remaining details. For clarity, **we will not be** requesting a change in funding amounts from our First Nation and Municipal Partners in alignment with the IMSA. We will also coordinate a meeting with the LOC and keep all key partners informed as we revise and adjust the budget. We greatly appreciate your understanding and patience as we navigate this period of transition.

Despite this shift in provincial support, we want to assure you that, thanks to prudent financial management, accumulated reserve funds, and cost savings over the past year, the Valley REN remains in a positive financial position for the upcoming fiscal year. To ensure we move forward collaboratively and strategically, the Board, CEO, and COO would like to schedule a meeting with you as soon as possible to review next steps and discuss how we can continue to deliver effectively on our strategic plan to support regional economic development. As you know, our region will face new gaps as these provincial changes take effect. Business retention and expansion, navigation services, and talent retention—all core functions of the REN—will be more critical than ever in supporting the Valley’s economic growth, particularly given provincial cuts impacting two of our region’s most vital sectors.

The Board is extremely proud of the work the Valley REN has accomplished over the past year and the measurable impact we continue to have across the region. Each member of the Board, representing anchor employers and key sectors, has chosen to serve because we believe deeply in the value of this organization and its essential role in strengthening the economic resilience of the Valley region. Rural regions, in particular, will feel the effects of these funding shifts more acutely than their urban counterparts, and your partnership, advocacy, and leadership are key to navigating the challenges ahead.

We sincerely appreciate your continued support and look forward to meeting with you soon to discuss our collective path forward. Our CEO will connect directly to coordinate and confirm a preferred meeting date.

Sincerely,

A handwritten signature in black ink, appearing to read 'James Clouthier', with a large, sweeping flourish extending to the right.

James Clouthier
Board Chair
Valley REN

NS-IEG-4698

February 24, 2026

Emily Boucher, CEO
Valley REN
448 Main Street
Kentville, NS B4N 1K8
Via email: eboucher@valleyren.ca

Dear Ms. Boucher:

Yesterday, February 23, the Government of Nova Scotia released Budget 2026-27, *Defending Nova Scotia* (<https://novascotia.ca/budget>).

Over the past five years, government has made significant investments in programs and services to improve healthcare, strengthen communities and support Nova Scotians. In the face of continuing global uncertainty and slower revenue growth, government must manage expenses carefully and align spending with core priorities.

As part of Budget 2026-27, government is undertaking expenditure management measures, including reducing the size of the civil service by 5%, reducing the size of the broader public service by 3%, reducing government operating costs and making the difficult decision to reduce discretionary spending.

In this context, the Department of Growth and Development is implementing a revised funding framework for Regional Enterprise Networks (RENs) to improve consistency, clarity and alignment with provincial economic priorities.

Beginning in the upcoming fiscal cycle, provincial funding will move from core operational support to an activity-based program model focused on defined regional economic development services:

- Business Navigation and Pathfinding
- Business Retention and Expansion
- Regional Coordination Functions

Provincial funding under this framework will be limited to activities that align with departmental priorities and defined program objectives. This policy change is driven by fiscal and program alignment considerations. It is not related to the performance of any individual organization or region.

RENs and other eligible proponents may continue to access provincial funding through proposal driven intakes tied to defined activities and outcomes. No additional financial contributions are being requested from municipalities or First Nations partners as a result of this change.

Additional program details will be communicated in the coming weeks.

We recognize that this may be a challenging period for your organization and we are committed to working with you to provide support. Additional information regarding transition planning will be shared in the coming days.

The Province recognizes the critical role that municipalities, First Nations and RENO play in supporting businesses, workforce development and regional economic resilience. We appreciate your continued collaboration as this framework is implemented.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Morrissey".

Chris Morrissey
Chief Executive Officer, Invest Nova Scotia
Deputy Minister, Department of Growth and Development



**Attorney General
Justice
Office of the Minister**

PO Box 7, Halifax, Nova Scotia, Canada B3J 1T0 • Telephone 902 424-4030 • JustMin@novascotia.ca

February 27, 2026

Dear Chief Administrative Officer,

Re: RCMP Retroactive Pay Liability – Provincial Position on Cost Recovery

I am writing to formally update you on the matter of retroactive salary obligations arising from the first collective agreement concluded between the Government of Canada and the National Police Federation, and to confirm the Province of Nova Scotia's position regarding municipal cost implications under the Provincial Police Service Agreement (PPSA).

The RCMP collective agreement introduced retroactive salary adjustments spanning the 2017–18 through 2020–21 fiscal years. These adjustments have resulted in significant financial implications for jurisdictions policed under the PPSA. The Province recognizes the challenges associated with liabilities extending across multiple fiscal years.

From the outset, Nova Scotia has maintained that the retroactive compensation obligations flowing from the federal collective bargaining process for the first collective agreement are the responsibility of the Government of Canada. This position has been consistently communicated to Public Safety Canada through both ministerial and departmental correspondence and continues to guide the Province's engagement with the federal government.

Accordingly, I wish to formally advise that the Province of Nova Scotia will not recover any additional funds from municipalities in relation to retroactive RCMP salary obligations arising from the first collective agreement. No further invoices, adjustments, or charges will be issued to municipalities with respect to these retroactive costs. Amounts previously recovered from municipalities through earlier cost-sharing assessments remain reflected in provincial financial reporting and are not recoverable.

The Province continues to assert unequivocally that it did not have a meaningful role in negotiating the first RCMP collective agreement and should not be expected to assume financial responsibility for obligations arising solely from federal decision-making undertaken without meaningful inclusion of contract partners. The imposition of retroactive salary costs on PPSA partners is inconsistent with both the purpose and operational structure of the agreement. Nova Scotia has invoked the dispute resolution mechanism under the PPSA and continues to seek a formal and definitive response from Public Safety Canada acknowledging federal responsibility for the

financial consequences of its collective bargaining processes.

The Province will continue to advance Nova Scotia's position with the federal government concerning retroactive compensation and will advise municipal partners of any material developments. We are committed to ensuring that communication remains coordinated and transparent. Recognizing the importance of financial predictability for municipalities, we trust this confirmation provides the clarity necessary to support ongoing fiscal and operational planning.

Concurrently, the Province is advancing broader police modernization initiatives, including the development of a new funding arrangement for provincial police services delivered under the PPSA. This work is focused on establishing a modernized billing mechanism that more accurately reflects the needs of municipalities and the Province. Given the complexity of this initiative, the Minister has recommended further engagement to ensure all considerations, potential impacts, and operational challenges are fully understood prior to implementation. The Minister remains committed to a collaborative approach that results in a billing model that is fair, transparent, and responsive to the needs of Nova Scotian communities.

We will be following up in the near future to arrange a discussion regarding the forthcoming changes to the billing mechanism and to ensure municipalities have meaningful opportunities to provide input throughout this process.

The Province values the essential role municipalities play in delivering effective policing services across Nova Scotia. We appreciate your continued professionalism and collaboration as we work toward meaningful change in support of public safety.

Should you require further information, please contact Hayley Crichton, Executive Director, Public Safety and Security Division, at Hayley.Crichton@novascotia.ca or 902-225-0416.

Sincerely,

A handwritten signature in cursive script that reads "Scott Armstrong".

Honourable Scott Armstrong
Attorney General and Minister of Justice

NS-IEG-4717

March 4, 2026

Ashley Crocker, CAO
Town of Middleton
131 Commercial Street, PO Box 340
Middleton NS B0S 1P0
Via Email: acrocker@town.middleton.ns.ca

Dear Ashley Crocker:

On February 23, the Government of Nova Scotia released Budget 2026-27, *Defending Nova Scotia* (<https://novascotia.ca/budget>).

Over the past five years, government has made significant investments in programs and services to improve healthcare, strengthen communities, and support Nova Scotians. In the face of continuing global uncertainty and slower revenue growth, government must manage expenses carefully and align spending with core priorities.

As part of Budget 2026-27, government is undertaking expenditure management measures, including reducing the size of the civil service by 5%, reducing the size of the broader public service by 3%, reducing government operating costs, and making the difficult decision to reduce discretionary spending.

In this context, the Department of Growth and Development is implementing a revised funding framework for the Regional Enterprise Networks. The new framework aims to provide business supports to improve consistency, clarity, and alignment with provincial economic priorities.

Beginning in the upcoming fiscal cycle, provincial funding will move from core operational support to a service delivery program model focused on defined regional economic development services:

- Business Navigation and Pathfinding
- Business Retention and Expansion
- Regional Coordination Functions

There will be no core operational funding available from the Department under this framework. Provincial funding will be limited to approved activities that align with departmental priorities and defined program objectives.

Eligible proponents may continue to access provincial funding through proposal driven intakes tied to defined activities and outcomes. Additional program details will be communicated in the coming weeks.

The Province recognizes the critical role that our partners play in supporting businesses, workforce development, and regional economic resilience. We appreciate your continued collaboration as this framework is implemented.

Sincerely,

A handwritten signature in blue ink, appearing to read "Chris Morrissey". The signature is fluid and cursive, with a large initial "C" and a long, sweeping underline.

Chris Morrissey
Deputy Minister, Department of Growth and Development



5 March 2026

Town of Middleton
PO Box 340
Middleton, NS BOS 1P0

attn: Mayor Gail Smith, Councillors, CAO Ashley Crocker

Dear Mayor Smith, Councillors, and Ashley:

On behalf of the Board of Directors at Soldiers Memorial Hospital Foundation, thank you for your generous financial support of our Diagnostic Imaging Fundraising Campaign. Your contribution helped us bring advanced digital imaging technology to our community, and we are deeply grateful for your partnership in this important initiative. We are pleased to announce that, with your help, we were successful in raising the \$350,000 cost of the equipment—and we did it ahead of schedule!

The new diagnostic imaging equipment made possible through your support has already had a meaningful impact on patient care. With enhanced imaging capabilities, our clinical teams can detect illnesses earlier, make more accurate diagnoses, and begin treatment sooner. These improvements not only strengthen the quality of care we provide but also help reduce wait times and improve the overall patient—and clinician—experience.

Every day, patients and families rely on timely, precise diagnostic information to guide life-changing medical decisions. Thanks to organizations like yours, our healthcare teams now have the tools they need to deliver faster, clearer, and more reliable results.

Your commitment to supporting healthcare innovation demonstrates a genuine investment in the well-being of our community. We are proud to have you as a partner in advancing care and improving outcomes for patients who depend on our services.

Thank you again for your generosity and for helping make this important step forward possible.

With sincere appreciation,

A handwritten signature in blue ink that reads "Michael".

Michael Fairn, Fund Development Coordinator

Soldiers Memorial Hospital Foundation
462 Main St., PO Box 730
Middleton, NS BOS 1P0