

AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. PROCLAMATION

3.1 Fire Prevention Week – October 4 – 10, 2026

4. APPROVAL OF THE MINUTES

- 4.1 In-Camera Meeting Minutes – July 20, 2026
- 4.2 Council Meeting Minutes – July 20, 2026
- 4.3 Special Council Meeting Minutes – July 29, 2026
- 4.4 Special Council Meeting Minutes – September 8, 2026
- 4.5 In-Camera Meeting Minutes – September 8, 2026

5. ANYTHING BY CITIZENS

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

6. NEW BUSINESS

- 6.1 Committee of the Whole Recommendations
 - a. RFD 056-2026 Social Media Policy
 - b. RFD 059-2026 Crisis Communication Plan
 - c. RFD 060-2026 Building and Fire Agreement
 - d. RFD 062-2026 Upgrade to SCADA System
- 6.2 RFD 064-2026 Reservoir Fall Debenture
- 6.3 RFD 065-2026 Sale of Surplus Equipment
- 6.4 RFD 066-2026 Appointment of Chief Administrative Officer

7. REPORTS

- 7.1 Management Report
- 7.2 Middleton Fire Department Dispatch Report for July 2026
- 7.3 Middleton Fire Department Dispatch Report for August 2026
- 7.4 Valley Regional Services Board Jul 15/26 and Sep 16/26 Meeting Minutes

- 7.5 Valley REN LOC Committee Meeting DRAFT Minutes July 27/26
- 7.6 Mayor's Report

8. **CORRESPONDENCE**

- 8.1 Email – September 9, 2026, Resignation of Stephanie Purcell, Middleton Pool Society

9. **ANYTHING BY MEMBERS**

10. **ADJOURNMENT**

Proclamation

Fire Prevention Week October 4 - 10, 2026

- WHEREAS** the **Town of Middleton** is committed to ensuring the safety and security of all those living in and visiting Middleton; and
- WHEREAS** fire remains a serious public safety concern both locally and nationally, and the presence of lithium-ion batteries in many household devices introduces unique fire risks; and
- WHEREAS** most of the electronics used in homes daily, including smartphones, tablets, laptops, power tools, e-bikes, and toys, are powered by lithium-ion batteries, which if misused, damaged, or improperly charged, can overheat, start a fire, or explode; and
- WHEREAS** the National Fire Protection Association (NFPA) reports an increase in battery-related fires, underscoring the need for public education on the safe use of lithium-ion batteries and devices; and
- WHEREAS** the way lithium-ion battery devices are charged can make a difference in helping prevent home fires; and
- WHEREAS** safe charging includes using the cord and charger that came with your device or one approved by the manufacturer, charging on a hard, flat surface, watching for warning signs like devices that are very hot or start to swell, unplugging when fully charged, and charging larger devices like e-bikes outside and away from exits; and
- WHEREAS** residents are encouraged to understand that safe charging means making smart choices every time they plug in; and
- WHEREAS** the Middleton Fire Department first responders remain dedicated to reducing the occurrence of fires through prevention, safety education, and community outreach; and
- WHEREAS** the 2026 Fire Prevention Week™ theme, “Charge into Fire Safety: Safe Charging Is a Superpower,” serves to remind all residents that safe charging can help reduce the risk of fires in homes and communities;

THEREFORE, I, Gail Smith, **Mayor of the Town of Middleton**, do hereby proclaim October 4-10, 2026, as **Fire Prevention Week**, and I urge all residents of Middleton to learn and practice safe charging habits.

Dated at Middleton, Nova Scotia
this 21st day of September 2026.

Gail Smith, Mayor

A regular monthly meeting of Middleton Town Council was held in-person at the Town Hall, via YouTube Live, on Monday, July 20, 2026, starting at 6:30pm.

PRESENT

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

Regrets: Councillor Darren Boates

Also in attendance: Jo-ann Hightower

1. **CALL TO ORDER**

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

2. **APPROVAL OF THE AGENDA**

260720.01 It was moved and seconded that Council approve the agenda as circulated.
Motion carried.

3. **PROCLAMATION**

3.1 Emancipation Day – August 2026

Mayor Smith proclaimed August 1, 2026, as Emancipation Day in Middleton.

4. **APPROVAL OF THE MINUTES**

4.1 Approval of the Previous Meeting Minutes

2026.06.01 – Special Council Meeting Minutes
2026.06.15 – Council Meeting Minutes
2026.06.22 – Special Council Meeting Minutes
2026.06.22 – Public Hearing Meeting Minutes
2026.07.09 – Special Council Meeting Minutes
2026.07.09 – In-camera Meeting Minutes

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

5. **ANYTHING BY CITIZENS**

Nothing to report.

6. NEW BUSINESS

6.1 Committee of the Whole Recommendations

a. RFD 050-2026 Request to Waive Municipal Fees

CAO Crocker gave a brief overview of RFD 050-2026 Request to Waive Municipal Fees

260720.02 It was moved and seconded that Council waive the \$500 application fee and the \$500 advertising fee for the Development Agreement with Annapolis County Housing Association for a 27-unit grouped dwelling development on Magee Drive, based on ACHA's non-profit status, the affordable housing purpose of the project, and the public benefit of the proposal. **Motion carried.**

b. RFD 051-2026 Crosswalk Lights Change in Capital Project Funding

CAO Crocker gave a brief overview of RFD 051-2026 Crosswalk Lights Change in Capital Project Funding.

260720.03 It was moved and seconded that Council approve an increase of \$4,963 to project 25-10 for the installation of high visibility crosswalk lights at four intersections, with the total project cost coming from the Gas Tax Reserve. **Motion carried.**

6.2 RFD 053-2026 Fire Protection Area Rate

CAO Crocker gave a brief overview of the Fire Protection Area Rate.

260720.04 It was moved and seconded that Council set the 2026/27 Fire Protection Area Rate at \$0.1429 cents per hundred dollars of assessment to recover the Town's share of the estimated fire protection (hydrant) charges of \$313,288. **Motion carried.**

- Deputy Mayor Marshall reiterated that the Fire Protection Rate is collected to fund the hydrant service and is not for funding the Fire Department.
 - o CAO Crocker confirmed that the Fire Protection Rate has no connection to funding the Fire Department.

260720.05 It was moved and seconded that Council set the 2026/27 Fire Protection Charge to the County of Annapolis at \$27,242 to recover the County's share of the total fire protection (hydrant) charge. **Motion carried.**

6.3 RFD 054-2026 Increased Funding for AVRL

CAO Crocker gave a brief overview of the Increased Funding for AVRL.

Councillor Smith advised that Board members had received an email indicating the additional funding would only keep the four libraries open until February 2027, not March 2027. Board members discussed using reserve funds to maintain operations until the provincial budget is announced, with a suggestion to use reserves through the end of September while municipal councils review options.

Councillor Bartlett noted that AVRL had previously presented a three-year financial plan but is now relying more heavily on reserve funds. He suggested requesting an updated financial plan reflecting the current situation.

Councillor Smith also inquired about the Town of Middleton's role should AVRL decide to close the Middleton branch.

260720.06 It was moved and seconded that Council approve a one-time increase of \$6,150 to the Town of Middleton's 2026-2027 operating contribution to the Annapolis Valley Regional Library Board, for a total municipal contribution of \$18,450 for the 2026-2027 fiscal year. **Motion carried.**

6.4 RFD 055-2026 Temporary Borrowing Resolution Tidal Transit Authority (TTA).

CAO Crocker gave a brief overview of the Temporary Borrowing Resolution for Tidal Transit Authority.

- Councillor Archibald sought clarification on the project's funding, asking whether grant funding was guaranteed for the next two years.
 - o CAO Crocker stated that to her knowledge, the ICIP grant was awarded which contains both federal and provincial funding.
- Councillor Archibald questioned why borrowing was still required if the funding was guaranteed, expressing concern that the town could remain responsible for the debt.
 - o CAO Crocker referred to the RFD document that explains that since the external subsidies will not be received until after the reserve funds are spent, TTA may require short-term financing this fiscal year.

260720.07 It was moved and seconded that Council approve the included Town of Middleton's Loan guarantee resolution in the amount of up to, but not exceeding, four hundred twenty-one thousand, two hundred and seventy-five dollars (\$421,275) representing three-point six percent (3.60%) of the total of eleven million six hundred ninety-seven thousand four hundred and fifteen dollars (\$11,697,415) to be borrowed by Tidal Transit Authority for the capital projects detailed in Schedule B. **Motion carried.**

7. REPORTS

- 7.1 Management Report
- 7.2 Middleton Fire Department Dispatch Report for June 2026
- 7.3 Annapolis REMO Advisory Committee Meeting DRAFT Minutes Jun 11/26
- 7.4 Valley Regional Services Board Jun 17/26 Meeting Minute
- 7.5 Police Advisory Board Meeting DRAFT Minutes Jul 14/26
- 7.6 Valley Regional Services Board Jul 15/26 Meeting Minute
- 7.7 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 about the timeline for completing the Crisis Communication Plan.
 - o CAO Crocker advised that it is expected to be presented at the September COTW meeting.
- Councillor Archibald referenced the PAB meeting minutes, noting there was discussion about why an alert had not been issued by the RCMP and why the Town didn't put something out on Facebook to let residents know that the situation had been resolved and that it was safe for the public to go out.
 - o CAO Crocker advised that staff are developing a Crisis Communication Plan and will investigate the Town's role in communicating with the public when incidents occur that the RCMP must respond to.
- CAO Crocker also provided updates on several initiatives, including the new reservoir becoming operational that week, revisions to the pool agreement, the receipt of a \$2,000 festival grant, and upcoming discussions with the rink regarding an updated agreement.

8. CORRESPONDENCE

- 8.1 July 14, 2026, Letter to Minister of CCTH re: Library services

One (1) notice of correspondence was distributed to Council members.

9. ANYTHING BY MEMBERS

Deputy Mayor Marshall advised that he was unable to attend the Heart of the Valley Festival Family Day. He noted that the Fire Department's Chicken BBQ and the Middleton Rink's dance were both well received and successful events.

Councillor Knapp commended recreation staff for their efforts in organizing the Family Day. She noted that the Fire Department's Chicken BBQ was a sold-out success and described it as one of the best BBQs they have had.

Councillor Archibald noted an increase in pedestrian activity within the community and requested that the crosswalk at the Bruce GM building on Commercial Street be added to the list for consideration for repairs.

Councillor Bartlett advised that he was unable to attend the Family Day but noted that the event was very well attended.

Councillor Smith commended recreation staff, noting that Family Day was a great event. While working at the snack shack, Councillor Smith spoke with a group of young attendees who asked where the money raised goes and whether it supports the library. Councillor Smith explained that the funds are used to help cover the costs of event's activities.

Mayor Smith advised that she attended the Heart of the Valley Festival Family Day, visited the Macdonald Museum's Summer Craft Market, attended the farewell event for staff at the Middleton Library, and then attended the Highland Games.

10. IN-CAMERA

260720.08 It was moved and seconded to move to in-camera at 7:38pm. **Motion carried.**

260720.09 It was moved and seconded to move out of camera at 7:54pm. **Motion carried.**

11. ADJOURNMENT

The Mayor declared the meeting adjourned at 7:55pm.

Mayor

Recording Secretary

A Special meeting of Middleton Town Council was held in-person at the Town Hall and via YouTube Live, on Wednesday, July 29, 2026.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors John Bartlett, Bernadette Knapp, and Dan Smith; CAO, Ashley Crocker, Director of Public Works, Adam Verran and Recording Secretary, Sara Marceau.

Regrets: Councillor Darren Boates, Councillor Jonathan Archibald.

1. **CALL TO ORDER**

Mayor Smith called the meeting to order at 4:38pm.

2. **APPROVAL OF THE AGENDA**

260729.01 It was moved and seconded that Council approve the agenda as circulated.
Motion carried.

3. **NEW BUSINESS**

3.1 RFD 057-2026 Budget Increase for Patch Paving to Fix Potholes

CAO Crocker gave a brief overview of the Budget Increase for Patch Paving to Fix Potholes.

Council discussed the need to address potholes and road repairs in Middleton, focusing on available funding and future paving plans.

- Councillor Smith sought clarification on the proposed funding, asking whether the discussion was about approving \$13,000 in new work, given that the roads budget is already \$7,000 over budget, and whether that amount would address all significant potholes in town.
 - o CAO Crocker clarified that staff could find \$7,000 within the existing budget, but not the full \$20,000 that had been discussed.
- Deputy Mayor Marshall asked whether the province's road maintenance responsibilities fall under the operating budget, and it was confirmed that they do. Deputy Mayor Marshall also requested details on the planned paving along Commercial Street, with staff noting the work would extend from Happy Trails approximately 350 meters north.
- Deputy Mayor Marshall expressed disappointment that the Town had missed the opportunity to pave up to Bentley this year, suggesting Council focus on future paving plans if the work can no longer proceed this season.

- Councillor Smith recommended increasing the Town's paving budget next year and leveraging provincial funding to complete a larger paving project.
 - o CAO Crocker agreed this could be incorporated into next year's provincial grant application.
- Councillor Knapp raised concerns about the risk of the province not providing matching funding.
 - o DPW Verran explained that the Town submits a five-year capital plan to support funding requests.
- Councillor Bartlett asked whether the Town would face any penalty if the full \$150,000 project could not proceed.
 - o CAO Crocker explained that the program operates on a reimbursement basis, with the Town submitting invoices to the province and receiving reimbursement for eligible costs.

260729.02 It was moved and seconded that Town Council approve a transfer of \$30,000 from the General Operating Reserve Fund to the Town's General Operating Fund to complete the remaining asphalt patching and pothole repairs throughout the Town in 2026-2027. **Motion carried.**

4. ADJOURNMENT

The Mayor declared the meeting adjourned at 5:04pm.

Mayor

Recording Secretary

A Special meeting of Middleton Town Council was held in-person at the Town Hall and via YouTube Live, on Tuesday, September 8, 2026.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors John Bartlett, Bernadette Knapp, Darren Boates, Jonathan Archibald and Dan Smith; Interim CAO, Kevin Matheson, Director of Public Works, Adam Verran, Director of Finance, Leah Profitt and Recording Secretary, Sara Marceau.

Also in attendance: Jason Haughn

1. **CALL TO ORDER**

Mayor Smith called the meeting to order at 8:17pm.

2. **APPROVAL OF THE AGENDA**

260908.01 It was moved and seconded that Council approve the agenda as circulated. **Motion carried.**

3. **NEW BUSINESS**

3.1 RFD 061-2026 Appointment List Update

Interim CAO Matheson gave a brief overview of the Updated Appointment List.

260908.02 It was moved and seconded that Council, on recommendation from the CAO, appoint Perry Ross as building/fire inspector for the Town of Middleton. **Motion carried.**

260908.03 It was moved and seconded that Council appoint Kevin Matheson as the new Interim CAO. **Motion carried.**

260908.04 It was moved and seconded that Council approve the 2026 Appointment List, as presented. **Motion carried.**

4. **IN-CAMERA**

260908.05 It was moved and seconded to move to in-camera at 8:17pm. **Motion carried.**

260908.06 It was moved and seconded to move out of camera at 9:03pm. **Motion carried.**

5. ADJOURNMENT

The Mayor declared the meeting adjourned at 9:04pm.

Mayor

Recording Secretary

DRAFT

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



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

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Social Media Policy with Amendments

Legislation

- N/A

Recommendation

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

Background

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

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

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

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

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



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

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

Financial Implications

There are no financial implications associated with these amendments.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

REQUEST FOR DECISION

Amendment to Policy A – 2.7 - Social Media Policy

RFD#: 056-2026



Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: September 21, 2026

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

1.0 Purpose

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

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

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

2.0 Scope

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

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

3.0 Definitions

In the context of this document:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

4.0 Procedures and Regulations

Employee's Official Use of Official Town Social Media Presence

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

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

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

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

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

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

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

All official communication materials must:

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

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

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

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

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

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

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

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

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

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

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

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

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

4.12 Elected Official-Specific:

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

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

Chief Administrative Officer

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

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



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

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Crisis Communications Plan

Legislation

- N/A

Recommendation

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

Background

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

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

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

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

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

The plan is intended to:

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

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

Financial Implications

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

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
X	Community	

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X	Governance	
	Council Strategic Initiative	

Alternatives

Community Engagement/Communication

X

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: Sep 21, 2026



CRISIS COMMUNICATIONS PLAN

Town of Middleton, Nova Scotia

Version 1.0

Approved:

Next Review:

Document Control

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

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1. Purpose

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

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

This plan establishes the framework for:

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

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

2. Scope

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

Situations may include, but are not limited to:

- Significant water or wastewater disruptions

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

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

2.1 REMO and Emergency Management

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

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

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

3. Crisis Communications Objectives

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

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

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

4. Guiding Principles

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

4.1 Time Communication

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

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

4.2 Accurate Information

Information must be verified before it is released.

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

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

4.3 Clear and Accessible Communication

Crisis communications should use clear, concise and plain language/

Where applicable, communications should explain:

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

Technical terminology should be explained or avoided where possible.

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

4.4 Transparency

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

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

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

4.5 Consistency

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

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

4.6 Empathy

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

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

5. Crisis Classification

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

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

5.1 Level 1 – Emerging or Localized Incident

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

Examples may include:

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

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

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

5.2 Level 2 – Significant Incident

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

Examples may include:

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

A Level response may include:

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

5.3 Level 3 – Major Crisis

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

Exemplified may include:

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

Level 3 responses may include:

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

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

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

6. Crisis Communications Team

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

The Team may include:

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

Not every incident will require participation from every individual.

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

7. Roles and Responsibilities

7.1 Chief Administrative Officer

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

The CAO is responsible for:

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

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

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

7.2 Communications Coordinator

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

Responsibilities include:

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

7.3 Mayor

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

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

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

7.4 Directors and Department Leads

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

Responsibilities may include:

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

7.5 Council Members and Other Town Staff

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

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

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

8. Spokesperson Protocol

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

Depending on the circumstances, the spokesperson may be:

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

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

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

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

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

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

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

9. Crisis Activation and Initial Response

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

9.1 Verify

Establish the basic facts as quickly as reasonably possible.

Determine:

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

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

9.2 Notify

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

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

9.3 Assess

Assess the communications implications of the incident.

Consider:

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

9.4 Assign

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

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

9.5 Prepare

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

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

The initial communication should generally identify:

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

9.6 Approve

The CAO must approve crisis communications prior to public release.

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

9.7 Publish

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

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

9.8 Monitor

Communications should monitor:

- Changes in the incident

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

9.9 Update

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

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

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

10. First 60 Minutes

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

During the first 60 minutes, Communications should prioritize:

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

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

11. Communications Channels

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

Available channels may include:

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

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

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

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

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

12. Media Relations

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

For each significant media inquiry, Communications should record:

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

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

The Town will:

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

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

13. Social Media

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

Town social media accounts may be used to:

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

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

Priority should be given to questions or misinformation relating to:

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

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

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

14. Misinformation and Rumors

Incorrect or incomplete information may circulate rapidly during crisis.

Communications should monitor for misinformation that could:

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

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

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

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

15. Sensitive and Restricted Information

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

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

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

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

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

16. Coordination with External Organizations

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

When multiple organizations are involved, the Town should:

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

- Direct residents to the appropriate authoritative source where necessary.

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

17. Public Updates During an Incident

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

Updates should be considered when:

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

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

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

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

18. Resolution and Recovery Communications

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

A resolution communication may include:

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

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

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

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

19. Post Incident Review

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

The review should consider:

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

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

20. Plan Maintenance and Review

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

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

The review should confirm that:

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

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

Appendix A – Crisis Communications Quick Reference

INCIDENT IDENTIFIED

1. Verify

What happened?

Where and when did it happen?

Who or what is affected?

Is there an immediate public safety concern?

What information is confirmed?

2. Notify

- CAO
- Communications Coordinator
- Relevant Director/Department Lead

3. Assess

Determine:

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

4. Assign

CAO establishes communications direction and spokesperson

5. Prepare

Answer:

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

6. Approve

Technical information verified by responsible staff.

CAO approves public communications.

7. Publish

Distribute through appropriate channels.

8. Monitor and Update

Monitor:

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

Issue updates as required.

9. Resolve

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

Appendix B – Crisis Assessment Checklist

Incident: _____

Date/Time Identified: _____

Assessed By: _____

Immediate Assessment

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

Initial Classification

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

Immediate Communications Required?

- ☐ Yes
- ☐ No

If yes, identify:

Primary audience: _____

Immediate message required: _____

Recommended channels: _____

Recommended spokesperson: _____

Next assessment/update: _____

Appendix C – First 60 Minutes Checklist

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

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

Appendix D – Crisis Communications Contact List

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

TOWN CONTACTS

Chief Administrative Officer

Name:

Office:

Mobile:

Email:

Communications Coordinator

Name:

Office:

Mobile:

Email:

Mayor

Name:

Mobile:

Email:

Director of Public Works:

Name:

Office:

Mobile:

Email:

Director of Finance

Name:

Office:

Mobile:

Email:

External Contacts

REMO Contact:

RCMP:

Fire Department:

Provincial Contact:

Utility/Service Contacts:

Other

Appendix E – Holding Statement Template

PUBLIC NOTICE - (Incident/Issue)

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

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

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

Residents are advised to (instructions, if applicable).

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

Appendix F – Incident Update Template

UPDATE - (Incident)

(Date – Time)

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

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

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

Residents are advised to (instructions, if applicable).

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

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

Appendix G – Resolution Notice Template

RESOLVED - (Incident)

(Date – Time)

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

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

Residents should (any remaining instructions, if applicable).

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

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

Appendix H – Media Statement/News Release Template

FOR IMMEDIATE RELEASE

(Headline)

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

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

(Paragraph containing public instructions, if applicable.)

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

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

Media Contact:

Communications Coordinator

Town of Middleton

Events@town.middleton.ns.ca

(902) 825-4841 ext. 104

Appendix I – Spokesperson Briefing Sheet

Incident: _____

Spokesperson: _____

Date/Time: _____

Three Key Messages

1.

2.

3.

Confirmed Facts

Information Not Yet Confirmed

Public Instructions

What the Town is Doing

Likely Questions

Information That Cannot Be Discussed

Next Expected Update

Interview Reminders

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

Appendix J – Media Inquiry Log

Incident: _____

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

Appendix K – Crisis Communications Incident Log

Incident: _____

Incident

Start: _____

Communications

Lead: _____

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

Appendix L – Post-Incident Communications Review

Incident: _____

Date(s): _____

Crisis Classification:

- ☐ Level 1
- ☐ Level 2
- ☐ Level 3

Participants in Review:

What worked well?

What communications challenges occurred?

Were residents informed quickly enough?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

Was information accurate and consistent?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

Were communications roles and approval processes clear?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

Were appropriate communications channels used?

- ☐ Yes
- ☐ No
- ☐ Partially

Comments:

What questions or concerns were most common?

Was significant misinformation encountered?

- ☐ Yes
- ☐ No

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

Were there audiences the Town had difficulty reaching?

☐ Yes

☐ No

If yes:

Were external organizations effectively coordinated?

☐ Yes

☐ No

☐ Not applicable

Comments:

What should be done differently during a future incident?

Recommend Changes to the Crisis Communications Plan

Follow-up Actions

Action	Responsible Person	Deadline	Completed
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CRISIS COMMUNICATIONS PLAN

Review Completed By: _____

Date: _____

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



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

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

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

Legislation

Building Code Act and Fire Safety Act

Recommendation

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

Background

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

Financial Implications

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

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
---------------------	----------------------------	----------

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



	Environment	
	Infrastructure	
	Economy	
	Community	
X	Governance	
	Council Strategic Initiative	

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendations of staff.

CAO Initials: KM

Target Decision Date: September 21, 2026

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

BETWEEN:

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

OF THE FIRST PART

AND:

Town of Middleton
hereafter called "the Town"

OF THE SECOND PART

WHEREAS:

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

NOW THEREFORE, the parties agree as follows:

1. Building Inspection Services

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

2. Fire Inspection Services

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

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

3. Fees

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

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

The County shall invoice the Town quarterly.

4. Appointment and Compliance

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

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

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

5. Employees

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

6. Insurance and Indemnification

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

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

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

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

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

7. Records and Reporting

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

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

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

8. Term and Termination

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

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

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

9. Notice

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

10. Dispute Resolution

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

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

IN WITNESS WHEREOF

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

Witness for the Town

Gail Smith, Mayor
Town of Middleton

Witness for the Town

Ashley Crocker, CAO
Town of Middleton

Witness for the County

Diane Le Blanc, Warden
Municipality of the County of Annapolis

Witness for the County

Rob Frost, CAO
Municipality of the County of Annapolis

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



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

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

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

Legislation

- *Nova Scotia Municipal Government Act*

Recommendation

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

Background

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

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



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

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

Financial Implications

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

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

Strategic Plan/Operating Plan Alignment

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

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



	Council Strategic Initiative	
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Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: Sept 21, 2026

May 26, 2026

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

Dear Mr. Verran:

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

Introduction

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

Alarm Notifications

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

SCADA Software

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

PLC Programming Software

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

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

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

Scope

The scope of work for this project includes:

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

Assumptions

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

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

Engineering Fee (Base Cost)

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

Table 1: Fee Breakdown

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

Closing

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

Yours very truly,

CBCL Limited



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



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

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

Proposal No: 269550.31

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

Attachment A

CBCL Limited's Standard Terms and Conditions



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

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

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

Project Name: SCADA System Upgrade

Project # 26-15

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

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

Project Description: SCADA System Upgrades

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

Project Funding: Water Depreciation Reserve

Carry-over Project n/a

Additional Operating Expense n/a

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

REQUEST FOR DECISION
Reservoir Fall Debenture
RFD#: 064-2026



To: COTW and Town Council
From: Leah Profitt, Director of Finance
Date: September 21st, 2026
Subject: Reservoir Fall Debenture

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Temporary Borrowing Resolution
- M11793 NSUARB Project Approval
- Capital Project Sheet 22-12-A
- Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate
- CR 2025-0566-01 Approval Certificate dated December 5th, 2025

Legislation

Pursuant to the Municipal Government Act Section 88 (MGA)

Recommendation

That Council approve the attached Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate in the amount of one million seven hundred forty-nine thousand five hundred ninety-six dollars (\$1,749,596) with an interest rate not to exceed 7.0%.

Background

As approved as in the 2024/25 Capital Budget, the Town planned to borrow up to \$2,251 million towards the construction of the new water reservoir and decommissioning of the existing one. On November 17th, 2025, Council approved a Temporary Borrowing Resolution (TBR) for that amount, which was submitted for approval by the Minister for Municipal Affairs and Housing on December 5th, 2025.

The original capital budget for the Reservoir Project assumed a total project cost of \$6.5 million, to be funded from a combination of grants, additional operating revenue accumulated since 2018, together

REQUEST FOR DECISION
Reservoir Fall Debenture
RFD#: 064-2026



with \$2.251 million of long-term debt borrowed from the Municipal Finance Corporation. Middleton applied to the Nova Scotia Utility & Review Board (NSUARB), for project and borrowing approval. Approval was granted on August 2, 2024, (see M11793 attached).

The project is nearing completion with a total cost of \$5.446 million including \$156,929.33 in tariffs we expect to receive back. The tariff cost has been removed from the debenture calculation.

Financial Implications

The 2026/27 Capital Budget approved borrowing to fund a portion of the reservoir project. The actual amount to be borrowed is \$1,749,596. The loan will be repaid over 20 years, and as approved in the 2026/27 Capital Budget. Once the debenture has been issued, MFC will advise the Town of the actual interest rate on the loan.

Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
	Infrastructure	
	Economy	
	Community	
X	Governance	Ensure legislative requirements are met.
	Council Strategic Initiative	

Alternatives

N/A

Community Engagement/Communication

N/A

**REQUEST FOR DECISION
Reservoir Fall Debenture
RFD#: 064-2026**



CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: KM

Target Decision Date: Sept 21, 2026

MUNICIPAL COUNCIL OF THE
TEMPORARY BORROWING RESOLUTION

Amount: \$ 2,251,191

Purpose: WATER RESERVOIR

WHEREAS Section 66 of the Municipal Government Act provides that the Council of the
TOWN OF MIDDLETON, subject to the approval of the Minister
of Municipal Affairs and Housing, may borrow to expend funds for a capital purpose as authorized by statute;

WHEREAS the Council of the TOWN OF MIDDLETON has
adopted a capital budget for this fiscal year as required by Section 65 of the Municipal Government Act and are
so authorized to expend funds for a capital purpose as identified in their capital budget; and

WHEREAS the Council of the TOWN OF MIDDLETON has
determined to borrow for the purposes of WATER RESERVOIR;

BE IT THEREFORE RESOLVED

THAT under the authority of Section 66 of the Municipal Government Act, the Council of the
TOWN OF MIDDLETON borrow a sum or sums not exceeding
Dollars (\$ 2,251,191) for the
purpose set out above, subject to the approval of the Minister of Municipal Affairs and Housing;

THAT the sum be borrowed by the issue and sale of debentures of the Council of the
TOWN OF MIDDLETON to such an amount as the Council deems
necessary;

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act
and that the Council borrow from time to time a sum or sums not exceeding
Dollars (\$ 2,251,191) in total 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 and Housing 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 Council of the

TOWN OF MIDDLETON

held on the 17 day of November, 2025.

GIVEN under the hands of the Clerk and under the seal of the

TOWN OF MIDDLETON

this 18 day of November, 2025.

Clerk

J. Marceau



Nova Scotia Utility and Review Board

Mailing address

PO Box 1692, Unit "M"
Halifax, Nova Scotia
B3J 3S3
board@novascotia.ca
<http://nsuarb.novascotia.ca>

Office

3rd Floor, 1601 Lower Water Street
Halifax, Nova Scotia B3J 3P6
1 855 442-4448 (toll-free)
902 424-4448 t
902 424-3919 f

August 2, 2024

ACrocker@town.middleton.ns.ca

Ashley Crocker, MBA, CPA
Chief Administrative Officer
Town of Middleton
131 Commercial Street
PO Box 340
Middleton NS B0S 1P0

Dear Ms. Crocker

M11793 – Town of Middleton Water Utility – Reservoir Replacement project for \$6,500,000

On July 4, 2024, the Town of Middleton Water Utility applied for Board approval of the reservoir replacement project for \$6.5 Million. The proposed funding for this project is \$3,142,137 (up to 50% of the total) from the Municipal Capital Growth Program (MCGP) grant and a \$322,915 grant from the Sustainable Services Growth Fund. Both sources of external funds have been received and placed in the Utility's reservoir reserve fund. An additional \$808,157 from the Utility's reservoir reserve fund will also be used, with the remaining \$2,251,191 from new debt.

The application noted that the reservoir replacement is required to adequately serve the Town and the Utility's customers. The Utility's water is sourced from three wells, subsequently treated, and then pumped into an existing in-ground reservoir. The existing reservoir has cracks in its structure leading to approximately 10,000 litres per hour of treated water leaking into the ground. To minimize the water loss, the reservoir is kept at 25% capacity. Operating the reservoir in this way has several negative impacts on the Utility and its customers, such as:

- Reduces water for public fire protection;
- Increases cost to the Utility;
- Reduces the Utility's ability to provide safe drinking water; and
- Increases the risk of a catastrophic failure of the reservoir.

The Utility estimates it will take approximately two years to replace the reservoir with construction of a new reservoir. If a failure happens before construction is completed, it could result in a prolonged state of emergency.

Board Staff issued Information Requests (IRs) to the Utility on July 10, 2024, and July 29, 2024. The Utility filed its responses on July 24, 2024, and August 1, 2024, respectively.

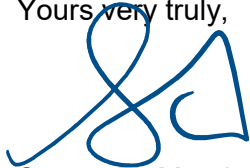
In response to IR-12, the Utility provided an updated water loss estimate, indicating that approximately 16,300 litres per hour is now being lost due to leakage from the existing reservoir. This accounts for about 34% of the Utility's average daily demand.

In response to IR-15, the Utility provided an updated project estimate based on recently received construction tender pricing. Further, in response to IR-18, the Utility estimated the annual depreciation expense and annual long-term debt principal and interest costs related to completion of the reservoir replacement project. The Utility noted that it is prepared to award the tender to the lowest bidder upon Board approval of the project. Based on the construction tenders received, the new estimated total cost of the project, inclusive of engineering costs, land purchase costs, contingency, decommissioning costs, and net HST is \$5,650,763. The Board understands that a portion of the \$3,142,137 in MCGP grant funding already received may need to be refunded as a result of the change in the project cost.

The Utility noted that it is working on an application to the Board for an increase in rates, due in part to this project and its associated costs and impact on rates. The Utility is projecting to have the application filed with the Board in the fall of 2024.

Based on the information provided, the Board approves the Utility's request for approval of the Reservoir Replacement project for a total project cost of \$5,650,763 to be funded by way of the two grants, the reservoir reserve fund, and new Long-term Debt for the remainder.

Yours very truly,



Steven M. Murphy, MBA, P.Eng.
Member

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 total cost of \$5.4m, including \$249k estimated cost of decommission existing reservoir once the new system is operational. 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: \$2.6m in grants (MCGP & SSGF), plus \$835k additional operating revenue since 2018 rate study, all in the Reservoir Reserve and Borrow the balance from MFC over 20 years at estimated 5% per annum. \$351k of initial engineering work was funded \$206k from PCAP & Depreciation Reserve, as well as \$144k of future debt

Carry-over Project The Town has spent \$356k 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. In 2024/25, approximately \$1m of the \$1.55m budget had been spent as of 2/25.

Additional Operating Expense n/a

Annual Operating Impact:	Total up to 3/31/2025	Budgeted for 2025/26	Total up to 3/31/2026	2026/27	2027/28	New Spending			Total	Project Total
						2028/29	2029/30	2030/31		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	83,811	83,811	83,811	83,811	83,811	419,055	419,055
Depreciation expense	-	-	-	148,201	148,201	148,201	148,201	148,201	741,005	741,005
Loan principal	-	-	-	83,811	83,811	83,811	83,811	83,811	419,055	419,055
Total Operating Impact	-	-	-	315,823	315,823	315,823	315,823	315,823	1,579,115	1,579,115
Capital Budget:	3/31/2025	2025/26	3/31/2026	2026/27	2027/28	2028/29	2029/30	2030/31	Total	Project Total
Capital cost	1,363,387	3,741,821	5,105,208	249,200	-	-	-	-	249,200	5,354,408
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	747,934	1,870,911	2,618,845	124,600	-	-	-	-	124,600	2,743,445
Drawdown Reserves	470,705	464,038	934,743	-	-	-	-	-	-	934,743
Long-term debt	144,748	1,406,873	1,551,621	124,600	-	-	-	-	124,600	1,676,221
Other	-	-	-	-	-	-	-	-	-	-
Total funding	1,363,387	3,741,821	5,105,208	249,200	-	-	-	-	249,200	5,354,408

Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate

WHEREAS clause 66 (1) of the Municipal Government Act (the “Act”) provides that a municipality may borrow to carry out an authority to expend funds for capital purposes conferred by the Act or another Act of the Legislature;

AND WHEREAS clause 91(1)(a) of the Act provides that where a municipality is authorized to borrow money, subject to the approval of the Minister of Municipal Affairs and Housing (the “Minister”), that the sum shall be borrowed by the issue and sale of debentures, in one sum or by installments, as determined by the council;

AND WHEREAS clause 91(1)(b) of the *Municipal Government Act* authorizes the council to determine the amount and term of, and the rate of interest, on each debenture, when the interest on a debenture is to be paid, and where the principal and interest on a debenture are to be paid;

AND WHEREAS clause 91(2) of the *Municipal Government Act* states, that in accordance with the *Finance Act*, the mayor or warden and clerk or the person designated by the council, by policy, shall sell and deliver the debentures on behalf of the municipality at the price, in the sums and in the manner deemed proper;

AND WHEREAS the resolution of council to borrow for was approved by the municipal council on November 17th, 2025.
(council’s TBR approval date)

BE IT THEREFORE RESOLVED

THAT under the authority of Section 91 of the *Municipal Government Act*, the

TOWN OF MIDDLETON
(Name of Unit)

borrow by the issue and sale of debentures a sum or sums not exceeding \$1,749,596 , for a period not to exceed 20 years, subject to the approval of the Minister;

THAT the sum be borrowed by the issue and sale of debentures of the

TOWN OF MIDDLETON
(Name of Unit)

in the amount that the mayor or warden and clerk or the person designated by the council deems proper, provided the average interest rate of the debenture does not exceed the rate of 7.0%;

THAT the debenture be arranged with the Province of Nova Scotia with interest to be paid semi-annually and principal payments made annually;

THAT this resolution remains in force for a period not exceeding twelve months from the passing of this resolution.

For Province use only:

TBR #: _____

Minister signed: _____

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution duly passed at a meeting of the Council of the
TOWN OF MIDDLETON

(Name of Unit)

held on the 21 day of September 2026

GIVEN under the hands of the Mayor/Warden and the Clerk of the
TOWN OF MIDDLETON

(Name of Unit)

this 21 day of September 2026

Mayor/Warden

Clerk

Certificate

TEMPORARY BORROWING RESOLUTION

Town of Middleton

This is to certify that, pursuant to Section 88 of the *Municipal Government Act*, the resolution passed at a duly convened meeting of the Council of the Town of Middleton on the 17th of November, 2025 with a request to borrow a sum or sums not exceeding Two Million Two Hundred Fifty-One Thousand One Hundred Ninety-One Dollars (\$ 2,251,191) for purposes of capital borrowing related to Water Reservoir and under the terms and conditions as set out within the resolution, and for a period not to exceed twelve (12) months from the date of this certificate, is hereby approved.

DATED this 5th day of December, 2025.



Honourable John A. MacDonald
Minister of Municipal Affairs

REQUEST FOR DECISION
Sale of Surplus Equipment
RFD#: 065-2026



To: Town Council
From: Kevin Matheson, Interim CAO
Date: September 14, 2026
Subject: Sale of Surplus Equipment

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

[References/Attachments](#)

[Legislation](#)

- *Municipal Government Act (MGA) Section 31 (2)(d)(ii)*

[Recommendations](#)

- Town Council authorizes the Interim CAO to sell the 1991 Phoenix Spartan Fire Pumper to the Codroy Valley Volunteer Fire Department for \$4,000.00.
- Town Council authorizes the Interim CAO to sell the 2017 John Deere x570 Tractor to Nova International Limited for \$500.
- Town Council authorizes the Interim CAO to dispose of the 2014 Ford F-150 through alternate means.

[Background](#)

Periodically, personal property belonging to the Town comes to the end of its useful life and is retired from service. Recently three such assets were retired:

1. 1991 Phoenix Spartan Fire Pumper;
2. 2014 Ford F-150; and
3. 2017 John Deere x570 Tractor.

These assets have been fully amortized. They were advertised for sale on the Nova Scotia Procurement website. There is no approved Policy in the Town Records allowing the CAO to dispose of surplus equipment without Council approval. Council can expect an amendment to existing policy to permit this

REQUEST FOR DECISION
Sale of Surplus Equipment
RFD#: 065-2026



in a future RFD.

While the offer for the pumper was less than the stated minimum bid, staff recommend the lower amount be accepted to support a Volunteer Fire Department in another Province that is permitted to use such old equipment. The bid for the tractor was above the minimum bid. No bids were received for the Ford F-150.

Financial Implications

The proceeds of the sales will be placed in the Special Reserve Fund – Equipment Section.

Strategic Plan/Operating Plan Alignment

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

Alternatives

Community Engagement/Communication

n/a

CAO Comments

REQUEST FOR DECISION
Sale of Surplus Equipment
RFD#: 065-2026



CAO Initials: KM

Target Decision Date: September 21, 2026

REQUEST FOR DECISION
Appointment of Chief Administrative Officer
RFD 066-2026



To: Town Council
From: Recruitment Committee
Date: September 17, 2026
Subject: Appointment of Chief Administrative Officer

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

Legislation

- *Municipal Government Act 28(1)*

Recommendation

- Town Council ratifies the Appointment of Wayne Mason as Chief Administrative Officer for the Town of Middleton effective October 19, 2026.

Background

Several applications were received for the position with initial screening by CAO Crocker. The remaining pool of applicants were screened by the Committee with five selected for first interview. Three preferred candidates were invited back for second interviews, all of whom were of good quality. Mr. Mason was unanimously selected. Interim CAO Matheson was tasked with doing reference checks and negotiated the terms of offer.

Mr. Mason has most recently been President of ATN Strategies, a professional services firm. Prior to that, he served as a Councillor for Halifax Regional Municipality, including serving as Deputy Mayor. He also served on the Nova Scotia Federation of Municipalities Board, including a term as President. He has also been on the faculty of Nova Scotia Community College and had his own consulting business. In addition to a bachelor's degree, Mr. Mason has a Diploma in Community College Education and a Master of Business Administration.

REQUEST FOR DECISION
Appointment of Chief Administrative
Officer
RFD 066-2026



Financial Implications

Strategic Plan/Operating Plan Alignment

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

Alternatives

Community Engagement/Communication

CAO Comments

The CAO supports the recommendation of the Hiring Committee.

CAO Initials: KM

Target Decision Date: September 21, 2026

Management Report

September 21, 2026



COUNCIL'S STRATEGIC INITIATIVES

#	STRATEGIC INITIATIVE	UPDATE
1	Perform an assessment of policing services within the Town of Middleton	• 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 • New Town PAB is established and met on May 7th, the PAB also set policing priorities for 2026. Further Meeting July 14th. • New PPSA Billing Framework requires extensive planning through PAB and Council.
2	Explore the construction of a multi-faceted facility for municipal services	• 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	• Staff have compiled information on roads and assessed and prioritized each road and sidewalk. • Staff have completed a preliminary list of roads and road condition rating. Other indicators for consideration of road priority need to be assessed before a report comes to Council. Consultants may be required for some of this work.
4	Create a plan for upgrading water infrastructure in priority areas	• Staff to compile information on water infrastructure
5	Finish the new reservoir including the decommissioning of the old reservoir	• 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 • Tender has been awarded for old reservoir decommissioning • Reservoir is online.

Management Report

September 21, 2026



#	STRATEGIC INITIATIVE	UPDATE
6	Create a growth plan that promotes housing and population growth, as well as economic development	• Draft Secondary Plan was completed but not yet approved by Council (in addition to the corresponding MPS/LUB amendments) • Apr 15/25 – PAC held a public hearing • 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 • BCP working on increasing density in the Northlands of Town by proposing amendments to the Town’s Municipal Planning Strategy and Land Use Bylaw – this involves a review of the draft Secondary Plan, conducting additional public engagement, and working with Parsons Investments • Developer has submitted a high-level plan and met with planning staff on Apr 13/26 • Developer to submit a Development Agreement application, as suggested by staff
7	Create a communications strategy that enhances public communication and transparency	• New website is now live, staff still need to perform a review of the website and obtain more pictures (this summer) • External Communications Strategy was approved by Council on May 4, 2026 • Workplan presented to Council on May 19th • Communications Strategy snapshot completed May 19th • Cross-training on website maintenance is complete • Review of policies to be updated is underway • Crisis Communication Plan is before Council
8	Increase recreational programming and social events to the public	• New Shad Derby (May 2025 and 2026) • 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. • New SLO-Pitch games happening at Rotary Park

Management Report

September 21, 2026



OPERATIONAL UPDATES

ADMINISTRATION		
Completed	In Progress	Issues
Staffing: • Probationary reviews for staff • Recruitment for New CAO complete	Staffing: • Preparation of orientation materials for new CAO	Staffing:
Project Work: • Agreement with Rotary Club to construct a shade structure at the Middleton Pool was executed/signed • Contract for Climate Risk Assessment was executed/signed • The Beat is completed for this quarter and will be mailed with water bills • Summer photos of the Town were taken by a photographer to be used in various mediums. Some new photos on the website have been updated/added. • Festival & Community Event Development grant was awarded to the Town for \$2,000 • Attended three meetings with the DOJ/RCMP on the new billing model	Project Work: • Options for Town Hall – received a draft report from Palmer and Doherty • Continue to explore training for staff and Council on Inclusion, Diversity, Equity and Accessibility • Notes from Community Conversations have been completed – a snapshot will be created for the public • Welcome folders/packages for new staff, businesses, committee members, councillors, and residents are in the process of being compiled and necessary copy is being written.	Project Work:
Other Items: • Pool security cameras have been installed – investigating internet options	Other Items: • Management team reviewing priorities and policies • Review Brooklyn Road draft agreement	Other Items: • Affordability Study of keeping certain assets and services should be completed

Management Report

September 21, 2026



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FINANCE

Completed	In Progress	Issues
• Operating results to end of July 2026 • July 2026 Bank Reconciliation • Tax Sale occurred August 20th, 2026 • Property tax bills were issued September 1, 2026 • Process for collecting deposits for new water accounts has been going well	• August 2026 Bank Reconciliation • Working on updating Finance policies for Tax Sale and Tax Collection Procedures • Review of Finance-related policies to determine which ones require updating or complete removal • Fine-tuning job descriptions for finance staff • Preparing for the 2026-2026 year-end audit which has been pushed forward due to time constraints in the Finance Department to get year-end results finalized	

Management Report

September 21, 2026



RECREATION and EVENTS

Completed	In Progress	Issues
• Summer Recreation Programs have come to an end for the most part (some are carrying over to the fall) Overall, the events and programs were a success, foiled by weather on a few occasions but overall attendance and feedback was good. Surveys are going out this week to capture data. • Major events over the summer included HOV Family Day, Century Ride and Heart Run, all of which had good attendance. Event surveys are also going out this week. • Washrooms at Rotary Park and Centennial Park are open but they are being locked in the evenings. • We had a very successful Archery try it session with AE Archery Club. • The end of season Community Yard Sale went well, and we hope to make this an annual event. • Several new offerings were well attended, and we will look to continue those.	• Slo-Pitch weekly game time has been adjusted BACK to 2:00pm. • New programs happening include Washer Toss, Community Board Game Night, Seasoned Together is scheduled for October 17th. Titan Training has started again, Learn 2 Run starts back on September 28th, and Women's Confidences Sessions begin this month. • We just had the first Plien Air Painting session at the Wetland Park, and another one is scheduled for Riverside. It was very well attended and the feedback was positive. • We are leaving the canoe, and kayak loans open for a few more weeks when scheduling allows as they are still popular. • Regular fitness programs continue • Halloween events are in the planning phase with volunteer recruitment happening.	• Vandalism and theft continue to be a problem. The parks continue to be a target. • We are working out the kinks in program attendance and registration, trying some new ideas to reach community members. • There continue to be issues with off road vehicles riding through Rotary Park despite having conversations with certain individuals.

Management Report

September 21, 2026



PLANNING

Completed	In Progress	Issues
• 11 Building Permits issued for 2026-2027 YTD	• 25 properties left to conduct Fire Inspections from 2025	
• All necessary steps have been taken to reach the desired outcome.	• Development Agreement (DA) was with the province for signature. • Province sent the DA to the Land Registry Office (LRO) on Friday, September 4, 2026. • Waiting for the DA to be registered	
• 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 • Plan submitted by developer & meeting held with staff on Apr 13th	• Staff are working to increase density in the Northlands of Town by proposing amendments to the Town's Municipal Planning Strategy and Land Use Bylaw • Staff recommends that Parsons Investments Ltd. submit an application for a Development Agreement	

Management Report

September 21, 2026



PUBLIC WORKS and PARKS

Completed	In Progress	Issues
<u>General Public Works:</u> • Turned over leaf pile and cleaned up brush dump • Painted and repaired 6 garbage cans • Painted and repaired 4 picnic tables	<u>General Public Works:</u> • Mowing ongoing • Sanding/painting garbage cans • Painting lines and ball fields • Opening Centennial Park washrooms	<u>General Public Works:</u>
<u>Public Works Equipment:</u> • Repaired ride on mower • Safety Inspection on GMC • Repairs on John Deere tractor, belt broke and guard repaired	<u>Public Works Equipment:</u> • Transmission leaking on Ride on Seals arrived last week	<u>Public Works Equipment:</u>
<u>Roads, Streets, Sidewalks:</u> • Finished street sweeping • Repaired catch basin • Patching done on Main Street	<u>Roads, Streets, Sidewalks:</u> • Repairing 3 manholes and 2 catch basins • Patching potholes not yet complete	<u>Roads, Streets, Sidewalks:</u>
<u>Water & Equipment</u> • New Foot Valve installed • New Reservoir is complete • Chlorine Pump and SCADA signed off at new Reservoir • Booster station work commenced • Pumps all had a test run and passed at new Reservoir • Multiple water main breaks occurred and were repaired by staff	<u>Water & Equipment</u> • Deficiency list for new reservoir in progress • Contract signed for decommissioning old reservoir • Commissioning new chlorine pump and fire protection pump at new reservoir • Repairing broken meters • Well cleaning parts ordered	<u>Water & Equipment</u> • Tariff relief not yet received
<u>Wastewater & Equipment</u> • Repaired sewer manhole	<u>Wastewater & Equipment</u> • Cleaned and replaced some UV lights that were damaged by a turtle	<u>Wastewater & Equipment</u>

Management Report

September 21, 2026



FIRE DEPARTMENT

Completed	In Progress	Issues
• Monthly truck inspections • Attended a training meeting at the Bridgetown Fire Department • Trucks had their annual service and pump testing as required • Air compressor for breathing air had its semi-annual service done with minor repairs • Attended a meeting with the County of Annapolis Fire Services Coordinator over future needs and funding reviews • Met with provincial representatives at the Bridgetown Fire Department over the current fire services modernization changes, round table discussions • In-house training on packing hoses • Visit from Town Council and staff viewing the new truck and a general walkaround of the current hall, showing limited space and much needed space	• Level 1 training back up for fall season, completion should be November for the program • Starting a joint program though Middleton Regional High School on a junior fire fighting program, we have a team in place to guide the program for the season • Training on the new pumper/tanker is on going • Fire prevention team has started activities in the local community and social media • Upcoming vehicle extrication course in Kingston • The provincial mobile burn training unit will be in Bridgetown the second week of November, we will be sending members to keep their live fire skills active • Received only one (1) bid on the disposal of the old pumper that was out for the ender, currently under review. • Two (2) new members applied to join the Fire Department	• Wiring and lighting ongoing repairs on the 1999 tanker

Management Report

September 21, 2026



Incident Summary
From Aug 1 26 to Aug 31 26

Date/No.	Address/Type	Minutes	Responders	Injuries	Fatalities
Aug 3 26 14:02:24 26-06693	462 Main St, MIDDLETON Commercial Fire Alarm	34	0		
Aug 5 26 26-06773	12126 Highway 1, BRICKTON MVA - No Entrapment	0	0		
Aug 9 26 14:38:54 26-06928	46 Senator Rd, WILMOT MVA - No Entrapment	34	0		
Aug 12 26 20:21:38 26-07031	21 School St, MIDDLETON Passenger vehicle fire - car, van	0	0		
Aug 12 26 20:49:31 26-07032	103 Commercial St, MIDDLETON Building Collapse	34	0		
Aug 12 26 21:18:40 26-07033	295 Commercial St, MIDDLETON Investigation	26	0		
Aug 18 26 21:46:40 26-07238b	191 Mill Pond Rd, NEW ALBANY Mutual Aid to the Scene	94	0	Assistance to 26-07238	
Aug 20 26 14:38:08 26-07295	12498 Highway 1, BRICKTON Assistance to EHS	29	0		
Aug 22 26 10:30:56 26-07351	443-20 Main St, MIDDLETON Medical	21	0		
Aug 23 26 15:28:17 26-07395	462 Main St, MIDDLETON Commercial Fire Alarm	17	0		
Aug 23 26 17:52:31 26-07402	462 Main St, MIDDLETON Commercial Fire Alarm	0	0		
11 incidents for Middleton		4 hrs 49 mins	0		
		4 hrs 49 mins	0		



VALLEY REGIONAL SERVICES BOARD OF DIRECTORS



Summary based on the July 15, 2026, Valley Regional Services Board Meeting at 2:00 pm in the Valley Waste-Resource Management Board room with virtual attendance option

TIDAL TRANSIT AUTHORITY



General Manager Updates - Under the leadership of General Manager Meg Hodges, the following items are underway:

Buses & Ridership

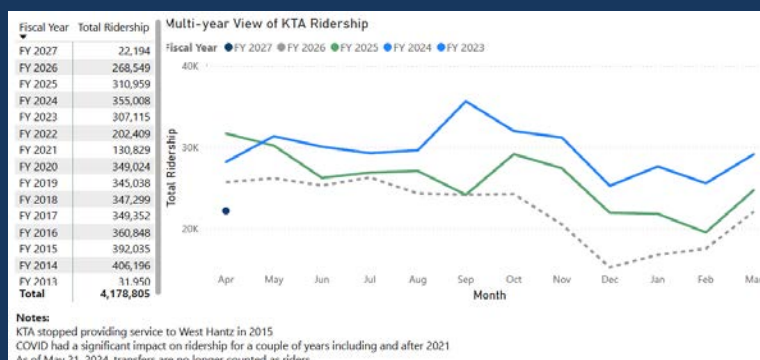
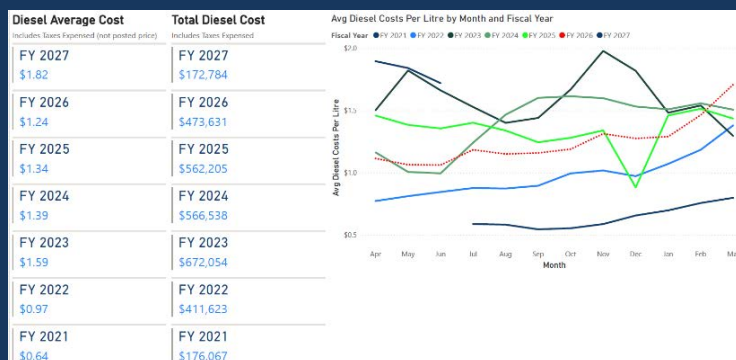
- Staff remain on schedule to reinstate “four in the core” with the launch of the redesigned schedule in August.
- Bus 67 requires an unexpected engine replacement.
- Bus 76 has passed inspection and will be on the road this month.

Fuel & Operations

- The price of Diesel fuel remains high and prices are monitored closely.
- August 4th remains “launch day” for the updated schedule across the system. Staff are working with local radio stations (Rewind 89.3, AVR 97.7, and Magic 94.9) to promote the changes. Advertising campaigns and contests continue in July to raise public awareness.
- Testing of the new schedule has been completed and final edits to print materials are underway.
- The Summer Youth Pass launched on July 1st and has been positively received.
- The new hybrid electric SUV has arrived. The new hybrid electric truck will arrive in the fall.

Projects & Activities

- Ongoing meetings with TripSpark and CBRM about bus tracking software.
- Testing of the new schedule and finalizing new print materials.
- Development and installation of new signage at the New Minas Depot.
- Staff continue to work with Sunset Tides Development to open the new Transfer Station in Cornwallis Park.



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

VALLEY WASTE - RESOURCE MANAGEMENT



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

Administration & Regional Coordination

- The Request for Quotations (RFQ) for the Policy Review has closed and was awarded to ATN Strategies.
- Valley Waste has filled the Communications & HR Manager position and welcomes Nyla Frank-Rodgers to the team.
- Circular Materials has requested an extension to the post-collection transfer services agreement and would align the agreement term with the anticipated opening of the new recycling facility in Dartmouth.

Capital Projects & Operations

- Due to a clerical error, the Request for Proposals for Household Hazardous Waste (HHW) disposal services was not awarded as intended. The current contract will be extended for two months to allow time for the RFP process to be completed.
- The new cardboard baler has arrived and is fully operational.
- Expansion of the Eastern Management Centre facility is progressing well and remains on schedule for completion in November.
- Construction of the warehouse at the Western Management Centre is expected to begin in August.
- Construction of the tunnel door, household hazardous waste structure, and tipping floor expansion projects at the Western Management Centre is ongoing.
- Scrap metal will be sold and processed by Dartmouth Metals this summer at a rate of \$335 per tonne.

Education, Communication, & Bylaw Enforcement

- The education team continues to actively engage in the community through:
 - Providing waste management support and guidance to rental property owners
 - Delivering presentations at local summer camps
- Nominations for the Divert NS Mobius Environmental Awards are currently open with a July 31 deadline for individuals, businesses, organizations, or community groups that have demonstrated outstanding waste reduction or environmental leadership. For more information, contact Region 5 Regional Coordinator Andrea Garrett or visit: <https://divertns.ca/mobius-awards>
- Congratulations to Colette Peng of Horton High School, the Valley recipient of the 2026 Divert NS Scholarship. Colette was awarded \$3,500 in recognition of her essay and exceptional environmental advocacy efforts. More information is available at: <https://divertns.ca/2026-scholarship-competition> .

Datacall Results for F2024 & F2025

- Provincial Datacall results were shared for F2024 and F2025. The Valley Region had the lowest disposal rates in landfill and one of the lowest overall costs per capita.
- Mandated by Nova Scotia Environment and Climate Change (NSECC), Datacall reporting is an annual requirement for all waste regions, and municipally and privately owned waste facilities. Reports include tonnage, finance, and population data. Results are used to calculate each solid waste region's share of

provincial Diversion Credit funding based on the amount of waste material diverted from landfill.

Quarterly Tonnage Report

Curbside collection data reflects the transition from special clean-up collections to bi-weekly bulky waste pick-up.

- Overall curbside tonnage decreased, possibly due to increased customer-delivered material volumes at the Management Centres.
- Incoming customer-delivered materials increased by 18%, reflecting higher overall usage of the Management Centres.
- Outgoing material volumes also increased by 18%, driven by higher overall tonnages and the timing of wood processing activities.

BOARD DECISIONS

The Valley Regional Services Board of Directors made the following decisions:

Tidal Transit Authority

- **Approval of the 2026/27 Supplemental Capital Budget and associated Temporary Borrowing Resolution (TBR)**
- **Authorization to execute a pre-approved debenture issuance of up to \$11.7 million, subject to interest rates, to finance approved capital projects**
- **Approval to replace the engine in Bus 67, at a cost of \$80,000**
- **Approval to submit a scope change request under the ICIP Phase 2 program, revising the hybrid-electric bus procurement from seven to six buses**
- **Authorization for the General Manager to enter into a contract with New Flyer Industries for the supply and delivery of six 40-foot hybrid-electric buses, at a value of \$9.35 million**
- **Approval to purchase TripSpark Transit bus tracking technology, with hosting through CBRM Transit, for \$295,000 plus non-refundable HST**



VALLEY REGIONAL SERVICES BOARD OF DIRECTORS



Summary based on the September 16, 2026, Valley Regional Services Board Meeting at 10:00 am in the Valley Waste-Resource Management Board room with virtual attendance option

TIDAL TRANSIT AUTHORITY



General Manager Updates - Under the leadership of General Manager Meg Hodges, the following items are underway:

Buses & Ridership

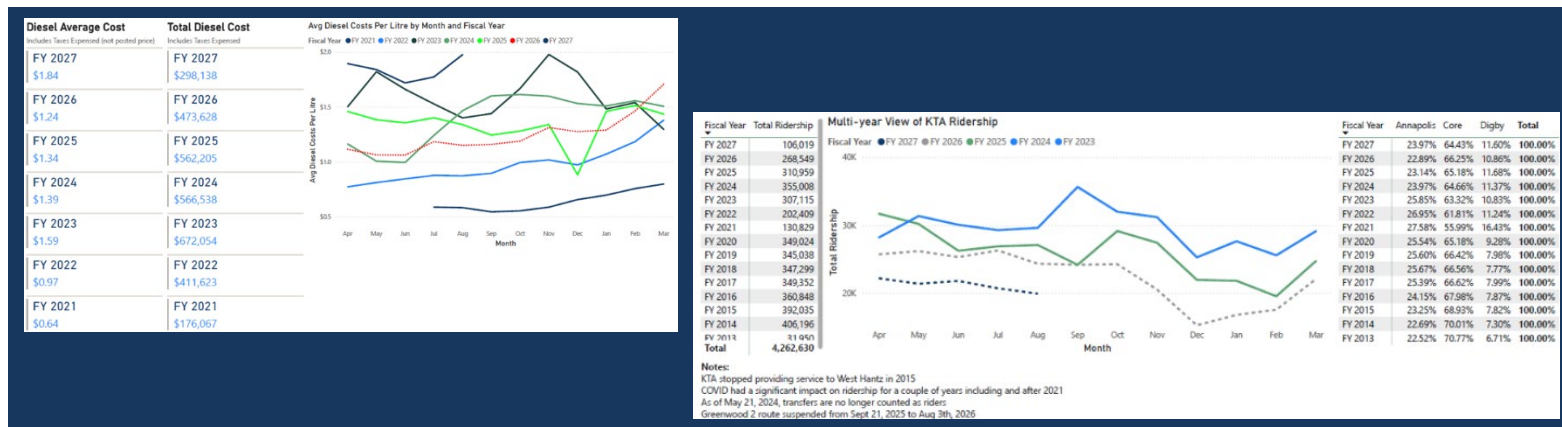
- The New bus schedule was launched on August 4th with great success
- Bus 67 is awaiting a new engine and Bus 76 has been operational since July.
- Due to changes in the production schedule, hybrid buses may potentially arrive in October 2027 (pending necessary approvals linked to the July 2026 VRS Board Motion).
- Ridership for July and August 2026 experienced a 21% reduction; however, ridership is anticipated to increase as the improved schedule is better understood in the coming months.

Fuel & Operations

- The cost of diesel remains 72% higher than this time last year (2025).
- The Summer Youth Pass was a success. Thanks to Rewind 89.3 and AVR/Magic 94.9 for support with tracking the youth ridership.
- September 8th, TTA operated a free micro-route between Wolfville and New Minas, paid for by Acadia University. Over 100 students participated.

Projects & Activities

- Staff have submitted final documentation for the ICIP Phase 1 funding claim, successfully closing the project.
- Ongoing communications with New Flyer Industries Canada on the hybrid bus purchase
- TTA hosted an announcement with representatives Hon. Kody Blois Kings-Hants MP. and Hon. John Lohr Kings North MLA regarding \$10M in funding through the Rural Transit Solution Fund to purchase 6 more buses in August.
- Staff continue to work with Sunset Tides Development to open the new Transfer Station in Cornwallis Park.



VALLEY WASTE - RESOURCE MANAGEMENT



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

Administration & Regional Coordination

- ATN Strategies' Policy Review is in progress. Aligning policies across both organizations is more complex than anticipated and a scope change and additional work are being considered to ensure full policy and procedure alignment.
- Divert NS will host its annual Mobius Awards celebration on October 29 in Halifax, recognizing Nova Scotia leaders in environmental action, waste diversion, and recycling. The keynote speaker is Andini Makosinski. <https://divertns.ca/mobius-awards>

Education, Communication, & Bylaw Enforcement

- Education Coordinator Debbie Roza-Mercier retired at the end of August. We thank Debbie for her dedicated service and wish her all the best in retirement.
- Development of the annual Waste Management Calendar is underway, with distribution scheduled for early December.

Western Management Centre Fire

- A significant fire at the Lawrencetown facility on July 30 suspended operations and redirected all waste to Kentville. Security footage indicates the likely source was a smoldering item consistent with a damaged lithium battery. Damage included the south wall, roof and several doors.
- Engineering assessments allowed interim reopening on August 18 for public and commercial customers. Some loads remain diverted to Kentville because tipping-floor capacity is limited. Repair and full replacement costs are being assessed to determine the preferred approach.
- Since July 30, four additional lithium battery-related fires have occurred: two on the Eastern Management Centre tipping floor, one in a curbside collection vehicle in Lawrencetown and one at Scotia Recycling in Kentville.
- Staff met with Call2Recycle, Canada's battery recycling stewardship organization, to discuss expanded public education and additional battery collection locations in the region.



Capital Projects & Operations

- The Eastern Management Centre transfer-facility expansion remains on schedule for November completion; structural steel installation is underway.
- The Request for Proposal (RFP) for Painting services was awarded to Carvery's Construction. Work began September 9 and covers the Kentville transfer station, warehouse, public drop-off, scale house and household hazardous waste facility.
- Parts for Trucks, Kentville submitted the lowest of three prices for an 8-foot salt spreader.
- The Western Management Centre warehouse and household hazardous waste facility construction remains on

hold pending a new development agreement required with the County of Annapolis. Public hearings are scheduled for September 17 in Middleton.

- The RFP for collection, transportation and disposal of Management Centre tipping-floor leachate closed September 10. Kaizer Meadow Landfill has agreed to accept and treat the leachate for a fee.
- Two Requests for Expressions of Interest are active for recycling/disposal of asphalt shingles and drywall. Both close October 15.
- The Western Management Centre holding-pond RFP closed September 3 with two submissions, both considerably above budget. The project will not proceed at this time and alternative fire-suppression options will be proposed through the 2027-2028 Capital Budget process.

BOARD DECISIONS

The Valley Regional Services Board of Directors made the following decisions:

Valley Region Solid Waste-Resource Management Authority

- **Approved by Special Resolution, the Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate in an amount not exceeding \$428,835; and approved the withdrawal of \$20,370.22 from the Valley Waste equipment reserve to fund the remaining project costs that will not be financed through the debenture.**
- **Approved the Valley Region Solid Waste-Resource Management Authority to award a contract to GFL Environmental Services Ltd. for the provision of household hazardous waste (HHW) collection, transport and processing for a five-year term, from October 1, 2026- to September 30, 2031.**

Liaison and Oversight Committee Meeting Minutes

Date: July 27, 2026
Location (hybrid): NSCC Kingstec
Call to Order: 9:06 AM

Attendance:

Mark Phillips	CAO	West Hants (<i>virtual</i>)
Chrystal Remme	Vice Chair, Councillor, VM	West Hants
Dave Corkum	Mayor, VM	County of Kings
Andrea Hyslop	Deputy CAO	County of Kings
Jodi MacKay	Mayor, VM	Wolfville
Laura Morrison	Town Clerk	Wolfville
John Bartlett	Chair, Councillor, VM	Middleton
Ashley Crocker	CAO	Middleton (<i>virtual</i>)
Chris McNeill	CAO	Kentville (<i>partial attendance, virtual</i>)
John Andrew	Councillor, Alternate, VM	Kentville
Mike Trinacty	Mayor, VM	Berwick
Michael Peters	CEO, VM	Glooscap Ventures
James Clouthier	Board Chair	Valley REN
Gerald Walsh	Board Director	Valley REN
Anna Redden	Board Director	Valley REN
Lisa Villeneuve	Board Vice Chair	Valley REN
Emily Boucher	CEO	Valley REN
Jennifer Tufts	COO	Valley REN

Regrets: Glenn Horne, Jen Boyd

1) Welcome and Objectives

The meeting was called to order by Councillor Bartlett at 9:06am.

Motion to move in camera to discuss contract related matters. Moved by Mayor Mike Trinacty, seconded by Councillor John Andrew. Motion Carried.

Roundtable introductions were conducted. Boucher provided welcoming remarks and presented a brief overview of meeting objectives noting the aim for feedback and direction on a recommended governance model.

2) Governance Model Review: Villeneuve presented the Board's recommended governance model, transition approach and long-term direction. Boucher also presented an overview of emerging opportunities happening in tandem with the restructuring process.

9:23am – Mayor Corkum arrives

Motion to move out of in camera. Moved by Mayor Jodi MacKay, seconded by Mayor Mike Trinacty. Motion Carried.

3) Facilitated Discussion (Facilitated by Carla Anglehart)

Liaison and Oversight Committee Meeting Minutes

- Members expressed broad support for the proposed public-private partnership approach (based on the Halifax Partnership model) and the overall direction presented. Discussion highlighted the importance of ensuring balanced representation across the region, including municipalities, downtown business interests, and businesses of varying sizes. Members also emphasized the need to understand the potential impacts on smaller communities, establish clear measures of success for regional economic development, and ensure the model remains affordable and responsive to local priorities.
- There was recognition that regional economic development requires ongoing collaboration, dedicated resources, and a coordinated regional approach. Members noted the value of building on the existing foundation while avoiding duplication of services already provided by other organizations. Consideration was also given to governance and decision-making processes, staff retention and organizational continuity, project participation, and the need for clear timelines to support municipal review and budget planning.
- Members agreed the proposed direction should now be brought forward to municipal councils for further discussion and consideration.

10:12am – Councillor Chrystal Remme departs

- Discussion focused on next steps in the governance review process. It was noted that governance discussions should now move to participating municipal councils, as final decisions regarding future participation and governance arrangements rest with individual councils. Reference was made to comparable regional governance models currently operating elsewhere in Nova Scotia (Halifax Partnership and Pictou County Partnership).
- Members discussed the existing two-year notice period provided by participating partners and the potential transition to a new governance structure effective April 1, 2027. It was acknowledged that while interest exists in developing a renewed model, further clarity is required regarding governance preference, funding impacts, operational impacts/adjustments, and transition arrangements.
- Discussion also considered the process for evaluating future options (measurement), including the need for council direction and municipal input, and further consideration of organizational continuity during structural transition. Members acknowledged the importance of providing councils with sufficient information to support informed decision-making and noted the value of assessing interest in a future model before any decisions regarding IMSA dissolution process or structural transition are finalized.

<i>Valley Regional Enterprise Network provide the present-day parties with a new governance model including requested funding contributions for proposed sale of services, commencing April 1, 2027, by no later than December 1, 2026. Moved by Mayor Dave Corkum, seconded by Councillor Mike Trinacty.</i>

Motion Carried.

Liaison and Oversight Committee Meeting Minutes

- 4) **Key Takeaways and Next Steps:** It was noted that the motion passed by LOC enables participating councils to consider future governance options, but Councils would still need to determine their level of involvement moving forward. Discussion highlighted that all parties will continue to participate in governance discussions and decision-making processes until any future transition or structural changes are formally approved. Members acknowledged the importance of providing councils with the opportunity to review options (including costing options) to consider future participation.
- 5) **Adjournment:** The meeting was adjourned at 11:33am. The next LOC meeting date and time will be circulated soon and will include a longer time frame for discussions.

Action Items

Action Item	Responsible	Due Date
1. Coordinate the meeting date for the next LOC meeting	Boucher	As soon as possible
2. Develop all requested materials for municipal/First Nation Councils, set up Council meetings and present information as requested <i>*Presentations to occur before December 1, 2026</i>	Boucher	September

MAYOR'S REPORT

August 2026

Over the past several weeks, I have had the opportunity to participate in a number of meetings, discussions, interviews, announcements, and community-related activities on behalf of the Town. The following is a summary of those activities.

July 20 - Attended a meeting with Town Council and MLA David Bowlby. Discussions focused on matters of importance to the Town and opportunities for continued collaboration with the Province.

July 23 - Participated in a photo opportunity with MLA David Bowlby regarding public housing. This provided an opportunity to highlight the importance of affordable and accessible housing within our community and to recognize the ongoing work being undertaken in this area.

July 24 - Participated in discussions regarding the hiring process for the Chief Administrative Officer (CAO) position.

July 27 - Attended a Joint Council Meeting in Lawrencetown. The meeting provided an opportunity for municipal representatives to discuss matters of mutual interest and regional cooperation.

July 29 - Participated virtually in a Municipalities meeting with Minister Armstrong regarding an update on the Policing Billing Model. The discussion provided an opportunity to receive updates and better understand the implications of the proposed changes for municipalities.

July 31 - Participated in the first interview for the CAO position as part of the Town's recruitment process.

August 6 - Attended the Valley Regional Services Board Meeting. Regional matters and shared services affecting municipalities throughout the Valley were discussed.

August 7 - Participated in CAO interviews as the recruitment process continued.

August 11 - Participated in a discussion regarding fire service modernization on behalf of Deputy Minister McKenzie. The discussion focused on the future of fire services and the importance of ensuring that municipalities and fire departments are prepared to meet changing needs and expectations.



August 13 - Attended the Tidal Transit funding announcement. This announcement recognized the importance of public transportation and the role that transit services play in supporting residents, accessibility, and regional connectivity.

August 14 - Participated in another CAO interview as part of the ongoing hiring process.

August 17 - Participated in a CAO interview and attended a Department of Justice briefing regarding the RCMP policing model for the Town of Middleton. The briefing provided important information regarding policing services and the Town's relationship with the RCMP and Department of Justice.

August 19 - Participated in second interviews for two CAO candidates. The process allowed the hiring committee to further assess the candidates and their suitability for the position.

August 21 - Participated in a further second interview for the CAO position as the hiring committee continued its work toward selecting a new Chief Administrative Officer.

September 8 - Visited the Middleton Fire Station to view the Town's new fire truck. This was an excellent opportunity to see the new equipment firsthand and recognize the importance of continued investment in our fire service. I also attended the Committee of the Whole (COTW) meeting on September 8, where Council continued its work on a number of important matters affecting the Town.

The past several weeks have been particularly active, with considerable time devoted to the recruitment of a new CAO, regional cooperation, policing, fire service modernization, public housing, transportation, and ongoing discussions with provincial representatives. I appreciate the time and commitment of Council members, staff, provincial representatives, regional partners, and community organizations who continue to work collaboratively on behalf of the residents of the Town of Middleton.

From: [Stephanie Purcell](#)
To: middletontownpool@gmail.com; [Steve & Kelley Doucette](#); [Sara Marceau](#); [Kevin Matheson](#)
Subject: Resignation
Date: Wednesday, September 9, 2026 9:42:19 PM

Caution

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

Dear Members of Council and Middleton Town Pool Society Board Members,

Please accept this letter as formal notice of my resignation from my position as Vice President of the Middleton Pool Society Board of Directors, effective January 1, 2027.(or sooner if filled)

After serving two terms on the Board, I have made the decision to step down and allow an opportunity for new leadership and perspectives.

I am grateful for the experience and for the opportunity to contribute to a facility and organization that plays such an important role in our community.

It has been a privilege to work alongside dedicated volunteers, staff, and community partners in support of the Middleton Pool Society.

I am proud of what we have accomplished together and appreciative of the relationships and experiences gained during my time on the Board. Specifically Kelley Doucette and Molly Peppard were fundamental in leading the pool into another successful year this year. Everyone on the board this year contributed and it was very refreshing to see and feel the support!

I am providing several months' notice so that a replacement can be identified and any necessary information, documentation, and responsibilities can be properly transferred before my departure. (I dont believe there is much to transfer over but just in case !)

Thank you again for the opportunity to serve the residents of Middleton and surrounding communities. I wish the Middleton Pool Society and the Town of Middleton continued success in the years ahead.

Sincerely,

Stephanie Purcell
Vice President
Middleton Pool Society