

AGENDA

1. **CALL TO ORDER**

2. **APPROVAL OF THE AGENDA**

3. **APPROVAL OF THE MINUTES**

- 3.1. Committee of the Whole Meeting – June 2, 2025
- 3.2. In Camera Minutes – July 2, 2024
- 3.3. Special Committee of the Whole Meeting – June 30, 2025
- 3.4. Special Committee of the Whole Meeting – July 3, 2025

4. **ANYTHING BY CITIZENS**

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

5. **NEW BUSINESS**

- 5.1. RFD 032-2025 Bylaw Enforcement Agreement – CAO
- 5.2. RFD 034-2025 Unhoused Population and Park Safety – CAO
- 5.3. RFD 033-2025 School Street Waterline Replacement Project – Director of Public Works

6. **INFORMATION/DISCUSSION ITEMS**

- 6.1. Dangerous and Unsightly Status Report as of June 2025 – CAO
- 6.2. Community Concerns/Complaints as of June 2025 – CAO
- 6.3. Version 3 of the 2025-2026 Draft Operating and Capital Budgets – CAO

7. **CORRESPONDENCE**

- 7.1. June 25, 2025, Letter from Attorney General and Minister of Justice re: Policing Review, Deloitte Final Report

8. **ANYTHING BY MEMBERS**

9. **ADJOURNMENT**

COMMITTEE OF THE WHOLE
Monday, June 2, 2025, at 7:00 pm

A regular monthly meeting of the Committee of the Whole of Middleton Town Council was held in person, via ZOOM and on Facebook Live on Monday, June 2, 2025.

PRESENT

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

Regrets:

1. CALL TO ORDER

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

2. APPROVAL OF THE AGENDA

250602.01: It was moved and seconded to approve the agenda, as amended. **Motion carried.**

3. APPROVAL OF THE MINUTES

Approval of the Previous Meeting Minutes

May 5, 2025

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

4. ANYTHING BY CITIZENS

Nothing to report.

5. NEW BUSINESS

5.1 RFD 026-2025 Animal Control Agreement

CAO Crocker provided a brief overview of the Animal Control Agreement with the County of Annapolis, highlighting three (3) significant changes:

- Mileage
- Dog registration
- Impound costs and duration

COMMITTEE OF THE WHOLE
Monday, June 2, 2025, at 7:00 pm

250602.02 It was moved and seconded that Council approve the proposed Animal Control Agreement with the Municipality of the County of Annapolis effective April 1, 2025, to March 31, 2030 and direct the Mayor and CAO to execute the agreement.
Motion carried.

A discussion took place regarding the impound duration.

Councillor Smith inquired about the rationale for reducing the impound period from seven (7) days to three (3) days.

ACTION: CAO Crocker is to follow up with the County regarding the proposed change to the impound period from 7 days to 3 days

6. INFORMATION/DISCUSSION ITEMS

6.1 Dangerous and Unsightly Status Report as of May 2025

CAO Crocker stated that the Dangerous and Unsightly Status Report has been circulated and that there are no updates to report.

6.2 Community Concerns/Complaints as of May 2025

CAO Crocker stated that the Community Concerns/Complaints as of April 2025 has been circulated and that there are no updates to report.

Councillor Smith inquired about a complaint from a street sweeper. A woman attended the last meeting and expressed concern about the beeping noise from the machine. She asked if the sound could be disabled. Staff advised her that the beeping is a safety feature and cannot be turned off.

7. ANYTHING BY MEMBERS

Deputy Mayor Marshall commended the Public Works Department for their quick response during a recent power outage, when crosswalk lights were not functioning. Their prompt action restored service and ensured public safety.

8. IN CAMERA

250602.03 It was moved and seconded to adjourn the meeting and move to in-camera at 7:23 pm. **Motion carried.**

250602.04 It was moved and seconded to move out of camera at 7:51 pm. **Motion carried.**

9. ADJOURNMENT

The Mayor declared the meeting adjourned at 7:52 pm.

MAYOR

RECORDING SECRETARY

DRAFT

SPECIAL COMMITTEE OF THE WHOLE
Monday, June 30, 2025, at 6:00pm

A special meeting of the Committee of the Whole of Middleton Town Council was held in person, via ZOOM and on Facebook Live on Monday, June 30, 2025.

PRESENT

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

Regrets: Director of Public Works Verran

Also in attendance: resident Joanne Hightower

1. CALL TO ORDER

Mayor Smith called the meeting to order at 6:00 pm.

2. APPROVAL OF THE AGENDA

250630.01: It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. PRESENTATION

3.1 Overview of the 2025-2026 Draft Operating and Capital Budgets

The 2025-2026 Draft Operation and Capital Budgets have been circulated to all Committee members.

CAO Crocker went through the budget presentation with members of Council, which included:

- An overview of the budget process
- Key budget assumptions and highlights
- An overview of the Town General Budget
- The water utility operating budget will be presented at a later meeting
- Reserve Activity

SPECIAL COMMITTEE OF THE WHOLE
Monday, June 30, 2025, at 6:00pm

Members of Council asked questions throughout the presentation:

- Councillor Archibald inquired whether any staff members are anticipating retirement.
 - Staff indicated that no official notices have been received at this time
- Councillor Fournier inquired about the classification of public health services
 - Contract Accountant Kluska stated that this line item used to be where the Western Regional Housing Authority invoice was posted, but through the recent Service Agreement, the province has taken over this cost.
- Councillor Smith inquired whether staff quantify in-kind grants.
 - Staff responded that that is not currently done, but it could be moving forward
- Councillor Bartlett asked whether there is an estimated revenue projection for the 438 Main Development currently under construction.
 - Staff responded that because the building is not yet finished, the Town will not see any property tax revenue in 2025-2026. Staff will follow up with PVSC on when a property is added to the assessment roll.
- Section 5, 2025-26 Capital Budget

Contract Accountant Kluska gave an overview of the 2025-26 Capital Budget and the 5-Year Capital Plan.

- Contract Accountant Kluska stated that the Nova Scotia Utility and Review Board approved the School Street Waterline project.
 - Councillor Archibald asked if the grant is contingent upon its approval
 - ACTION: CAO Crocker will have to investigate the grant specifications.

3.2 Discussion of Potential Cost Reductions

The CAO went over some of the options to address the \$240,000 deficit:

- Increase residential and commercial tax rates
- Use the 2024-2025 prior year surplus which is currently estimated at \$60,000
- Use operating reserves
- Reduce grants to organizations

SPECIAL COMMITTEE OF THE WHOLE

Monday, June 30, 2025, at 6:00pm

The CAO communicated that management has made every effort to reduce expenses where possible and maximize revenue through the use of grants.

A lengthy conversation took place among Council members regarding the budget options

- Councillor Smith asked about the current balance of the operating reserve and whether staff could provide Council with an outlook for next year. Staff replied that the current balance in the operating reserve is about \$1 million.
- Councillor Bartlett stated that, with assessed property values increasing, caution should be taken to avoid raising rates too much
- Councillor Knapp asked about the current standstill with Northlands. The CAO responded that she needs to follow up with the Town's planner on this matter.
- Deputy Mayor Marshall stated that the Town of Wolfville underwent a policing review and suggested reaching out to them
- Councillor Archibald inquired about snow removal in private parking lots, asking whether the Town is currently charging for the service and if it is permitted to do so. The CAO indicated that those agreements would come to Council at a later date.
- Deputy Mayor Marshall suggested quantifying the rink, water, and sewer components, and considering the broader picture of the in-kind services provided by the Town
- Councillor Smith suggested providing Council with an estimate to quantify what the Town provides to organizations as in-kind services. The CAO will have this for the July 7, 2025 Committee of the Whole meeting.
- Councillor Smith inquired if there is any documentation indicating that recreation activities like the Shad Derby are cost-neutral or breaking even. The CAO will include the event budgets at the next meeting.

4. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:24 pm.

MAYOR

RECORDING SECRETARY

SPECIAL COMMITTEE OF THE WHOLE

Thursday, July 3, 2025, at 6:00 pm

A special meeting of the Committee of the Whole of Middleton Town Council was held in person, via ZOOM and on Facebook Live on Thursday, July 3, 2025.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall (arrived at 6:03pm), Councillors John Bartlett, Dan Smith, Jonathan Archibald and Sandra Fournier; Chief Administrative Officer, Ashley Crocker, Events and Communications Coordinator, Gina Pearson, Director of Public Works Adam Verran and Recording Secretary, Sara Marceau.

Regrets: Councillor Bernadette Knapp

Also in attendance:

1. CALL TO ORDER

Mayor Smith called the meeting to order at 6:00 pm.

2. APPROVAL OF THE AGENDA

250630.01: It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. PRESENTATION

3.1 Overview of the 2025-2026 Draft Operating and Capital Budgets

Version 2 of the 2025-2026 Draft Operation and Capital Budgets have been circulated to all Committee members.

CAO Crocker provided an overview of Version 2 of the budget process and acknowledged the previous requests made by Council during the Special Council Meeting on Monday, June 30.

CAO Crocker presented an overview of the 2025-26 Water Utility Operating Budget.

3.2 Discussion of Potential Cost Reductions

There was an extensive discussion regarding Valley REN and the Economic Development Coordinator that has been working jointly for the County of Annapolis, Town of Middleton and Town of Annapolis Royal.

SPECIAL COMMITTEE OF THE WHOLE

Thursday, July 3, 2025, at 6:00 pm

Some Council members expressed that they feel there is more value in having a joint Economic Development Coordinator than being part of the Valley REN. Staff are still waiting to hear back from a grant application that was submitted that would see funding for an Economic Development Coordinator for the next 3 years. The Town would have to pay approximately \$3,900 per year. Council agreed to pause the discussion about the Valley REN until the Town hears back on the grant application.

Councillor Smith stated that there are five (5) people in the Finance Department and asked if the contract staff were needed. The CAO responded that one is needed to cover off the vacancy in the Director of Finance role, but the other can be removed.

Councillor Fournier suggested discussing the possibility of reducing grants.

Deputy Mayor Marshall emphasized the importance of organizations understanding what we provide in lieu of cash and expressed hope that they recognize the value of our in-kind contributions. Council made the following recommendations to staff as changes to bring forward in Version 3 of the budget:

- Pool – reduce from \$12,000 to \$8,000
- Rink – keep at \$4,500 but unable to support the additional requests
- Heart of the Valley – moved the \$4,500 to the Multicultural Festival
- Macdonald Museum – reduce from \$4,500 to \$3,000
- Railway Museum – reduce from \$3,000 to \$2,000
- SW Biosphere – leave as \$500
- Annapolis County Search and Rescue – leave as \$1,000

Deputy Mayor Marshall raised concerns about policing and whether the Town is supplementing services that are being provided to Annapolis County rather than to the Town. Although there has been an increase in police presence, he still continues to question whether the current ratio is appropriate.

4. ADJOURNMENT

The Mayor declared the meeting adjourned at 7:56pm.

MAYOR

RECORDING SECRETARY

REQUEST FOR DECISION
Bylaw Enforcement Agreement
RFD#: 032-2025



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: July 7, 2025, and July 14, 2025
Subject: Bylaw Enforcement Agreement

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Staff Report

Legislation

Section 61 of the *Municipal Government Act* states:

- 61 (1)** A municipality or a village may agree with any person for the provision of a service or a capital facility that the municipality or village is authorized to provide.
- (2)** An agreement made pursuant to subsection (1) may allow for the lease, operation or maintenance of the facility or provision of the service by a person, including the sale or disposition to that person of property of the municipality or village that continues to be required for the purposes of the municipality or village, as the case may be.

Recommendation

That Council approve the proposed Bylaw Enforcement Agreement with the Municipality of the County of Annapolis starting no later than September 1, 2025, and ending March 31, 2030, and direct the Mayor and CAO to execute the agreement.

Background

The Town of Middleton has long benefited from animal control services provided by the County of Annapolis. Recently, staff requested that the County expand its services to include general bylaw enforcement and the enforcement of Part XV of the *Municipal Government Act* (Unightly and Dangerous Premises). Given the Town's relatively low call volumes, it is estimated that enforcement will require approximately 1–2 days of service per month. As part of this collaboration, the Town will review and explore adopting several of the County's bylaws for local use. The agreement outlines specific bylaws to

REQUEST FOR DECISION
Bylaw Enforcement Agreement
RFD#: 032-2025



be enforced beginning in September, with the possibility of expanding enforcement efforts over time as Town and County staff work together to update and align additional bylaws.

Financial Implications

The agreement specifies an hourly rate. \$5,000 has been allocated in the draft 2025–2026 budget.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: July 21, 2025

This Agreement is made in duplicate and entered into this ____ day of _____, 2025.

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 Bylaw Enforcement Officers appointed as Special Constables in accordance with Section 88 of the *Police Act* who are responsible for enforcement of bylaws in the County of Annapolis; and
- The Town wishes to enter into an agreement with the County to provide enforcement of the Town’s bylaws, and administration of Part XV of the *Municipal Government Act*.

NOW THEREFORE, the parties agree as follows:

1. Services

The County, through its Bylaw Enforcement Officers, agrees to respond to complaints and enforce the provisions of the following Town’s bylaws (or subsequent revised or successor bylaws):

- Chapter 32 Farm Animals and Domestic Fowl Bylaw;
- Chapter 55 Noise Bylaw;
- Chapter 56 Civic Address Bylaw;
- Any other bylaws as mutually agreed by the Town and the County.

AND ALSO, to respond to complaints and enforce the provisions of Part XV of the *Municipal Government Act* (Dangerous or Unsightly Premises).

2. Fees

The Town agrees to compensate the County for services provided to receive, investigate, and resolve complaints under the Town’s bylaws or Part XV of the *Municipal*

Government Act (Dangerous and Unsightly) at the rate of \$75 per hour charged, rounded to nearest 30 minutes.

3. Appointment and Compliance

The Town shall annually (or as required) appoint the County’s Bylaw Enforcement Officers as its Bylaw Enforcement Officer(s). The County shall promptly notify the Town of any personnel changes necessitating changes to the appointment of Bylaw Enforcement Officer(s).

The Town shall provide the County with a current copy of all current bylaws and notify the County promptly of any amendments.

4. Term and Termination

This Agreement shall be effective as of the date of signing by both parties and shall remain in effect until March 31, 2030, unless terminated earlier. Either party may terminate this Agreement with thirty (30) days written notice by either party.

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)	Town of Middleton
)	
_____)	_____
Witness for the Town)	Town of Middleton
)	
_____)	_____
Witness for the County)	Municipality of the County of Annapolis
)	
_____)	_____
Witness for the County)	Municipality of the County of Annapolis

REQUEST FOR DECISION
Unhoused Population and Park Safety
RFD#: 034-2025



To: Committee of the Whole and Town Council
From: Ashley Crocker, CAO
Date: July 7, 2025 and July 14, 2025
Subject: Unhoused Population and Park Safety

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Draft Letter to Honourable Colton LeBlanc
- Copy of the email to Open Arms and MLA David Bowlby

Legislation

- N/A

Recommendation

That Council approve sending the attached letter to The Honourable Colton LeBlanc, Minister of Growth and Development and Minister Responsible for the Nova Scotia Provincial Housing Agency.

Background

As of July 3, 2025, Town staff delivered notification to the three individuals currently residing in Riverside Park that they must vacate the park no later than **July 7, 2025**. This action was taken out of concern for public safety following a recent fire incident that posed significant risk to municipal infrastructure and the well-being of those currently residing in the park. The current residents in the park have been there since mid-April and May. In addition to direct communication with affected individuals, notification has also been provided to **Open Arms**, who have recently been involved with outreach efforts in the area, and **MLA David Bowlby**, who may be able to offer additional resources to the impacted individuals. Notification was also made to the RCMP.

The decision to require the park to be vacated was not made lightly – staff consulted with the Fire Chief about the risk and potential outcomes of future fires in our parks. The decision comes after years of staff and local, volunteer-driven support efforts that have now been exhausted. Within the Town of Middleton, there is no emergency shelter, no local food bank, limited transportation, and no local mental

REQUEST FOR DECISION
Unhoused Population and Park Safety
RFD#: 034-2025



health or addictions treatment facilities. The closest shelters are in Kentville and Yarmouth.

Financial Implications

There are no direct financial implications associated with the approval of this letter; however, continued lack of support and intervention may result in increased risk to municipal infrastructure, public safety, and future liabilities.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: July 14, 2025



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www.discovermiddleton.ca

Honourable Colton LeBlanc
Minister of Growth and Development
Department of Growth and Development
CIBC Building
1809 Barrington Street, Suite M103
Halifax, NS

July 4, 2025

Re: Immediate Provincial Support Needed for Unhoused Population in Middleton

Dear Minister LeBlanc,

On behalf of the Town of Middleton, I am writing to express our growing concern regarding the increasing number of individuals in our community who are living unsheltered. While we recognize and share the compassion many Nova Scotians feel toward those experiencing homelessness, the Town of Middleton does not have the infrastructure or resources to provide the support these individuals urgently need—nor can we ignore the growing risks to public safety.

At present, several individuals are living rough in various parts of town. These are members of our community with local ties who wish to remain near familiar services such as schools, medical clinics, and grocery stores. However, Middleton is a small rural town with no emergency shelter, no food bank, no transitional housing, and limited outreach support. The closest shelter and supportive housing units are in Kentville, a 35-minute drive away, and public transportation is extremely limited, especially on weekends. There are no services southwest of Middleton until Yarmouth.

For the past two years, a local faith-based group has operated an emergency overnight shelter from November to April. This effort has provided a vital safety net, but it is entirely dependent on volunteers, and while the program has run successfully, it has consistently struggled with insufficient staffing to operate at full capacity.

Town staff, including those from our Recreation Department, have consistently gone above and beyond to support our unhoused population. They participate in municipal and provincial meetings and training focused on food and housing insecurity, gather and create available resources, and provide direct outreach in the form of food, tents, warm bedding, clothing, and service referrals. Despite these efforts, without sustainable funding and access to appropriate assets, there is little more we can do.

Community members who have supported these individuals with compassion and consistency are now exhausted and at their limits. A recent incident has further highlighted the urgency of the situation. Just over a week ago, a fire destroyed one individual's tent, putting a public park and nearby municipal infrastructure at serious risk. We could have lost our entire sewage treatment plant which provides services to our town, schools, and hospital which is located just on the other side of the park where the fire was. We cannot afford the risk of an incident like this to happen again.



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www.discovermiddleton.ca

Mental health and addiction issues are prevalent among our unhoused population. Middleton does not have a full-time emergency room, and Soldiers Memorial Hospital provides only urgent care services with no dedicated mental health treatment. While we acknowledge the outreach pilot by Open Arms in our area, progress has been limited. One individual has been connected to them of the eight known in the area and she has been living in a tent since mid-April with no housing placement or resolution in sight.

We are at a critical breaking point. The Town of Middleton cannot continue to manage a complex social issue that far exceeds our mandate or capacity. This is a provincial issue, and we are asking for immediate action. We need funding, resources, professional outreach, and access to housing solutions tailored to rural communities like ours.

Minister LeBlanc, our community has done everything within its power. What will the province do to help us?

Sincerely,

Gail Smith
Mayor
Town of Middleton

DRAFT

From: [Lisa Fenton](#)
To: [Shannon Farley](#); [Nick Haddock](#); mladavidbowlby@gmail.com
Cc: [Ashley Crocker](#)
Subject: Urgent Public Safety Concern – Riverside Park Encampment Response
Date: Thursday, July 3, 2025 1:10:19 PM

Dear Shannon Farley , Nick Haddock (Open Arms) and Mr. Bowlby,

I am reaching out on behalf of the Town of Middleton, to inform you of a serious incident that occurred recently in Riverside Park and to update you on the Town of Middleton's response regarding the presence of unhoused individuals on Town property.

Just over a week ago, a fire broke out in a tent belonging to an unhoused resident at Riverside Park. The fire completely destroyed the tent, scorched tree foliage 30 to 40 feet above, and left a significant amount of debris and damage in its wake. Our Parks staff were left to clean up the aftermath, which posed both health and safety risks. We still do not know how the fire started or how it was extinguished. When our Fire Chief visited the site days later, he was unable to determine the cause. The individual who was living in the tent has not returned since the incident.

This event served as a stark reminder of the very real dangers associated with unsanctioned camping in our parks. While we have made previous efforts to provide warnings and education regarding fire safety, smoking, and garbage disposal, we have continued to see non-compliance. Alongside this fire, the presence of waste, the risk of attracting wildlife and rodents, and the growing threat of wildfires in dry conditions make continued occupation of park spaces unsustainable.

We recognize the complexity of the housing crisis and the lack of adequate alternatives for individuals in need. However, due to these escalating risks and the Town's limited capacity to safely manage or mitigate them, we have made the very difficult decision to prohibit tents and encampments on all Town-owned property, effective immediately. We will give them until Sunday evening to leave the park as a courtesy.

This decision was not made lightly, and we are deeply aware of the hardship this may create for the individuals involved. We are reaching out to Open Arms and to you, Mr. Bowlby, in hopes of working together to identify safer, more sustainable housing solutions and to support those impacted by this transition.

We welcome your input and collaboration, and we are committed to finding compassionate and community-minded paths forward.

Sincerely,

Lisa Fenton

REQUEST FOR DECISION
School Street Water Main Upgrade
RFD#: 033-2025



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: July 7, 2025
Subject: School Street Water Main Upgrade

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- CBCL Tender documents for School Street Water Main
- Tender from Meisner Excavation (2020) Ltd.
- Town of Middleton UARB request for approval
- UARB Project Approval

Legislation

- N/A

Recommendation

That Council award the tender for the School Street Waterline Project to Meisner Excavation (2020) Ltd. for \$548,000 + HST.

Background

Over the last 2 years the water line on School Street has had 8 breaks with several of those breaks causing the Regional High School to close early. The water line on School Street between Main Street and Marshal Ave also changes from 200mm dia. to 150mm dia. to 100mm dia. and back to 200mm dia. causing development, fire flow and pressure issues. In 2024 the Town hired CBCL to design the new water line and oversee the tender process for the construction and replacement of the water line on School Street. The tender closed on May 27, 2025. There were 4 bids on the tender and Meisner Construction was the low bid and recommended contractor by CBCL. Because the project was more than \$250,000 the Town needed to seek approval from the UARB to complete the project. On June 27, 2025, the UARB approved the project. The Town still awaits confirmation from its application to the Provincial Capital Assistance Program (PCAP) for funding for this project.

REQUEST FOR DECISION
School Street Water Main Upgrade
RFD#: 033-2025



Financial Implications

The construction project will be funded \$259,600 from the Water Depreciation Reserve, and the balance of \$309,600 from the Water Surplus account – a total of \$569,200 including the non-rebateable HST. If any PCAP grant funding is received, less money will be funded from the Water Surplus account.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: July 7, 2025

1. SALUTATION:

- .1 To: Town of Middleton
131 Commercial Street
BOS 1P0
- .2 For: Middleton School Street Watermain Replacement
Contract No. 241039.00
- .3 From: Meisner Excavation (2020) Ltd.
100 Parker Mountain Road, Granville Ferry N.S
BOS 1A0

2. TENDERER DECLARES:

- .1 That this tender was made without collusion or fraud.
- .2 That the proposed work was carefully examined.
- .3 To have personal knowledge of the location of the proposed Work and is informed as to the actual conditions and requirements, including labour conditions and labour rules and shall not claim at any time after execution of the Agreement that there was any misunderstanding in regard to such conditions and requirements.
- .4 That Contract Documents and Addenda No. 0 to 0 inclusive were carefully examined.
- .5 That all the above were taken into consideration in preparation of this Tender.

3. TENDERER AGREES:

- .1 To enter into a contract to supply all labour, material and equipment and to do all work necessary to construct the Work as described and specified herein for the unit prices stated in Subsection 4 hereunder, Schedule of Quantities and Unit Prices.
- .2 That the estimated Contract Price shall be the sum of the products of the tendered unit prices multiplied by the estimated quantities in Subsection 4 hereunder.
- .3 That this Tender is valid for acceptance for sixty (60) calendar days from the time of Tender Closing.
- .4 That measurement and payment for items listed in Subsection 4 hereunder shall be in accordance with corresponding items in Section 01 22 00 Measurement and Payment.
- .5 Upon request to provide evidence of ability and experience within seven (7) calendar days of request, including experience in similar work, work currently under contract, senior supervisory staff available for the project, equipment available for use on the Work, and financial resources.
- .6 To execute in triplicate the Agreement and forward same together with the specified contract

security and insurance documents to the Owner within fourteen (14) calendar days of written notice of award.

- .7 That failure to enter into a formal contract and give specified insurance documents and contract security within time required will constitute grounds for forfeiture of certified cheque or enforcement of bid bond.
- .8 That if certified cheque is forfeited, Owner will retain difference in money between amount of Tender and amount for which Owner legally contracts with another party to perform the Work and will refund balance, if any, to Tenderer.
- .9 Understands that in the event that the tendered Contract Price is not within the project budget, the Owner has the right to negotiate the Contract with the low bidder or reject all tenders received.
- .10 Agrees that the Warranty Period defined in the Contract Documents shall be for a period of one (1) year from the date of Ready-for-Takeover.
- .11 Understands that Substantial Performance of the Work will be established in accordance with General Conditions of the Contract and applicable lien legislation.
- .12 Understands that after the issuance of the certificate of Substantial Performance of the Work by the Consultant, provided that the Contractor has relieved the Owner from any and all claims, demands and lien claims for and in respect of the Contract, and has completed all outstanding items and corrected all deficiencies, the Contractor shall submit an application for Final Payment and the Consultant will thereafter prepare the Final Certificate for payment in accordance with the General Conditions of the Contract and applicable lien legislation
- .13 Understands that the payment of holdback will be in accordance with the General Conditions of the Contract and subject to the provisions of the lien legislation applicable to the Place of Work.
- .14 Understands the occupational Health and Safety Legislation and any Workers or Workplace compensation legislation applicable to the Place of the Work and declares that they are in good standing and have all necessary certification as required by such legislation.
- .15 Agrees that time shall be construed as being of the essence of the Contract.
- .16 That the Contract Documents include:
 - .1 Standard Specifications for Municipal Services listed in Table of Contents Page Dated January 2024.
 - .2 Tender Form
 - .3 Form of Agreement
 - .4 General Conditions of the Civil Work Contract
 - .5 Supplementary General Conditions
 - .6 Supplementary Specifications
 - .7 Drawings

Dwg. No. Title

C01	Existing Conditions and Removals
C02	Proposed Plan and Profile (Sheet 1 of 2)
C03	Proposed Plan and Profile (Sheet 2 of 2)
C04	Miscellaneous Details (Sheet 1 of 2)
C05	Miscellaneous Details (Sheet 2 of 2)

.8 Addenda as issued and as confirmed in subsection 2.4 of this section.

4. SCHEDULE OF QUANTITIES AND UNIT PRICES

Item No.	Description	Unit of Measurement	Estimated Quantity	Unit Price	Total Price
1.	200 mm dia. PVC DR18	m	<u>375</u>	<u>960</u>	<u>360,000</u>
2.	Valves				
.1	200 mm dia. GV	Ea	<u>7</u>	<u>5,500</u>	<u>38,500</u>
.2	250 mm dia. GV	Ea	<u>4</u>	<u>6,500</u>	<u>26,000</u>
3.	Hydrants	Ea	<u>2</u>	<u>12,000</u>	<u>24,000</u>
4.	Temporary Water	LS	<u>1</u>	<u>15,000</u>	<u>15,000</u>
5.	Connection to Existing Watermain at Main St. and School St.	LS	<u>1</u>	<u>25,000</u>	<u>25,000</u>
6.	Connection to Existing Watermain at Marshall St.	LS	<u>1</u>	<u>12,000</u>	<u>12,000</u>
7.	Re-connection of Existing 19mm Water Services	Ea	<u>9</u>	<u>3,167</u>	<u>28,500</u>
8.	Re-connection of Existing 100mm Water Services	Ea	<u>2</u>	<u>9,500</u>	<u>19,000</u>
			SUBTOTAL\$	<u>548,000</u>	

TENDER SUMMARY

ESTIMATED CONTRACT PRICE (Excluding HST)	\$ <u>548,000</u>
Add HST (14% of the Estimated Contract Price)	\$ <u>76,720</u>
TOTAL AMOUNT PAYABLE	\$ <u>624,720</u>

TENDERER'S HST REGISTRATION NO. 74759 4273 RT0001

5. COMPLETION TIME

1. Tenderer agrees to achieve Ready-for-Takeover of the Work within 30 weeks from written notification of Award.

6. SIGNATURE *

DATED THIS 27 DAY OF May, 2025.

[Seal]

Meisner Excavation (2020) LTD.
Name of Firm Tendering

Jacob Meisner
Signature of Signing Officer

Jacob Meisner CEO
Name and Title (Printed)

[Signature]
Witness

Tara Polkable
Witness

Signature of Signing Officer

Name and Title (Printed)

600 Packer Mountain Road, Granville Ferry N.S
Company Address

(902) 526-0253
Telephone No.

Fax No.

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

END OF SECTION



June 27, 2025

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:

M12302 - Middleton Water Utility – School St. Waterline Replacement

On May 30, 2025, the Middleton Water Utility asked the Board to approve \$664,000 in capital spending to replace the School Street Waterline. This amount includes a 10% contingency and net HST.

In its request, the Utility explained that the waterline in question sustained eight breaks in the past 18 months, causing service disruptions in the area. In several cases, these disruptions required the local high school to close for health and safety reasons. The waterline is over 60 years old and made up of various diameters of piping ranging from 100mm to 200mm, which is limiting the ability for future development and causing water pressure issues. In addition, several valves in the area are not working properly. This project will replace 380 metres of watermain with 200 mm diameter PVC pipe, 10 gate valves, 2 hydrants, and various connections to the existing system.

Originally, as included in the Utility's rate application, currently under review, the Utility planned to do this work in 2026/27 and use depreciation funds exclusively. Due to the recent breaks, it prefers to do the work in 2025/26. The Utility plans to fund the project using a \$259,644 Provincial Capital Assistance Program (PCAP) grant, which has been applied for but not yet confirmed. The rest would be funded from the depreciation fund. If the grant is not approved, the Utility may use money from the CCBF capital reserve instead. Moving the project up in the schedule will also allow the Utility to include its costs in the water rates for the year the work will now occur. Since the depreciation fund isn't as large now as it is expected to be in 2026/27, the grant is important for funding the project.

Board staff issued Information Requests (IRs) on June 3, 2025. The Utility provided its responses to the Board on June 24 and June 25, 2025. In its IR responses, the Utility confirmed that the lowest of the three tender bids has been selected and it will award the job once the Board approves the application. Work is expected to start on July 2, 2025, and finish by August 31, 2025.

In its IR responses, the Utility also indicated that if the PCAP grant funding is not available, it will use a portion of its accumulated surplus as a funding source. The Utility will also fund

any cost overruns that do not meet the threshold for Board approval with its accumulated surplus.

In response to IR-3b), the Utility provided an updated cost estimate, which reflects a decrease in the cost of engineering services during construction. The updated total project is now estimated to cost \$661,433.

Based upon the information provided, the Board approves this project and its funding at the revised total of \$661,433.

Yours truly,



Julia E. Clark, LL.B.
Vice Chair





Office of the
Chief Administrative Officer
Ashley Crocker
Ph: (902)825-4841 | Fax: (902)825-6460
Email: acrocker@town.middleton.ns.ca
www.discovermiddleton.ca

May 30, 2025

Nova Scotia Regulatory and Appeals Board

1601 Lower Water Street, Suite 300
PO Box 1692, Unit "M"
Halifax, NS B3J 3P6
Via email: board@novascotia.ca

RE: MIDDLETON WATER UTILITY SCHOOL ST WATERLINE APPROVAL REQUEST

Good afternoon:

Please accept the following application for capital expenditure approval for the Middleton Water Utility to construct a replacement of a section of waterline on School Street for a total estimated cost of \$664k.

Background:

The Middleton Water Utility provides water to the Regional High School (600+students), seven residences and eight local businesses along a 380-metre section of School Street in Middleton. Over the past 18 months, the Town has had eight watermain breaks on this section of School Street, causing disruption to water service in the area. In six of those instances, the breaks have required the High School to close for health and safety reasons.

The pipe is over 60 years old and of multiple diameters (100mm, 150mm and 200mm DIA), at times causing pressure issues and limiting any future development. There are also several water valves in the area that are not working properly.

The Utility sent an RFP to 3 engineering firms and had the design work completed, for a total cost of \$23k, including non-rebateable HST. The Utility plans to replace the deteriorated sections and upgrade the line so that it is all 200mm diameter to help reduce pressure issues and support future developments needing sprinkler systems for fire suppression.

The Utility issued tenders for the construction phase of the project. The RFP closed on May 27, 2025, and several bids were received. The contract will not be awarded until the project is approved by the Board.



Office of the
Chief Administrative Officer
Ashley Crocker
 Ph: (902)825-4841 | Fax: (902)825-6460
 Email: acrocker@town.middleton.ns.ca
www.discovermiddleton.ca

The Utility submitted a grant application under the Provincial Capital Assistance Program (PCAP), requesting a grant equal to 50% of the then-estimated cost of the project. We have not been advised on the status of our grant application.

If successful in obtaining the grant, the balance of the cost would be funded from the Water Depreciation Reserve. In the absence of grant approval, the Utility would either use an equivalent amount from the Town’s Canada Community Building Fund, (CCBF) Capital Reserve, or delay the project until such time as the Water Depreciation Reserve account contained sufficient funds.

Project Description:

The Engineering Design work has been completed. The project will replace 380m of watermain with 200 mm dia. PVC DR-18, 10 gate valves, 2 hydrants, and the various connections with the existing system and existing water services. Other components include temporary water service, testing and commissioning, environmental protective measures, etc.

Project Cost by Major Category:

The table below assumes the contractor is responsible for the cost of materials and labor.

Category	Cost	Previous Spending	Project Total
Construction costs	548,000		548,000
Construction contingency	54,800		54,800
Engineering costs	10,650		10,650
Engineering contingency	1,065		1,065
Engineering and design		22,260	22,260
Subtotal	614,515	22,260	636,775
Non-rebateable HST	23,700	1,000	27,300
	638,215	23,260	664,075



Office of the
Chief Administrative Officer
Ashley Crocker
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www.discovermiddleton.ca

Project Funding:

Previous Spending of \$23k plus HST was funded from the Water Depreciation Reserve.

As previously noted, the Utility applied for a PCAP grant for \$259,644, being 50% of the previously estimated cost of construction. The balance of the project would be funded from the Water Depreciation Reserve.

The Utility had previously planned to fund 100% of the project from the Water Depreciation Reserve, but the project was not scheduled to occur until 2026/27, when the Reserve would have accumulated sufficient funds to cover the project cost.

However, given the urgency of the project, if the PCAP grant application is not successful, then the equivalent amount could be funded from the CCBF Capital Reserve fund. This will require a Council Resolution, as the draft capital budget assumes receiving PCAP funding.

Impacts of the Project on the revenues and expenditures of the water utility plus an estimate of the impact on the water rates:

The watermain replacement will not generate any new revenue. However, it will permit the Town to reliably support new housing or commercial developments, which will generate additional revenue for the water utility.

The estimated annual depreciation expense is \$9k. However, operating expenses related to water main breaks are expected to be reduced, which will offset a portion of the cost. As a result, the Utility expects nominal impact on the water rates.

No debt is required for this project. The primary financial consequence will be the reduction in the Depreciation Reserve account balance, leaving less funds available for other future projects. However, none of the other capital projects planned for future years are as critical as this project.

Thank you for your consideration of this project.

Yours sincerely,

Ashley Crocker

Ashley Crocker, MBA, CPA
Chief Administrative Officer

Town of Middleton


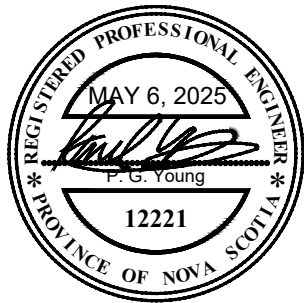


**Middleton School Street
Watermain Replacement**

Issued for Tender

**May 2025
Contract No. 241039.00**

Middleton School Street Watermain Replacement

A	Issued for Tender	PY	May 6/25	AE
Rev.	Issue	Reviewed By:	Date	Issued By:
 <p>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.</p>				

THESE PROJECT DOCUMENTS HAVE BEEN PREPARED FOR USE WITH AND REQUIRE BEING READ IN CONJUNCTION WITH **THE STANDARD SPECIFICATION FOR MUNICIPAL SERVICES** AS PUBLISHED BY THE NOVA SCOTIA ROAD BUILDERS ASSOCIATION - CONSULTING ENGINEERS OF NOVA SCOTIA AND THE **JOINT COMMITTEE ON CONTRACT DOCUMENTS**. COPIES OF THESE DOCUMENTS ARE AVAILABLE FROM THE JOINT COMMITTEE ON CONTRACT DOCUMENTS, 455 COLBY DRIVE, DARTMOUTH, NS, B2V 2K4; PHONE: (902)233-9362 OR BY EMAIL AT: NSMUNICIPALSERVICES@GMAIL.COM. Visit www.standardspec.ca for more information and to place an order for these specifications.

The Table of Contents includes sections applicable to this project and also indicates those sections in the Standard Specification for Municipal Services that have revisions and new sections added.

BIDDING AND CONTRACT REQUIREMENTS

Information to Tenderers	00 21 13
Tender Form (New)	00 41 43
Form of Agreement	00 53 43
Civil Works Contract CCDC 18-2023	
Supplementary General Conditions	00 73 00

SUPPLEMENTARY SPECIFICATIONS

General Requirements (Revised)	01 10 00
Measurement and Payment (New)	01 22 00
Environmental Protection (Revised)	01 57 00
Erosion and Sediment Control (Revised)	31 15 53
Earthwork (Revised)	31 20 00
Reinstatement (Revised)	32 98 00
Watermain (Revised)	33 11 00
Standard Details (Revised)	39 00 00

END OF SECTION

1. A complete Tender is comprised of the following:
 - a) The Tender Form in its entirety, with all pages and spaces for entry of information by Tenderers filled in as instructed.
 - b) Acknowledgment of addenda received by the Tenderer during the tendering period.
 - c) Tender Security (refer to clause 12 herein).

2. Submission:

All tender submissions must be uploaded electronically to [Middleton School Street Watermain Replacement](#). <https://cbcl.bonfirehub.ca/projectDrafts/92978/details>
The closing date and time are included in the Bonfire opportunity posting.

Hard copy submissions will not be accepted. All submissions and accompanying documentation will become the property of the Owner and may not be returned. Late proposals will not be accepted, nor will additional time be granted to any individual Tenderer. Any extensions to the closing date will be made only via addendum.

You must register your company with Bonfire to access opportunities. Registration is free. If you have any challenges registering, you can contact Bonfire Support at support@gobonfire.com. For instructions on how to register go to [Vendor Registration](#). When you are ready to register, please go to our eProcurement portal at [CBCL \(bonfirehub.ca\)](#)

For a quick tutorial on how to upload a submittal, visit: [Creating and Uploading a Submission to Bonfire](#)

3. Tender opening will occur 15 minutes following Tender Closing. A Microsoft Teams link can be requested by any bidder that wishes to attend the opening by contacting Alan Ehrenholz, P.Eng. at aehrenholz@cbcl.ca a minimum of 3 hours before Tender Closing. Bids will be opened during a videoconference available to all bidders who request the link and virtually attend the opening.
4. Before tendering, Tenderers shall have examined the *Site* of the Work and shall have satisfied themselves as to the working conditions, including labour conditions and labour rules, the nature and kind of work to be done, any special risks associated therewith and all other matters which may be necessary in order to form a proper conception under which the work will be required to be performed. Tenderers shall not be entitled to claim at any time after closing of tenders that there was any misunderstanding in regard to all such conditions.
5. When forming their estimates and preparing their tenders, Tenderers shall take full cognizance of the content of all the Contract Documents listed in Section 00 41 43 – Tender Form – Unit Rate.

6. Any ambiguities, inconsistencies, or uncertainties in the Contract Documents which may become apparent to Tenderers when tendering shall be advised via email to the *Consultant* at aehrenholz@cbcl.ca, not less than two (2) working days before Tender Closing. Tenderers will be advised simultaneously of any decisions on such matters as necessary by means of addenda (which will be serially numbered) and all addenda issued shall be incorporated into the Contract Documents.
7. Tenderer shall fill in the Completion Time and is notified that the completion date based on this may be taken into account in considering the tenders.
8. All tenders shall be valid for acceptance for sixty (60) calendar days from the Closing Date.
9. The Agreement is included in the Contract Documents at the time of tendering and is provided for information only and shall not be completed at the time of tendering.
10. The appending of any qualifying clauses to the tender or failure to comply with these instructions and with all other relevant provisions contained in the documents in the completing of any tender may render such tender liable to disqualification as determined by the *Owner*.
11. Contract Price to exclude HST. Harmonized sales tax shall be indicated as a separate amount and included in the *Total Amount Payable*.
12. Each tender shall be accompanied by Tender Security in the amount of ten percent (10%) of the *Total Amount Payable* (inclusive of *Value Added Taxes*) in evidence of the bona fide nature of the tender. Tender Security must satisfy the same requirements of Contract Security as set forth in clause 13 herein.
13. Tender and Contract Security shall be in favour of the *Owner* and shall be in the form of a Certified Cheque, irrevocable Letter of Credit or a Bond. Tender Security shall guarantee to the *Owner* that in the event of the successful Tenderer declining to enter into a formal agreement with the *Owner* as called for in the Contract Documents, or declining or neglecting to provide the Insurance or Contract Security required by the Contract Documents, then the *Owner* will be reimbursed the additional cost of accepting another tender or Tender Security amount, whichever is the lesser.
 - .1 A scan of a hard copy bond, certified cheque, or irrevocable letter of credit is permitted provided the original is provided in the subsequent hard copy submission
 - .2 The bonds shall be issued by a company whose guarantee bonds are acceptable to the Government of Canada. Use the latest edition of CCDC Form 220 for a Bid Bond, a CCDC Form 221 for a Performance Bond, and a Form 222 for a Labour and Material Bond.
 - .3 Bonds may be submitted in an electronic or digital format provided it meets the following criteria:
 - .1 The version submitted by the Tenderer must be verifiable by the *Owner* with respect to the totality and wholeness of the bond form, including: the content; all digital signatures; all digital seals; with the Surety Company, or an approved verification service provider of the Surety Company.
 - .2 The version submitted must be viewable, printable, and storable in standard electronic file formats acceptable to the *Owner*, and in a single file. Allowable formats include pdf.

- .3 The verification may be conducted by the Owner immediately or at any time during the life of the bond and at the discretion of the Owner with no requirement for passwords or fees.
 - .4 The results of the verification must provide a clear, immediate and printable indication of pass or fail regarding subsection 13.3.1 above.
 - .5 Bonds failing the verification process will NOT be considered to be valid.
 - .6 Bonds passing the verification process will be treated as original and authentic.
14. The Tender Security of the unsuccessful Tenderers will be returned to them after the *Owner* enters into a formal agreement with the successful Tenderer or the expiration of validity of their tenders, whichever occurs first.
15. On the written acceptance by the *Owner* of a tender, that tender becomes the Contract and the Tenderer who has submitted it becomes the Contractor. The Contractor will be required to enter into a formal agreement with the *Owner* following receipt of a written notice of acceptance from the *Owner*. The written notice of acceptance forms a Contract Agreement until the formal "Agreement" included herein is executed.
16. Within seven (7) days of written acceptance of a tender, the Contractor shall provide Contract Security in the amount and form as specified in Section 00 73 00 – Supplementary General Conditions, and Insurance as specified in CCDC 18-2023, GC 11.1 and supplemented in CCDC 41-2020.
17. Complete the Tender Form and have corrections initialled by the individual signing the tender.
18. Where manufactured articles are described or specified in the Contract Documents by name, catalogue number of a manufacturer or supplier, Tenderers shall tender on the basis of using only such articles. Procedure concerning substitution of a specified article with another shall be in accordance with equivalents and alternates in Section 01 10 00 – General Requirements.
19. The *Owner* will not defray any expenses whatsoever incurred by Tenderers in the preparation and submission of their tenders. The *Owner* reserves the right to waive any formality or technicality in any tender.
20. The *Owner* reserves the right to accept or to reject any or all tenders received, or to select a tender which is deemed by the *Owner* to be in its best interests. The *Owner* reserves the right to negotiate with the lowest compliant tenderer in the event that all tendered prices are higher than anticipated.
21. Tenders, which in the opinion of the *Owner* are considered to be informal or unbalanced, may be rejected.
22. Tenders may be amended or withdrawn without penalty, by accessing [Middleton School Street Watermain Replacement](https://cbcl.bonfirehub.ca/projectDrafts/92978/details). <https://cbcl.bonfirehub.ca/projectDrafts/92978/details> prior to Tender Closing.
 - .1 The *Owner* will not be responsible for any failure attributable to the transmission or reception of the submission. The time stamp of the uploaded submission received

by [Middleton School Street Watermain Replacement](https://cbcl.bonfirehub.ca/projectDrafts/92978/details)
<https://cbcl.bonfirehub.ca/projectDrafts/92978/details> will be used to determine if
the submission was received in time – not the time it was emailed sent by the
sender. Last minute submissions are not recommended

END OF SECTION

1. SALUTATION:

- .1 To: Town of Middleton
131 Commercial Street
B0S 1P0
- .2 For: Middleton School Street Watermain Replacement
Contract No. 241039.00
- .3 From: _____

2. TENDERER DECLARES:

- .1 That this tender was made without collusion or fraud.
- .2 That the proposed work was carefully examined.
- .3 To have personal knowledge of the location of the proposed Work and is informed as to the actual conditions and requirements, including labour conditions and labour rules and shall not claim at any time after execution of the Agreement that there was any misunderstanding in regard to such conditions and requirements.
- .4 That Contract Documents and Addenda No. __ to __ inclusive were carefully examined.
- .5 That all the above were taken into consideration in preparation of this Tender.

3. TENDERER AGREES:

- .1 To enter into a contract to supply all labour, material and equipment and to do all work necessary to construct the Work as described and specified herein for the unit prices stated in Subsection 4 hereunder, Schedule of Quantities and Unit Prices.
- .2 That the estimated Contract Price shall be the sum of the products of the tendered unit prices multiplied by the estimated quantities in Subsection 4 hereunder.
- .3 That this Tender is valid for acceptance for sixty (60) calendar days from the time of Tender Closing.
- .4 That measurement and payment for items listed in Subsection 4 hereunder shall be in accordance with corresponding items in Section 01 22 00 Measurement and Payment.
- .5 Upon request to provide evidence of ability and experience within seven (7) calendar days of request, including experience in similar work, work currently under contract, senior supervisory staff available for the project, equipment available for use on the Work, and financial resources.
- .6 To execute in triplicate the Agreement and forward same together with the specified contract

- security and insurance documents to the Owner within fourteen (14) calendar days of written notice of award.
- .7 That failure to enter into a formal contract and give specified insurance documents and contract security within time required will constitute grounds for forfeiture of certified cheque or enforcement of bid bond.
 - .8 That if certified cheque is forfeited, Owner will retain difference in money between amount of Tender and amount for which Owner legally contracts with another party to perform the Work and will refund balance, if any, to Tenderer.
 - .9 Understands that in the event that the tendered Contract Price is not within the project budget, the Owner has the right to negotiate the Contract with the low bidder or reject all tenders received.
 - .10 Agrees that the Warranty Period defined in the Contract Documents shall be for a period of one (1) year from the date of Ready-for-Takeover.
 - .11 Understands that Substantial Performance of the Work will be established in accordance with General Conditions of the Contract and applicable lien legislation.
 - .12 Understands that after the issuance of the certificate of Substantial Performance of the Work by the Consultant, provided that the Contractor has relieved the Owner from any and all claims, demands and lien claims for and in respect of the Contract, and has completed all outstanding items and corrected all deficiencies, the Contractor shall submit an application for Final Payment and the Consultant will thereafter prepare the Final Certificate for payment in accordance with the General Conditions of the Contract and applicable lien legislation
 - .13 Understands that the payment of holdback will be in accordance with the General Conditions of the Contract and subject to the provisions of the lien legislation applicable to the Place of Work.
 - .14 Understands the occupational Health and Safety Legislation and any Workers or Workplace compensation legislation applicable to the Place of the Work and declares that they are in good standing and have all necessary certification as required by such legislation.
 - .15 Agrees that time shall be construed as being of the essence of the Contract.
 - .16 That the Contract Documents include:
 - .1 Standard Specifications for Municipal Services listed in Table of Contents Page Dated January 2024.
 - .2 Tender Form
 - .3 Form of Agreement
 - .4 General Conditions of the Civil Work Contract
 - .5 Supplementary General Conditions
 - .6 Supplementary Specifications
 - .7 Drawings

Dwg. No. Title

C01	Existing Conditions and Removals
C02	Proposed Plan and Profile (Sheet 1 of 2)
C03	Proposed Plan and Profile (Sheet 2 of 2)
C04	Miscellaneous Details (Sheet 1 of 2)
C05	Miscellaneous Details (Sheet 2 of 2)

.8 Addenda as issued and as confirmed in subsection 2.4 of this section.

4. SCHEDULE OF QUANTITIES AND UNIT PRICES

Item No.	Description	Unit of Measurement	Estimated Quantity	Unit Price	Total Price
1.	200 mm dia. PVC DR18	m	375		
2.	Valves				
	.1 200 mm dia. GV	Ea	7		
	.2 250 mm dia. GV	Ea	4		
3.	Hydrants	Ea	2		
4.	Temporary Water	LS	1		
5.	Connection to Existing Watermain at Main St. and School St.	LS	1		
6.	Connection to Existing Watermain at Marshall St.	LS	1		
7.	Re-connection of Existing 19mm Water Services	Ea	9		
8.	Re-connection of Existing 100mm Water Services	Ea	2		
			SUBTOTAL\$		

TENDER SUMMARY

ESTIMATED CONTRACT PRICE (Excluding HST) \$ _____

Add HST (14% of the Estimated Contract Price) \$ _____

TOTAL AMOUNT PAYABLE \$ _____

TENDERER'S HST REGISTRATION NO. _____

5. COMPLETION TIME

1. Tenderer agrees to achieve Ready-for-Takeover of the Work within _____ weeks from written notification of Award.

6. SIGNATURE *

DATED THIS ____ DAY OF _____, 202__.

[Seal]

Name of Firm Tendering

Signature of Signing Officer

Witness

Name and Title (Printed)

Witness

Signature of Signing Officer

Name and Title (Printed)

Company Address

Telephone No.

Fax No.

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

END OF SECTION

This Agreement made on the ___ day of ___ in the year ___.

BY AND BETWEEN

Town of Middleton

hereinafter called the "Owner"

and

hereinafter called the "Contractor"

The Owner and the Contractor agree as follows:

ARTICLE A1 - THE WORK

The Contractor shall:

- .1 Perform the Work required by the Contract Documents for

Middleton School Street Watermain Replacement

Contract No. 241039.00

located at Middleton, Nova Scotia for which the Agreement has been signed by the parties, and for which

CBCL Limited is acting as and is hereinafter called the "Engineer",

and

- .2 do and fulfill everything indicated by this Agreement, and

- .3 commence the Work by the ___ day of _____ in the year 202__ and attain Ready-for-Takeover of the work as certified by the Engineer by the ___ day of _____ in the year 202__.

ARTICLE A2 – AGREEMENTS AND AMENDMENTS

The Contract supersedes all prior negotiations, representations or agreements, either written or oral, relating in any manner to the work, including the bidding documents that are not expressly listed in Article 3 of the Agreement.

ARTICLE A3 - CONTRACT DOCUMENTS

The following are the Contract Documents referred to in Article A1 of the Agreement – THE WORK:

- .1 Standard Specifications for Municipal Services listed in Table of Contents Page Dated January 2024.
- .2 Tender Form
- .3 Form of Agreement
- .4 General Conditions of the Civil Work Contract
- .5 Supplementary General Conditions
- .6 Supplementary Specifications
- .7 Drawings

<u>Dwg. No.</u>	<u>Title</u>
C01	Existing Conditions and Removals
C02	Proposed Plan and Profile (Sheet 1 of 2)
C03	Proposed Plan and Profile (Sheet 2 of 2)
C04	Miscellaneous Details (Sheet 1 of 2)
C05	Miscellaneous Details (Sheet 2 of 2)

- .8 Addenda _____ through _____.

ARTICLE A4 - CONTRACT PRICE

- .1 The estimated Contract Price is the sum of the products of the estimated quantities multiplied by the appropriate Unit Price in the Tender Form excluding the amount of HST. The estimated Contract Price is:

_____/100 dollars \$ _____

- .2 All amounts are in Canadian funds. Unit Prices exclude HST and Total Amount Payable includes HST.
- .3 These amounts shall be subject to adjustments as provided in the Contract Documents.
- .4 The final Contract Price will be the sum of the products of the actual final quantities that are incorporated in, or made necessary by the Work, as confirmed by count and measurement, multiplied by the appropriate Unit Prices from the Tender Form together with any adjustments that are made in accordance with the provisions of the Contract Documents plus the amount of HST.

ARTICLE A5 - PAYMENT

- .1 The Owner shall pay the Contractor in Canadian funds for the performance of the Contract.
- .2 The Owner shall make monthly payments on account to the Contractor for the Work performed, as certified by the Engineer, subject to a 10% holdback.
- .3 The amount of the monthly payments shall be calculated as follows:
 - .1 The quantity for each pay item on which actual work has been performed shall be measured.
 - .2 For each Unit Price item this quantity shall be multiplied by the applicable Unit Price as provided in the Tender Form.
 - .3 For each lump sum item, multiply the percent complete by the value of the lump sum item.

- .4 The total value of work completed for the payment period shall be calculated by adding the total of the products for all pay items from subsection A5.3.2 and A5.3.3 of this section.
- .5 The amount of the monthly payment shall be determined by deducting the 10% holdback and the total of all previous payments from the total value of such completed work as determined under subsection A5.3.4 of this section.
- .6 To the amount calculated above, the Harmonized Tax will be added.
- .4 The last day of the payment period shall be the last day of the month.
- .5 Upon Substantial Performance of the Work as certified by the Engineer the Owner shall pay to the Contractor the holdback monies then due in accordance with the provisions of Section 00 72 45 - General Conditions, subsection GC5.6 –SUBSTANTIAL PERFORMANCE OF THE WORK AND PAYMENT OF HOLDBACK.
- .6 Upon the issuance of the final certificate for payment, Work as certified by the Engineer the Owner shall pay to the Contractor the balance of monies then due in accordance with the provision of Section 00 72 45 - General Conditions, subsection GC5.7 – FINAL PAYMENT.
- .7 In the event of loss or damage occurring where payment becomes due under the property and boiler insurance policies, payment shall be made to the Contractor in accordance with the provisions of Section 00 72 45 - General Conditions, subsection GC11.1 - INSURANCE.
- .8 If the Owner fails to make payments to the Contractor as they become due under the terms of the Contract, interest shall be payable as follows:
 - .1 The annual interest rate applicable to the contract is 2% compounded semi-annually.
 - .2 Interest shall be calculated on the overdue balance from the due date.

ARTICLE A6 - RECEIPT OF AND ADDRESSES FOR NOTICES IN WRITING

- .1 Notices in writing shall be addressed to the recipient at the address set out below.
- .2 The delivery of a notice in writing shall be by hand, courier, prepaid first class mail, facsimile or e-mail.
- .3 A notice in writing delivered by one party in accordance with this Contract shall be deemed to have been received by the other party on the date of delivery if delivered by hand or courier, or if sent by mail it shall be deemed to have been received five (5) Working Days after the date on which it was mailed.
- .4 A notice in writing sent by facsimile or e-mail shall be deemed to have been received on the date of its transmission provided that if such day is not a Working Day or if it is received after the end of normal business hours at the place of receipt, then it shall be deemed to have been received at the opening of business at the place of receipt on the first Working Day following the transmission thereof.
- .5 An address for a party may be changed by notice in writing setting out the new address delivered to the other party in accordance with this Article.

.1 The Owner at _____ 131 Commercial Street _____

_____ B0S 1P0 _____

.2 The Contractor at _____

.3 The Engineer at _____ 1505 Barrington Street, Suite 901 _____
_____ Halifax, NS B3J 2R7 _____

ARTICLE A7 - QUANTITIES AND MEASUREMENT

- .1 The quantities shown in Section 00 41 43 Tender Form - Schedule of Quantities and Unit Prices are estimated.
- .2 Measurement for the actual quantities used to determine payments and Contract Price shall be in accordance with Section 01 22 00 - Measurement and Payment.

ARTICLE A8 - SUCCESSION

The Contract Documents listed in Article A3 herein are to be read into and form part of the Agreement and the whole shall constitute the Contract between the parties and subject to law and the provisions of the Contract Documents shall endure to the benefit of and be binding upon the parties hereto, their respective heirs, legal representatives, successors and assigns.

ARTICLE A9 - RIGHTS AND REMEDIES

No action or failure to act by the Owner, Engineer, or Contractor shall constitute a waiver of any right or duty afforded any of them under the Contract, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may be specifically agreed in writing.

ARTICLE A-10 TIME OF THE ESSENCE

Time shall be construed as being of the essence of the Contract.

ARTICLE A11 - SEVERABILITY

Each and every paragraph, section, clause, sub-clause or other component of the *Contract* is severable one from the other. Should it be found by a court of competent jurisdiction that any one or more paragraphs or parts thereof are null and void, the validity of the remaining paragraphs or parts thereof shall not be affected.

In witness whereof the parties hereto have executed this Agreement and by the hands of their duly authorized representatives.

SIGNED AND DELIVERED

In the presence of:

OWNER

Town of Middleton

Name of Owner

WITNESS

Signature

Name and Title of Person Signing

Signature

Signature

Name and Title of Person Signing

Name and Title of Person Signing

CONTRACTOR

Name of Contractor

WITNESS

Signature

Name and Title of Person Signing

Signature

Signature

Name and Title of Person Signing

Name and Title of Person Signing

N.B. Where legal jurisdiction, local practice or Owner or Contractor requirements calls for (a) proof of authority to execute this document, attach such proof of authority in the form of a certified copy of a resolution naming the representative(s) authorized to sign the Agreement for and on behalf of the corporation or partnership; or (b) the affixing of a corporate seal, this Agreement should be properly sealed.

END OF SECTION

These Supplementary Conditions amend the Stipulated Price Contract – CCDC 18 – 2023. Where a portion of the Contract is modified or deleted by these Supplementary General Conditions, the unaltered portions of the Contract shall remain in effect.

AGREEMENT BETWEEN OWNER AND CONTRACTOR

Page 4, delete the first bullet point within Article 4.1 and replace with the following:

*Unit Prices from the basis for payment of the *Contract Price*. Quantities in the Schedule of Unit Prices within Section 00 41 43 – Tender Form are estimated. The estimated *Contract Price*, which is the total extended amount indicated in the Schedule of Unit Prices within Section 00 41 43 – Tender Form, exclusive of taxes is:

Page 4, after Article A-8 insert the following new Articles A-9 and A-10:

“ARTICLE A-9 SEVERABILITY

9.1 Each and every paragraph, section, clause, sub-clause or other component of the *Contract* is severable one from the other. Should it be found by a court of competent jurisdiction that any one or more paragraphs or parts thereof are null and void, the validity of the remaining paragraphs or parts thereof shall not be affected.

ARTICLE A-10 TIME OF THE ESSENCE

10.1 Time shall be deemed to be of the essence of the *Contract*.

DEFINITIONS

Page 6, Add the following new Definitions:

Approved or Approval

Approved or *Approval* means acceptance by the *Consultant* in accordance with the *Consultant's* responsibilities described in Clause GC 2.2 ROLE OF THE CONSULTANT.

Period of Delay

The period of time from *Ready-for-Takeover* date specified in Article A-1, subclause 1.3, and the actual *Ready-for-Takeover* date; if any.

Site

The *Site* means the geographical location of the *Work* identified in the *Contract Documents*

Total Amount Payable

Total Amount Payable means the sum of the *Contract Price* as stipulated in Article A-4, subclause 4.3 subject to adjustments made in accordance with the provisions of the *Contract Documents* plus the amount of *Value Added Taxes*.

Page 7, add new definitions as follows:

Standard Specification

The Standard Specifications consist of Definitions, General Conditions, Supplementary General Conditions, Measurement and Payment, General Requirements, other Technical Specifications and standard details developed by the Nova Scotia Road Builders Association and the Consulting Engineers of Nova Scotia Joint Committee on Contract Documents and published with the title of Standard Specifications for Municipal Services.

Supplementary Specifications

Supplementary Specifications are the specifications for a specific project which amend or add to the Standard Specifications.

GENERAL CONDITIONS OF THE STIPULATED PRICE CONTRACT

PART 2 – ADMINISTRATION OF THE CONTRACT

GC 2.3 REVIEW AND INSPECTION OF THE WORK

Page 10, delete clause 2.3.3 and replace with the following:

- 2.3.3 The *Contractor* shall furnish promptly to the *Consultant* one (1) electronic file, in pdf file format, of certificates and inspection reports related to the *Work*. The *Contractor* will be required to provide hard copies, in the quantity requested, only upon request of the *Consultant* or *Owner*.

Page 10, within clause 2.3.5, add the following sentence at the end of the clause:

“If the *Consultant’s* determination is not accepted by either party, then the matter shall be settled in accordance with the requirements of Part 8 of the General Conditions – DISPUTE RESOLUTION.”

PART 3 – EXECUTION OF THE WORK

GC 3.4 CONSTRUCTION SCHEDULE

Page 12, in Clause 3.4.1.1, delete “prior to the first application for payment” and replace with “not later than two (2) weeks after receipt of the notice of award”.

Page 12, add new clause 3.4.2 as follows:

- “3.4.2 If, at any time, it should appear to the *Owner* or the *Consultant* that the actual progress of the *Work* is behind schedule or is likely to become behind schedule, or if the *Contractor* has given notice of such to the *Owner* or the *Consultant* pursuant to clause 3.4.1.3, the *Contractor* shall take appropriate steps to cause the actual progress of the *Work* to conform to the schedule or minimize the resulting delay and shall produce and present to the *Owner* and the *Consultant* a recovery plan demonstrating how the *Contractor* will achieve the recovery of the schedule. If

the *Contractor* intends to apply for a change in the *Contract Price* in relation to a schedule recovery plan, then the *Contractor* shall proceed in accordance with General Condition 6.6 – CLAIMS FOR A CHANGE IN CONTRACT PRICE.”

GC 3.5 SUPERVISION

Page 12, add new clause 3.5.3 as follows:

“3.5.3 The *Owner* may, at any time during the course of the *Work*, request the replacement of the appointed representative(s), where the grounds for the request involve conduct which jeopardizes the safety and security of the Site or the *Owner’s* operations. Immediately upon receipt of the request, the *Contractor* shall make arrangements to appoint a replacement acceptable to the *Owner* and *Consultant*.”

GC 3.6 – LAYOUT OF THE WORK

Page 12, delete clause 3.6.1 in its entirety and replace with the following:

“3.6.1 The *Contractor* shall have all reference points established on site by a licensed surveyor, at the *Place of the Work*, at no additional cost to the *Owner*.”

GC 3.8 LABOUR AND PRODUCTS

Page 13, delete clause 3.8.2 and replace with the following:

“3.8.2 The *Contractor* shall provide and pay for labour, *Products*, tools, *Construction Equipment*, transportation, and other facilities and services necessary for the performance of the *Work* in accordance with the *Contract*. Water, heat, light, and power will be provided by the party identified in Division 01 of these *Specifications*.”

GC 3.9 SHOP DRAWINGS

Page 13, delete Clause 3.9.2 and replace with the following:

“3.9.2 Prepare and submit to the *Consultant* for review, a schedule of the dates for provision, review and return of Shop Drawings. Provide this submission a minimum of two (2) working days prior to the project start-up meeting.”

PART 4 - ALLOWANCES

GC 4.1 CASH ALLOWANCES

Page 14, delete Clause 4.1.7 and replace with the following:

“4.1.7 The *Contractor* shall prepare a schedule, acceptable to the *Consultant*, that shows when the *Consultant* and *Owner* must authorize ordering of items called for under cash allowances to avoid delaying the progress of the *Work*.”

Page 14, add the following new Clause:

“4.1.8 The *Owner* reserves the right to call, or to have the *Contractor* call, for competitive bids for portions of the Work, to be paid for from cash allowances.”

PART 5 - PAYMENT

GC 5.5 – PAYMENT

Page 15, delete clause 5.5.1.2 in its entirety and replace with the following:

“5.5.1.2 The *Owner* shall make payment to the *Contractor* on account as provided in Article A-5 of the Agreement – PAYMENT on or before twenty (20) calendar days after the later of:
.1 receipt by the *Consultant* of the application for payment; or
.2 the last day of the monthly payment period covered by the application for payment.”

Page 15, after clause 5.5.1,2 add the following new clauses:

“5.5.1.3 The *Contractor* shall agree interim quantities with the *Consultant* for the purposes of progress payment claims, prior to submission of progress payment application.

“5.5.1.4 The *Contractor* shall pay promptly any and all accounts for labour, services and materials used for the purpose of the fulfilment of this Contract as and when such accounts become due and payable and shall furnish the *Consultant* with proof of payment of such accounts in such form and as often as the *Consultant* may request.”

GC 5.5 SUBSTANTIAL PERFORMANCE OF THE WORK AND PAYMENT OF HOLDBACK

Page 15, after Clause 5.6.1.2, add the following:

“5.6.1.3 Submit a certificate by lien search to the *Owner* by a solicitor licensed to practice law in the Province of the Nova Scotia, certifying that no lien associated with the Work exists against the *Owner's* property or *Work*;

5.6.1.4 Submit a clearance letter from the Workers' Compensation Board or provincially equivalent regulatory body; and

5.6.1.5 All such documents shall be dated not earlier than the expiry of the lien period as stipulated by the lien legislation in the Province of Nova Scotia.”

“5.6.1.6 The *Consultant* will provide an electronic copy of the Certificate of *Substantial Performance* and instruct the *Contractor* to post the certificate at the Site and to website indicated by the lien legislation of the place of *Work*. “

Page 15, delete Clause 5.6.3 and replace with the following:

5.6.3 Subject to the requirements of the Payment Legislation of the *Place of the Work*, all holdback prescribed by the applicable lien legislation for completed *Work* shall become due and payable

to the *Contractor* no later than ten (10) Working Days following the expiration of the sixty (60) holdback period. If, within sixty (60) calendar days after the issue of the certificate of *Substantial Performance of Work*, the *Contractor* has not corrected all the documented deficiencies, the *Owner* shall retain sufficient monies, as determined by the *Consultant*, to cover the cost of completing said deficiencies. These monies shall be held in addition to holdback monies retained in accordance with the provisions of the Contract and subject to the terms of the lien legislation in the Province of Nova Scotia.”

GC 5.7 FINAL PAYMENT

Page 16, Clause 5.7.4, in line 2, change “5 calendar days” to “20 calendar days”.

PART 6 – CHANGES IN THE WORK

Page 16, add new clause 6.1.1.3 as follows:

6.1.1.3 Changes that do not affect the Contract Price and time by Supplemental Instruction.

Page 16, within clause 6.2.2.1 after “the Work” add “to the limits set forth in GC 6.7 – Quantity Variations”.

GC 6.2 CHANGE ORDER

Page 16, after Clause 6.2.3, add the following:

- 6.2.4 The mark-up on agreed upon changes are as follows:
- .1 *Work* performed by the *Contractor*’s own forces will be the cost of the *Work* plus ten (10%) percent that is attributable to overhead and profit.
 - .2 *Work* performed by the subcontractor’s force will be the cost of *Work* plus 15% that is attributable to overhead and profit. Where the *Work* can be done by the *Contractor*’s forces, as solely determined by the *Consultant*, but is done by the Subcontractor’s forces, the mark-up for overhead and profit will be limited to ten (10%) percent.
- 6.2.5 Before the approval of any *Change Order* over \$1,000 in value the *Consultant* is entitled to receive, upon request, at a minimum, the following breakdown of cost associated with such *Change Order*:
- .1 Labour rates, excluding operators.
 - .2 Equipment rates including operators.
 - .3 Supervisory staff rates.
 - .4 Subcontractor and material or equipment invoices where applicable.
 - .5 Overhead costs including worker’s compensation, site trailer cost as applicable, insurance, bonding, small tool expenses, CPP, and EI contributions.
- 6.2.6 No compensation for extra *Work* or material shall be allowed unless the *Consultant* issues a Notice in Writing authorizing such *Work* or material to be ordered in the form of a *Change Order*, *Change Directive* or *Supplemental Instruction*.
- 6.2.7 No compensation will be allowed for the cost of repairs to equipment or in respect of construction equipment of any kind idle on the Site except as directed by the *Consultant* in

writing or for damage to anything used in performing any such extra *Work* or making any such alteration.

- 6.2.8 The price applicable to any Work deleted from the Contract, shall be deducted from the *Contract Price* and shall be mutually agreed upon by the Contractor and the *Consultant*. The price shall be comparable to prices quoted on Work of similar nature.

GC 6.3 – CHANGE DIRECTIVE

Page 18, in clause 6.3.12, add the following sentence at the end of the paragraph:

“If such determination by the *Consultant* is not accepted by either party, then the decision shall be made in accordance with Part 8 of the General Conditions – DISPUTE RESOLUTION.”

GC 6.4 – CONCEALED OR UNKNOWN CONDITIONS

Page 18, add a new clause 6.4.5 and 6.4.6 as follows:

- “6.4.5 If the *Contractor* was given access to the Place of Work and/or professional reports relating thereto (including, without limitation, environmental, geotechnical, and structural reports) prior to the submission of the bid on which the Contract was awarded, then the *Contractor* confirms that they have investigated the *Place of the Work* and, in doing so, applied to that investigation the degree of care and skill required. In those circumstances, notwithstanding the provisions of clause 6.4.1, the *Contractor* is not entitled to an adjustment to the *Contract Price* or to an extension of the Contract Time for conditions which could reasonably have been ascertained by the *Contractor* by such investigation, or which could have been reasonably inferred from the material provided with the Contract Documents. In those circumstances, should a claim arise, the Contractor will have the burden of establishing that it could not have discovered the materially different conditions from an investigation because of restrictions placed on its access or inferred the existence of the conditions from the material provided with the *Contract Documents*.
- 6.4.6 If such concealed or unknown conditions relate to toxic and hazardous substances and materials, artifacts and fossils, or mould, the parties will be governed by the provisions of GC 9.2 – TOXIC AND HAZARDOUS SUBSTANCES, GC 9.3 – ARTIFACTS AND FOSSILS, and GC 9.5 – MOULD.”

GC 6.5 DELAYS

Page 18, clause 6.5.2, delete last sentence of paragraph and replace with the following sentence:

“The *Contractor* will not be reimbursed by the Owner for costs incurred by the *Contractor* as a result of such delay.”

Page 19, after Clause 6.5.5, add the following new Clauses:

- “6.5.6 Should the *Contractor* fail to attain *Ready-for-Takeover* for the *Work* by the date indicated in Article A-1, Clause 1.3 in the AGREEMENT BETWEEN OWNER AND CONTRACTOR, the period of time from this agreed date to the actual date when the *Consultant* confirms the *Work* is *Ready-for-Takeover*, shall be termed the *Period of Delay*.

- 6.5.7 In the event there is a *Period of Delay*, the *Contractor* shall be liable for and shall pay to the Owner the cost of continuance of supervision during the *Period of Delay*, and all additional fees, disbursements and costs incurred by the *Owner* as a result of the *Period of Delay*, such charges hereby termed as Delay Charges. The Owner may deduct the amount of such Delay Charges from further progress payments.”

GC 6.6 CLAIMS FOR A CHANGE IN CONTRACT PRICE

Page 18, add the following new Clause as 6.6.6 and renumber the subsequent clause:

- “6.6.6 The *Owner* may make claims arising out of the costs incurred for additional services provided by the *Consultant* resulting from the *Contractor’s* failure to reasonably perform the Work in accordance with the terms and conditions of the Contract, including the *Contractor’s* issuance of unnecessary Requests for Information (RFI’s). The *Consultant* will notify the *Owner* and *Contractor* where it has been determined that additional services will be required or have been provided in order not to cause a delay. The *Owner* shall make claims based on the *Consultant’s* invoices.”

PART 9 - PROTECTION OF PERSONS AND PROPERTY

GC 9.4 – CONSTRUCTION SAFETY

Page 24, after GC 9.4.5, add the following:

- “9.4.6 The *Contractor* shall indemnify and save harmless the *Owner*, its agents, officers, directors, employees, *Consultant*, successors, appointees and assigns from and against the consequences of any and all safety infractions committed by the *Contractor* under the applicable occupational health and safety legislation in the *Place of the Work*, including the payment of legal fees and disbursements on a solicitor and client basis. Such indemnity shall apply to the extent to which the *Owner* is not covered by insurance, provided that the indemnity contained in this clause shall be limited to costs and damages resulting directly from such infractions and shall not extend to any consequential, indirect, or special damages.”

PART 10 - GOVERNING REGULATIONS

GC 10.1 TAXES AND DUTIES

Page 25, delete clause 10.1 in its entirety and replace with the following:

Page 25, after Clause 10.1.2, add new Clause 10.1.3 as follows:

- “10.1.3 Indicate on each application for payment as a separate amount, the appropriate *Value Added Tax* the *Owner* is legally obliged to pay. This amount will be paid to the *Contractor* in addition to the amount certified for payment under the *Contract*.”

GC 10.2 – LAWS, NOTICES, PERMITS AND FEES

Page 25, add the following to clause 10.2.3 after the first sentence:

“Various jurisdictions have requirements for posting non-refundable fees before excavations are carried out within public rights-of-way. The *Contractor* is responsible for the determination of the requirement for each specific project and for any required deposits. The *Contractor* shall obtain all permits, such as those from the Department of Highways; licenses; letters of approval and certificates and pay the fees required for the performance of the *Work* which are in force at the date of tender closing, but this shall not include the obtaining of permanent easements or rights-of-way.”

PART 12 – OWNER TAKEOVER

GC 12.3 WARRANTY

Page 26, add new clause 12.3.5 as follows and renumber subsequent clauses:

“12.3.5 All *Work* of repair or replacement carried out during the Warranty Period shall be maintained for a period of one (1) year from the date of the *Consultant’s* acceptance of the *Work* of repair or replacement notwithstanding that the Warranty Period expires before the expiration of the said year. This clause shall not apply to normal operation maintenance, which shall be carried out by the *Owner*.”

PART 13 – INDEMNIFICATION AND WAIVER

GC 13.1 INDEMNIFICATION

Page 26, Clause 13.1.1, in line 2, after “hold harmless the other” replace with “hold harmless the other and the *Consultant*.”

Add new GC 14 as follows:

PART 14 – CONTRACT SECURITY

GC 14.1 CONTRACT SECURITY

Page 28, add new clauses 14.1 and 14.2 as follows:

“14.1 The *Contractor* shall, prior to commencement of the *Work*, provide to the *Owner* a Performance Bond and a Labour and Materials Bond, each in the amount of 50% of the Total Amount Payable or

an Irrevocable Letter of Credit in the amount of 20% of the Total Amount Payable. The Irrevocable Letter of Credit shall be issued by a certified financial institution for a period of no less than twelve (12) months after the issue of Substantial Performance Certificate. Include the cost of providing the Irrevocable Letter of Credit in Contract Price. Should it become apparent that the final cost of the project will exceed the Total Amount Payable by more than 10%, the Contractor shall arrange to have his bonds or Irrevocable Letter of Credit reissued, based on the projected final cost.”

14.2 The Contract Security will be retained until the expiration of the Warranty Period.”

END OF SECTION

INTENT OF THE SUPPLEMENTARY SPECIFICATIONS

- .1 The Work of this Contract is to be constructed in accordance with the Standard Specifications for Municipal Services (2024 Revision) as developed and published by the Nova Scotia Road Builders Association and Nova Scotia Consulting Engineers Association Joint Committee on Contract Documents, except as modified herein.
- .2 These Supplementary Specifications modify the specification sections to which they refer.
- .3 The Supplementary Specifications take precedence over the Specification to which they refer.

SECTION 00 21 00 – INFORMATION TO TENDERERS

Delete in its entirety and replace with new section 00 21 13 included in this document.

SECTION 00 41 43 – TENDER FORM

Delete in its entirety and replace with new section included in this document.

SECTION 00 53 43 – FORM OF AGREEMENT

Delete in its entirety and replace with new section included in this document.

SECTION 00 73 00 – SUPPLEMENTARY GENERAL CONDITIONS

Delete in its entirety and replace with new section included in this document

SECTION 01 10 00 - GENERAL REQUIREMENTS

Page 1, delete subsection 1.2 and replace with the following:

- 1.2 Summary of Work .1 The project is located in the Town of Middleton on School Street. The Work includes but is not necessarily limited to the following: removal or abandonment of existing watermain pipe to accommodate new watermain piping as required; supply and installation of a new watermain piping complete with hydrants, valves, bends, tees, caps, thrust blocks, services, and all fittings and appurtenances; environmental protection, site reinstatement to preconstruction condition, as well as all work as shown on the Project Drawings and as specified herein. The Work also includes the provision, maintenance, and subsequent removal of a temporary water system or system(s) as required to maintain water service to all affected residents and businesses.

Page 1, add new subsection 1.3.6 as follows:

- .6 Provide notice to residents a minimum of one (1) week prior to the provision of temporary water. Notice to include duration of temporary system, assurance of being potable, and Contractor contact information should any problems arise. See Section 33 11 00 for additional requirements for temporary water.

Page 1, add new subsection 1.5.3 and 1.5.4 as follows:

- 1.5 Existing Site Conditions
- .3 Do not remove nor disturb survey monuments, iron bars, and markers representing property boundaries and locations which may be encountered during the execution of the work, without written permission from the Engineer. Replace disturbed monuments unless written permission for removal has been obtained.
 - .4 Contractor to indemnify and hold harmless the Owner and Engineer against damages for consequential loss and against any claim made against the Owner or the Engineer by the owner of any main, line, conduit, or other such structure or utility, in any way caused by the operations of the Contractor in the performance of this Contract.

Page 1, delete subsection 1.7.1 and replace with the following:

- .1 Shop Drawings:
 - .1 Submit shop detail or working drawings and manufacturer's data for all items requiring fabrication, on or off the Site, and for all proprietary equipment to the Engineer for review before any such items or equipment are incorporated into the Works. This review of Shop Drawings by Engineer is for the sole purpose of ascertaining conformance with the general design concept. This review shall not mean that Engineer approves the detailed design inherent in the Shop Drawings, responsibility for which remains with the Contractor submitting them, and such review shall not relieve the Contractor of responsibility for errors or omissions in Shop Drawings or of responsibility for meeting all requirements of the Construction and Contract Documents. The Contractor is responsible for dimensions to be confirmed and correlated at the job site, for information that pertains solely to fabrication processes or to techniques of construction and installation, and for co-ordination of the work of all sub-trades.
 - .2 Submit electronic copies of all relevant shop drawings to the Engineer in PDF format. Where it is not practical to provide electronic copies and where approved by the Engineer, submit three (3) paper copies of shop drawings.
 - .3 Submit shop drawings with such promptness as not to cause delay in this work, or of the works of any Sub-Contractors.
 - .4 The information submitted shall clearly show the dimensions, materials or construction, performance, finish, service and installation requirements and other characteristics in sufficient detail to permit the Engineer to evaluate the suitability of the articles for the use intended.
 - .5 Make corrections required by the Engineer as noted and resubmit corrected copies to the Engineer for review before fabrication.
 - .6 The Engineer will mark comments on one (1) copy of each drawing or document submitted and will return this as an electronic copy for the Contractor's purposes.
 - .7 The Engineer will not review shop drawings and other material involving a large amount of work in those instances where it is evident that the Contractor has not used all the information

- contained in, or where such details are obviously not consistent with the Contract Documents.
- .8 Provide the section number of the specification with each submitted shop drawing for the purpose of identification.

Page 2, delete subsection 1.8 and replace with the following:

- 1.8 Record Drawings .1 Provide a survey showing all infrastructure that is installed during construction (including, but not limited to: shots on each bell, laterals at main line and property line, pipe inverts within manholes and top of manholes). Record drawings must be submitted in AutoCAD “.dwg” or “.dxf” format. Drawings must have a projected coordinate system of NAD 1983 CSRS UTM Zone 20N, North American Datum. Failure to comply with this clause will result in a holdback of \$7,500 + HST.

SECTION 01 22 00 – MEASUREMENT AND PAYMENT

Delete in its entirety and replace with new Section 01 22 00 – Measurement and Payment, attached.

SECTION 01 57 00 - ENVIRONMENTAL PROTECTION

Page 1, add new subsections 1.1 and 1.2 as follows, and renumber subsequent subsections:

- 1.1 Work Included .1 This section specifies requirements for providing temporary erosion and sedimentation control measures.
- 1.2 Related Work .1 Earthwork: Section 31 20 00

Page 1, delete subsection 1.3.1 and replace with the following:

- 1.3 Disposal of Wastes .1 Dispose of rubbish and waste materials at authorized off-site location as directed by the Engineer.

Page 2, add new subsection 1.8.4 as follows:

- .4 When required, submit erosion and sediment control plans for approval by Nova Scotia Environment and Owner prior to start of construction and present them for review at the project pre-construction meeting.

SECTION 31 15 53 – EROSION AND SEDIMENT CONTROL

Page 1, add new subsection 2.1.2 as follows:

- .2 Acceptable Products: Terrafence by Terrafix, Layfield Construction Products Silt Fence, Silt Fence by Nillex, or approved equivalent.

SECTION 31 20 00 - EARTHWORK

Page 2, add new subsection 1.6 as follows:

- 1.6 Existing Structures and Underground Services
- .1 Furnish temporary support, adequate protection and maintenance of all underground and surface structures, water mains, drains, sewers, power lines and other existing site items affected by the Works. Notify Engineer before altering or supporting an existing structure.
 - .2 Restore, upon completion of the work structures which have been disturbed.
 - .3 Proceed with caution in excavation and preparation of trenches so exact location of all buried pipes and services and underground structures may be determined and be responsible for repair of pipes, services, and structures when broken or otherwise damaged.
 - .4 During progress of the Works, do not unreasonably interfere with flow of sewage or water in any existing sewer or drain. Do not jeopardize the public health in any way. Wherever sanitary sewage is pumped or diverted, it shall be carried entirely in closed pipes. Temporary diversion of sanitary sewage through open channel will not be permitted.
 - .5 Whenever it is necessary to explore and excavate to determine the location of existing underground utility structures, make such examination and excavation at no additional cost to the Contract.

Page 2, delete subsection 2.1.1 and replace with the following:

- .1 Selected Backfill: common which is free from stumps, trees, roots, sod, organics; rocks, boulders, and masonry larger than 200 mm in any dimension, any other deleterious materials. Material is to be of a moisture content that will allow compaction to the specified densities.

Page 4, delete subsection 2.1.9, and replace with the following:

- .9 Granular bedding material: Type 1 gravel as per Section 31 20 00 unless indicated otherwise on the Project Drawings or 25mm clearstone as directed by the Engineer.

Page 4, add new subsections 2.1.11 and 2.1.12 as follows:

- .11 Geotextile separator: non-woven, needle-punched, polyester filter fabric. Permittivity shall be in the range of 1.4-1.75 sec⁻¹ with a flow rate in the range of 75-88L/sec/m². Material shall have a minimum grab strength of 670N, puncture strength of 350N and an apparent opening size between 0.15 and 0.21 mm.
 - .1 Acceptable products: Trevira 1120, Terrafix 360R, Armtec 200 or approved equivalent.
- .12 Rigid Insulation: to CAN/ULC-S701, Type 4, expanded polystyrene, minimum compressive strength of 40 psi.

- .1 Acceptable products: Dow Styrofoam HI40, Foamular 400 by Owens Corning, or approved equivalent.

Page 5, delete subsection 3.4 and replace with the following:

- 3.4 Blasting .1 No blasting will be permitted. Rock, if encountered must be removed by mechanical means.

Page 6, delete subsection 3.7.7.3 and replace as follows:

- .3 Pipe bedding material to 98% standard Proctor density.

Page 8, add new subsections 3.11.4 to 3.11.8 as follows:

- .4 Proof roll subgrade in presence of Geotechnical Engineer to determine if the surge rock is required under the sub-base gravels. Over excavate any soft spots and backfill with compacted approved granular fill. Place granular sub-base after subgrade is inspected and approved by Engineer.
- .5 The Owner will be responsible for engaging the services of a qualified geotechnical engineer, registered in Nova Scotia to carry out compaction inspection and testing.
- .6 Tests will be conducted every 50 feet left, right and centre on the subgrade base and sub-base material.
- .7 They will provide both the Contractor and the Engineer one (1) copy of Test Reports each.
- .8 Contractor will be responsible to coordinate testing with the Geotechnical Engineer.

Page 8; add new subsections 3.12, 3.13, and 3.14 as follows:

- 3.12 Disposal of Surplus Excavated Material .1 Dispose of surplus excavated material as directed by Engineer to sites approved by the Owner.
- 3.13 Restoration .1 Reinstate disturbed areas to condition, elevation and thickness equal to or better than that which existed before excavation, as specified in Section 32 98 00
- 3.14 Insulation .1 Place rigid insulation in trench where indicated or as required in areas where pipe cover is less than 1500mm. Do not disturb or break boards during backfilling.

SECTION 32 98 00 - REINSTATEMENT

Page 2, delete subsection 3.1.1 and replace with the following:

- 3.1 General .1 Reinstate all disturbed surfaces using existing material types to the levels, elevations and dimensions which existed prior to construction and as detailed on the Drawings.

SECTION 33 11 00 - WATERMAIN

Page 3, add new subsection 1.8 as follows:

- 1.8 Temporary Water .1 Prior to commencing the Work submit a temporary water plan for review by the Engineer. The plan must clearly show how water service will be maintained to all residents and businesses until the new water system is ready for operation. It must also indicate chlorination and de-chlorination procedures, backflow prevention measures, and tie in point details to the existing system. Work will not be permitted to commence until the Engineer has provided their approval of this plan.

Page 3, delete subsection 2.1.1 and replace with the following:

- 2.1 General .1 Watermain to be PVC DR18.

Page 4, add new subsection 2.7.8 as follows:

- .8 Canada Valve Century fire hydrant or approval equal. Drain plug to be plugged.

SECTION 39 00 00 – STANDARD DETAILS

Delete standard details and replace with new details on Drawings.

END OF SECTION

PART 1 - GENERAL

1. Unit prices for all items in the Schedule of Quantities and Unit Prices are full compensation for the work necessary to complete each item in the contract and in combination for all work necessary to complete the Work as a whole.
2. For all items include all of the following as required where individual quantities are not provided in the Tender Form: traffic control, location of inground services by external utilities and coordination of work by external utilities (Water, Electrical, Gas, etc.), environmental protection, erosion control devices, protection of existing trees, clearing, grubbing, trench and mass excavation, shoring, dewatering, backfilling, bedding, compaction, disposal of surplus materials, protective coatings, marker tape, connection to existing system, reinstatement of all disturbed surfaces with matching materials and thicknesses, painting of traffic lines, testing, pipe cleaning, pipe sleeves, disinfection, marker stakes, recording as-constructed features, video inspection, and all incidentals.
3. The unit and lump sum prices for all items in the Form of Tender "Schedule of Quantities and Unit Prices" shall include the cost for furnishing all materials, labour, tools, and equipment necessary to complete the work in accordance with the Contract, the Drawings and Specification, and shall cover all costs of surety, permits, assistance to the Consultant and site offices and other general costs. Each item shall include for all necessary supervision, labour, materials, plant and services, security provisions, survey and all operations and allowances customary and necessary to complete each item and the Contract as a whole notwithstanding the fact that not every such necessary operation is mentioned or included specifically for measurement.
4. All measurement shall be along a horizontal plane unless otherwise indicated.
5. The numbers of items described below correspond to the numbers of the items in Section 00 41 43, subsection 4, Schedule of Quantities and Unit Prices.
6. Provisional items shall mean that the unit price as tendered shall be included in the estimated Contract Price and that the Owner reserves the right to delete all or portions of this item from the estimated Contract Price.

PART 2 – ITEMS

.1 200 mm dia. PVC DR18 Pipe

Unit of Measurement: metre (m)

Method of Measurement: along centerline of pipe through fittings.

This item includes: removal or abandonment of any water piping that inhibits the Work; supply and installation of pipe complete with all fittings; stub piping complete with caps and couplings.

.2 Valves

Unit of Measurement: Each (Ea)

This item includes: supply and install of valves complete with valve box and appurtenances.

.3 Hydrants

Unit of Measurement: Each (Ea)

This item includes: supply and installation of hydrants complete with lead, gate valve and valve box.

.4 Temporary Water

Unit of Measurement: Lump Sum (LS)

This item includes: notification of the provision of temporary water to affected residents; creation and submission of temporary water plan to the Engineer; supply, installation, maintenance, and subsequent removal of temporary water system.

.5 Connection to Existing Watermain at Main St. and School

Unit of Measurement: Lump Sum (LS)

This item includes locating the existing watermain; supply and installation of pipe, fittings, and incidentals for complete for a complete connection.

.6 Connection to Existing Watermain at Marshall St.

Unit of Measurement: Lump Sum (LS)

This item includes locating the existing watermain; supply and installation of pipe, fittings, and incidentals for complete for a complete connection.

.7 Re-connection of Existing 19mm Water Services

Unit of Measurement: Each (Ea)

This item includes: disconnection of existing 19mm water service (size to be confirmed in the field), reconnection of water services to new water main complete with new corporation stop, piping, and couplings as required.

.8 Re-connection of Existing 100mm Diameter Water Services

Unit of Measurement: Each (Ea)

This item includes: disconnection of existing water 100mm diameter service (size to be confirmed in the field), reconnection of the water service to new water main complete with new tee, thrust block, piping, and couplings as required.

END OF SECTION

Project No. 241039.00

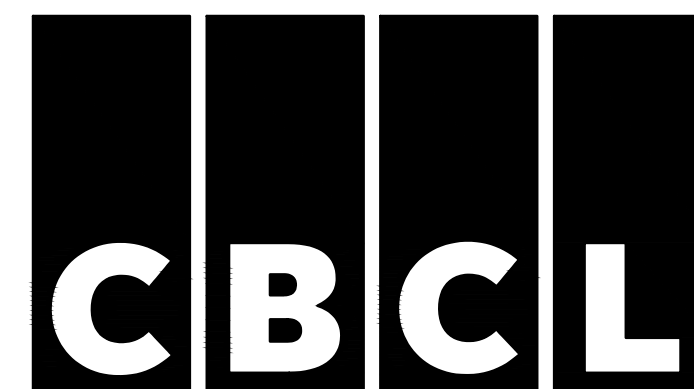
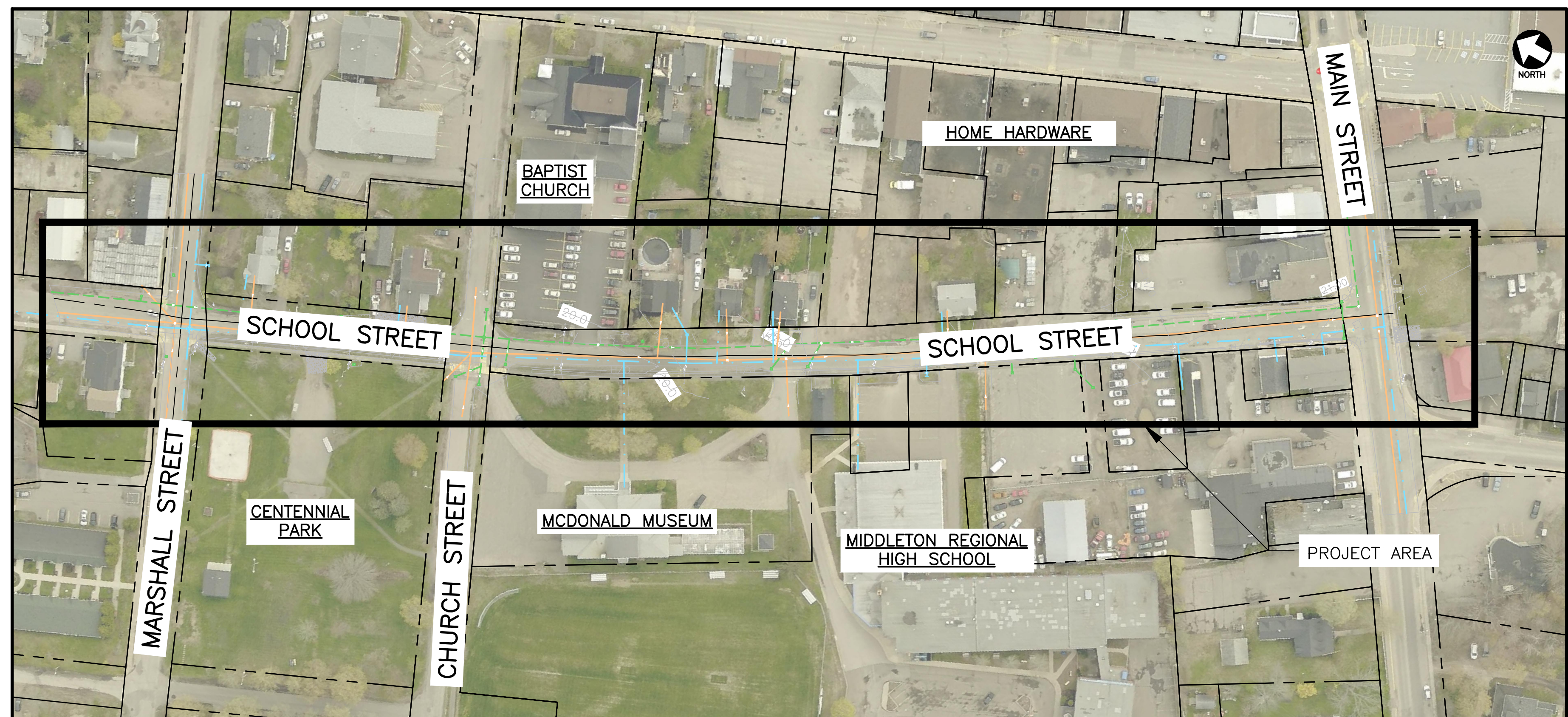
TOWN OF MIDDLETON



Sheet Number	Sheet Title
C00	COVER SHEET
C01	EXISTING CONDITIONS AND REMOVALS
C02	PROPOSED PLAN AND PROFILE (SHEET 1 OF 2)
C03	PROPOSED PLAN AND PROFILE (SHEET 2 OF 2)
C04	MISCELLANEOUS DETAILS (SHEET 1 OF 2)
C05	MISCELLANEOUS DETAILS (SHEET 2 OF 2)

MIDDLETON SCHOOL STREET WATERMAIN REPLACEMENT

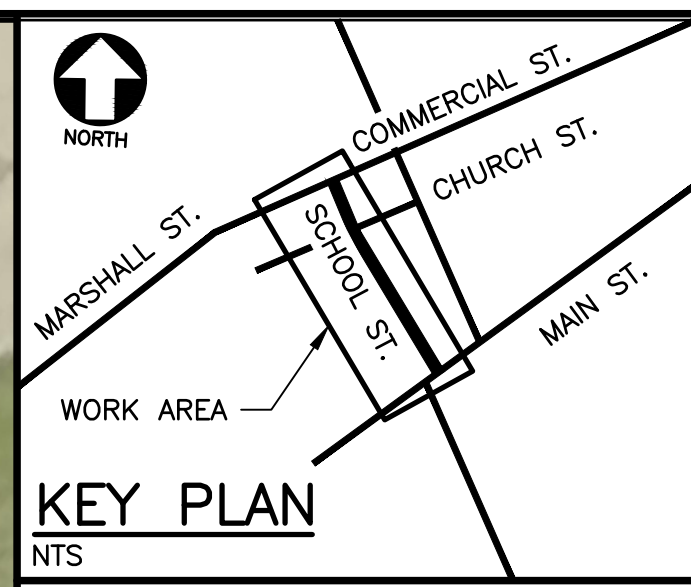
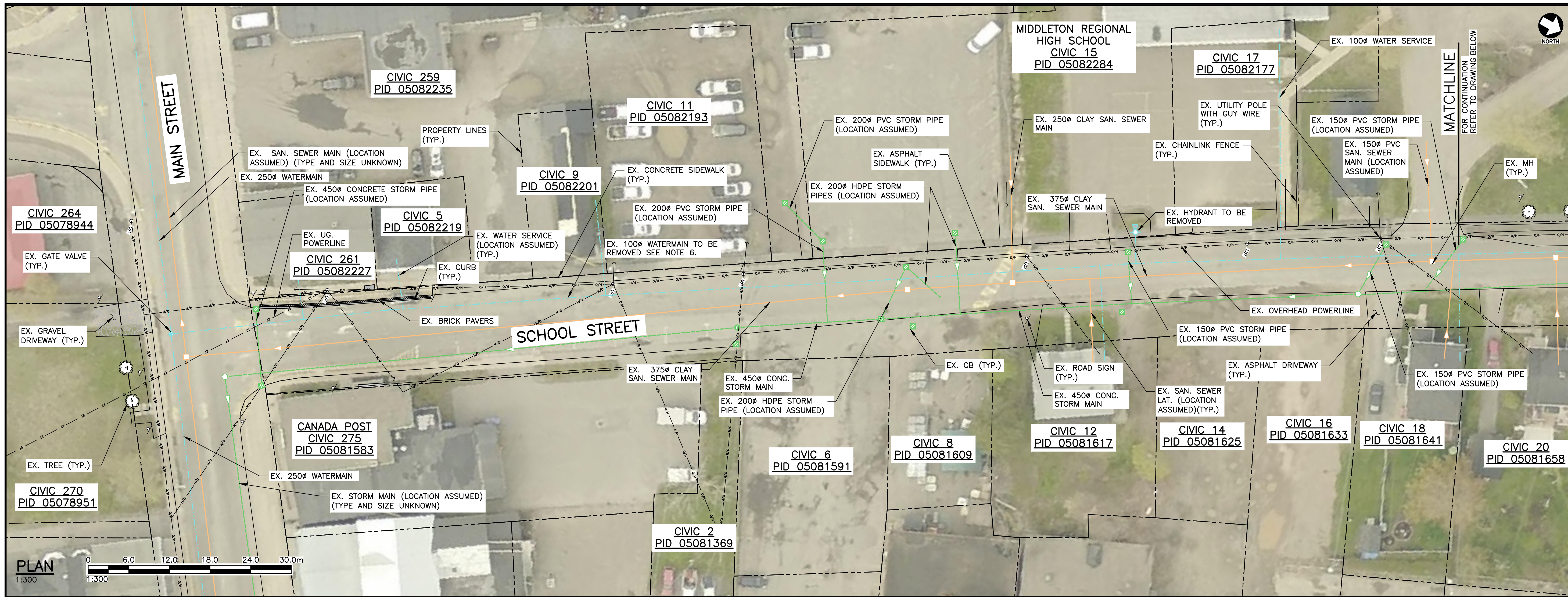
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TENDER

NOT FOR
CONSTRUCTION

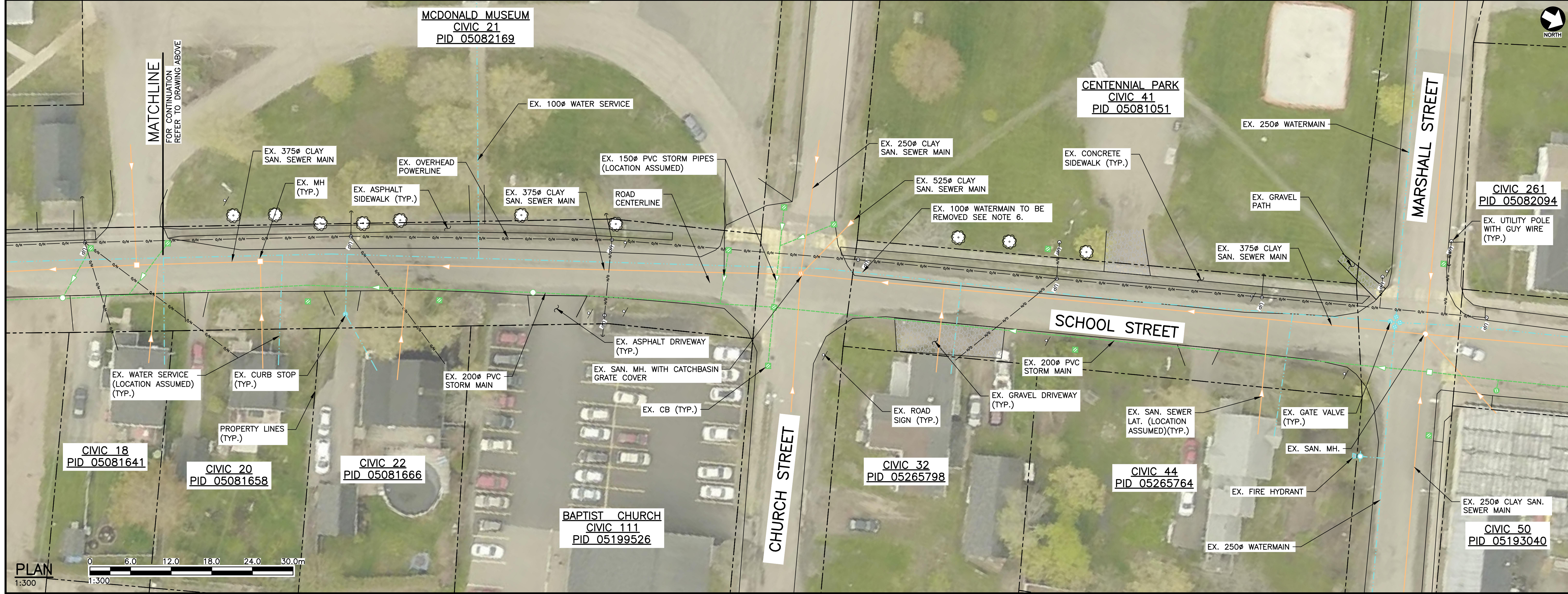
MAY 06, 2025



LEGEND

- PROPERTY LINE (EX.)
- SANITARY SEWER (EX.)
- STORM SEWER (EX.)
- WATERMAIN (EX.)
- STORM CATCHBASIN (RND.) (EX.)
- SANITARY MH (EX.)
- STORM MH (EX.)
- STORM CATCHBASIN (SQ.) (EX.)
- GATE VALVE (EX.)
- FIRE HYDRANT (EX.)
- TREE (HARDWOOD) (EX.)
- CHAINLINK FENCE (EX.)
- ROAD SIGN (SM.) (EX.)
- UTILITY POLE W GUY WIRE (EX.)
- U/G POWER (EX.)
- O/H POWER (EX.)
- UTILITY POLE (EX.)

NOTES
 1. REFER TO DRAWING C02 FOR GENERAL NOTES.



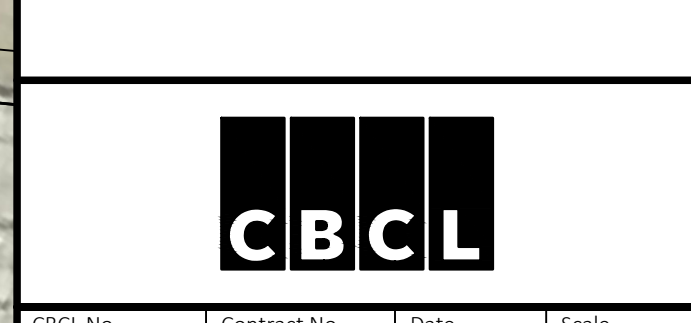
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No.	Description	Date	By

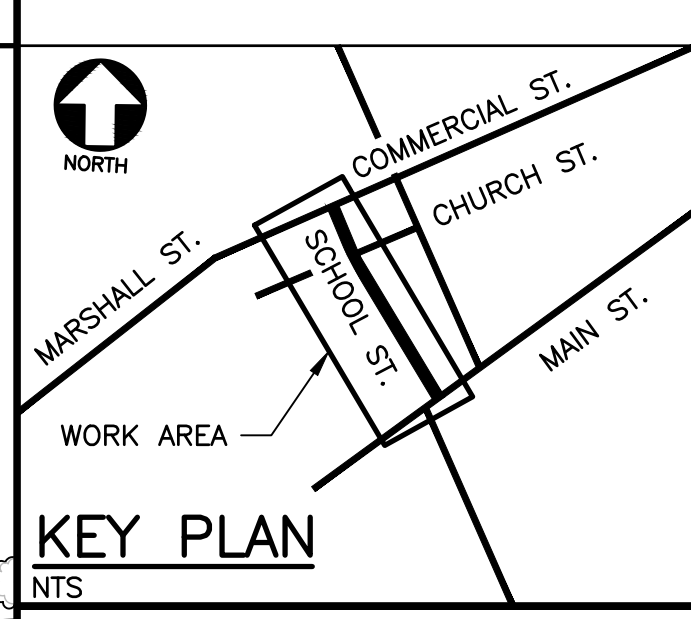
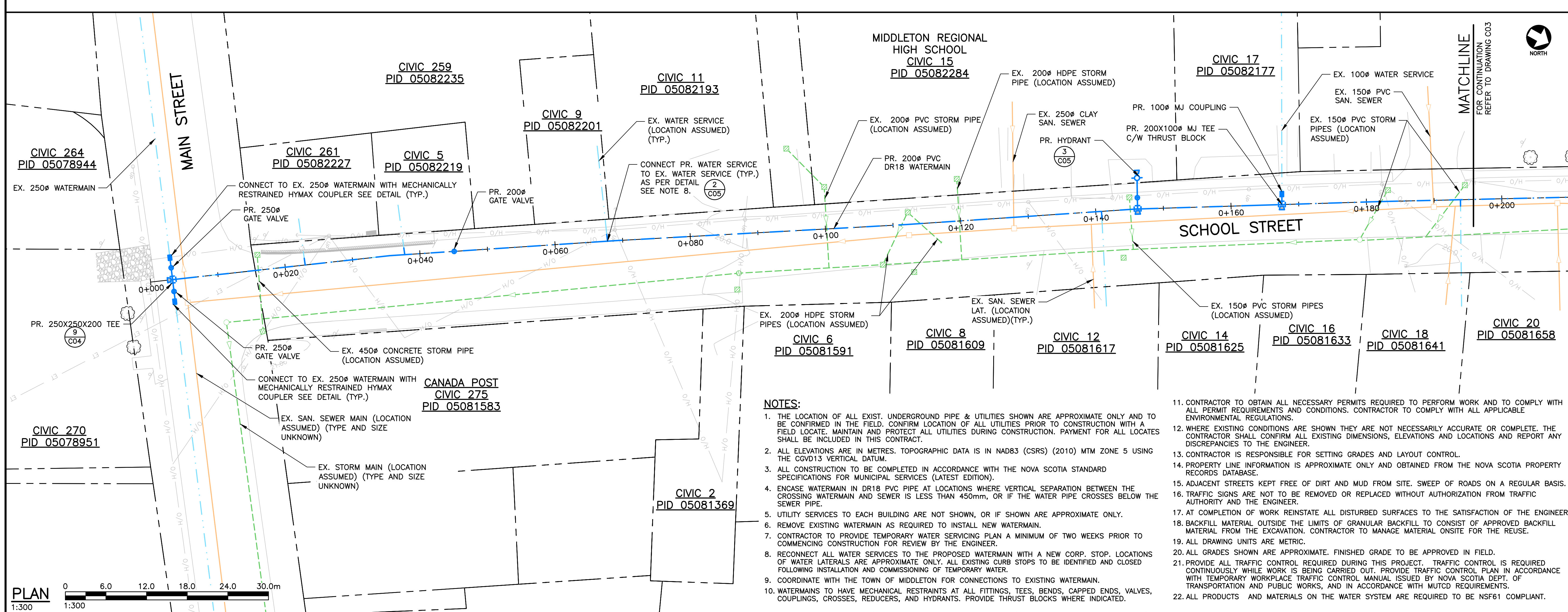


TOWN OF MIDDLETON
MIDDLETON SCHOOL STREET WATERMAIN REPLACEMENT

CIVIL
 EXISTING CONDITIONS AND REMOVALS



CBCL No. 241039.00	Contract No.	Date JAN 2025	Scale AS NOTED
Designed RWM	Drawn RWM/AK	Checked PY	Approved AE
Sheet No. 1 of 5	Drawing No. 12221	C01	



LEGEND

- Watermain (PR.)
- Property Line (EX.)
- Sanitary Sewer (EX.)
- Storm Sewer (EX.)
- Watermain (EX.)
- Storm Catchbasin (RND.) (EX.)
- Sanitary MH (EX.)
- Storm MH (EX.)
- Storm Catchbasin (SQ.) (EX.)
- Gate Valve (EX.)
- Gate Valve (PR.)
- Fire Hydrant (EX.)
- Fire Hydrant (PR.)
- Tree (Hardwood) (EX.)
- Chainlink Fence (EX.)
- Road Sign (SM.) (EX.)
- Utility Pole with Guy Wire (EX.)
- ET
- U/G Power (EX.)
- Utility Pole (EX.)
- Watermain Fittings (PR.)



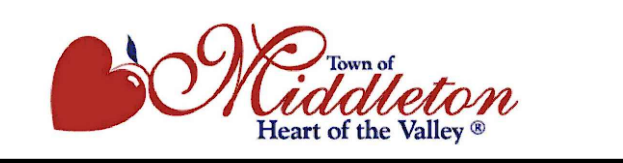
NOTES:

- THE LOCATION OF ALL EXIST. UNDERGROUND PIPE & UTILITIES SHOWN ARE APPROXIMATE ONLY AND TO BE CONFIRMED IN THE FIELD. CONFIRM LOCATION OF ALL UTILITIES PRIOR TO CONSTRUCTION WITH A FIELD LOCATE. MAINTAIN AND PROTECT ALL UTILITIES DURING CONSTRUCTION. PAYMENT FOR ALL LOCATES SHALL BE INCLUDED IN THIS CONTRACT.
- ALL ELEVATIONS ARE IN METRES. TOPOGRAPHIC DATA IS IN NAD83 (CSRS) (2010) MTM ZONE 5 USING THE CGVD13 VERTICAL DATUM.
- ALL CONSTRUCTION TO BE COMPLETED IN ACCORDANCE WITH THE NOVA SCOTIA STANDARD SPECIFICATIONS FOR MUNICIPAL SERVICES (LATEST EDITION).
- ENCASE WATERMAIN IN DR18 PVC PIPE AT LOCATIONS WHERE VERTICAL SEPARATION BETWEEN THE CROSSING WATERMAIN AND SEWER IS LESS THAN 450mm, OR IF THE WATER PIPE CROSSES BELOW THE SEWER PIPE.
- UTILITY SERVICES TO EACH BUILDING ARE NOT SHOWN, OR IF SHOWN ARE APPROXIMATE ONLY.
- REMOVE EXISTING WATERMAIN AS REQUIRED TO INSTALL NEW WATERMAIN.
- CONTRACTOR TO PROVIDE TEMPORARY WATER SERVICING PLAN A MINIMUM OF TWO WEEKS PRIOR TO COMMENCING CONSTRUCTION FOR REVIEW BY THE ENGINEER.
- RECONNECT ALL WATER SERVICES TO THE PROPOSED WATERMAIN WITH A NEW CORP. STOP. LOCATIONS OF WATER LATERALS ARE APPROXIMATE ONLY. ALL EXISTING CURB STOPS TO BE IDENTIFIED AND CLOSED FOLLOWING INSTALLATION AND COMMISSIONING OF TEMPORARY WATER.
- COORDINATE WITH THE TOWN OF MIDDLETON FOR CONNECTIONS TO EXISTING WATERMAIN.
- WATERMANS TO HAVE MECHANICAL RESTRAINTS AT ALL FITTINGS, TEES, BENDS, CAPPED ENDS, VALVES, COUPLINGS, CROSSES, REDUCERS, AND HYDRANTS. PROVIDE THRUST BLOCKS WHERE INDICATED.
- CONTRACTOR TO OBTAIN ALL NECESSARY PERMITS REQUIRED TO PERFORM WORK AND TO COMPLY WITH ALL PERMIT REQUIREMENTS AND CONDITIONS. CONTRACTOR TO COMPLY WITH ALL APPLICABLE ENVIRONMENTAL REGULATIONS.
- WHERE EXISTING CONDITIONS ARE SHOWN THEY ARE NOT NECESSARILY ACCURATE OR COMPLETE. THE CONTRACTOR SHALL CONFIRM ALL EXISTING DIMENSIONS, ELEVATIONS AND LOCATIONS AND REPORT ANY DISCREPANCIES TO THE ENGINEER.
- CONTRACTOR IS RESPONSIBLE FOR SETTING GRADES AND LAYOUT CONTROL.
- PROPERTY LINE INFORMATION IS APPROXIMATE ONLY AND OBTAINED FROM THE NOVA SCOTIA PROPERTY RECORDS DATABASE.
- ADJACENT STREETS KEPT FREE OF DIRT AND MUD FROM SITE. SWEEP OF ROADS ON A REGULAR BASIS.
- TRAFFIC SIGNS ARE NOT TO BE REMOVED OR REPLACED WITHOUT AUTHORIZATION FROM TRAFFIC AUTHORITY AND THE ENGINEER.
- AT COMPLETION OF WORK REINSTATE ALL DISTURBED SURFACES TO THE SATISFACTION OF THE ENGINEER.
- BACKFILL MATERIAL OUTSIDE THE LIMITS OF GRANULAR BACKFILL TO CONSIST OF APPROVED BACKFILL MATERIAL FROM THE EXCAVATION. CONTRACTOR TO MANAGE MATERIAL ONSITE FOR THE REUSE.
- ALL DRAWING UNITS ARE METRIC.
- ALL GRADES SHOWN ARE APPROXIMATE. FINISHED GRADE TO BE APPROVED IN FIELD.
- PROVIDE ALL TRAFFIC CONTROL REQUIRED DURING THIS PROJECT. TRAFFIC CONTROL IS REQUIRED CONTINUOUSLY WHILE WORK IS BEING CARRIED OUT. PROVIDE TRAFFIC CONTROL PLAN IN ACCORDANCE WITH TEMPORARY WORKPLACE TRAFFIC CONTROL MANUAL ISSUED BY NOVA SCOTIA DEPT. OF TRANSPORTATION AND PUBLIC WORKS, AND IN ACCORDANCE WITH MUTCD REQUIREMENTS.
- ALL PRODUCTS AND MATERIALS ON THE WATER SYSTEM ARE REQUIRED TO BE NSF61 COMPLIANT.

NOT FOR CONSTRUCTION

No.	Description	Date	By
0	ISSUED FOR TENDER	MAY 06/25	AE

Revision or Issue



TOWN OF MIDDLETON

MIDDLETON SCHOOL STREET WATERMAIN REPLACEMENT

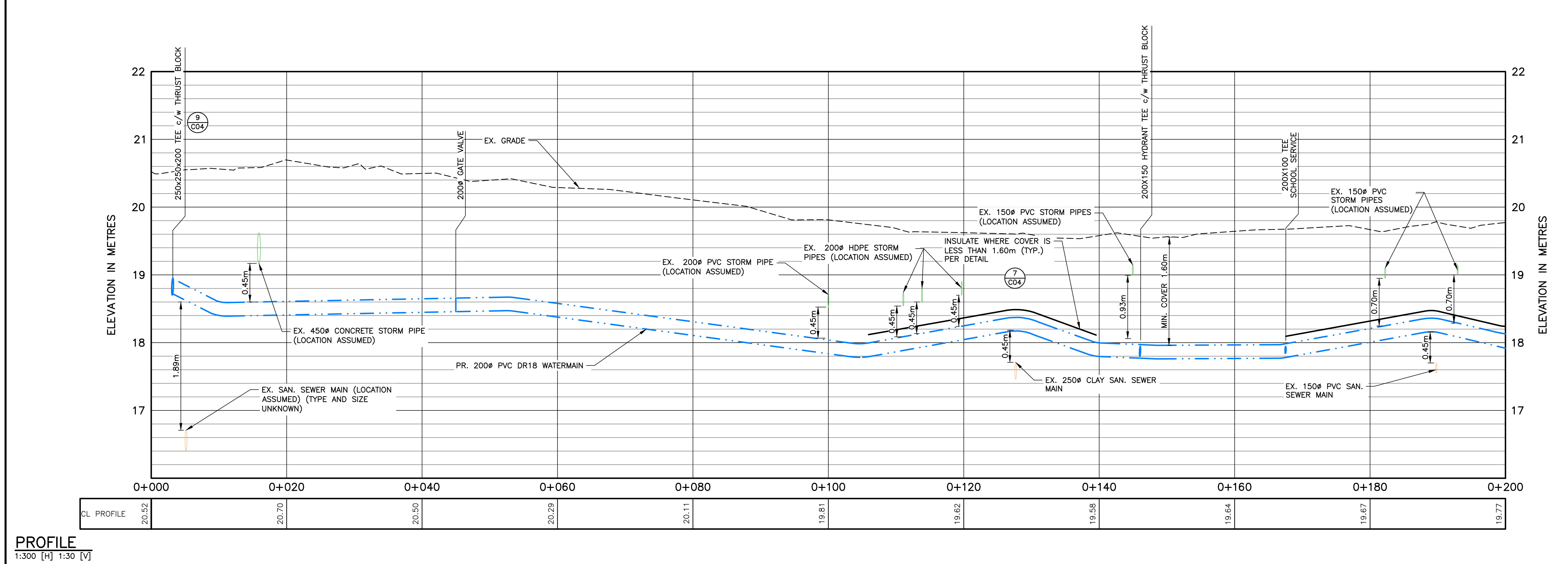
CIVIL

PROPOSED PLAN AND PROFILE

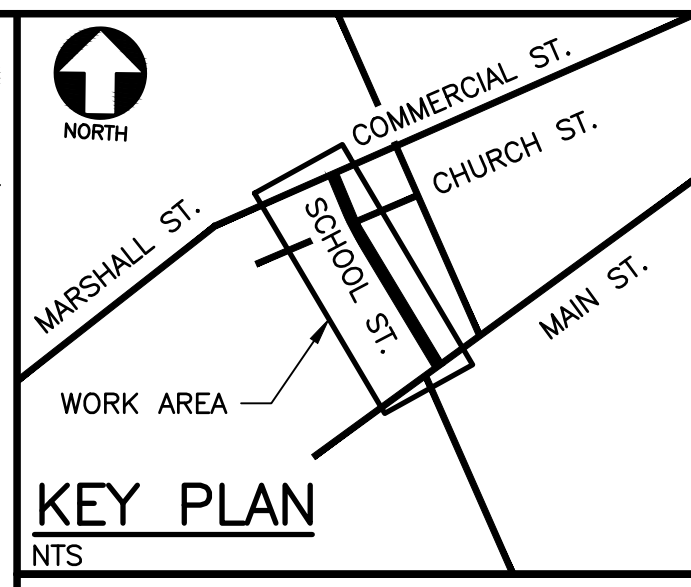
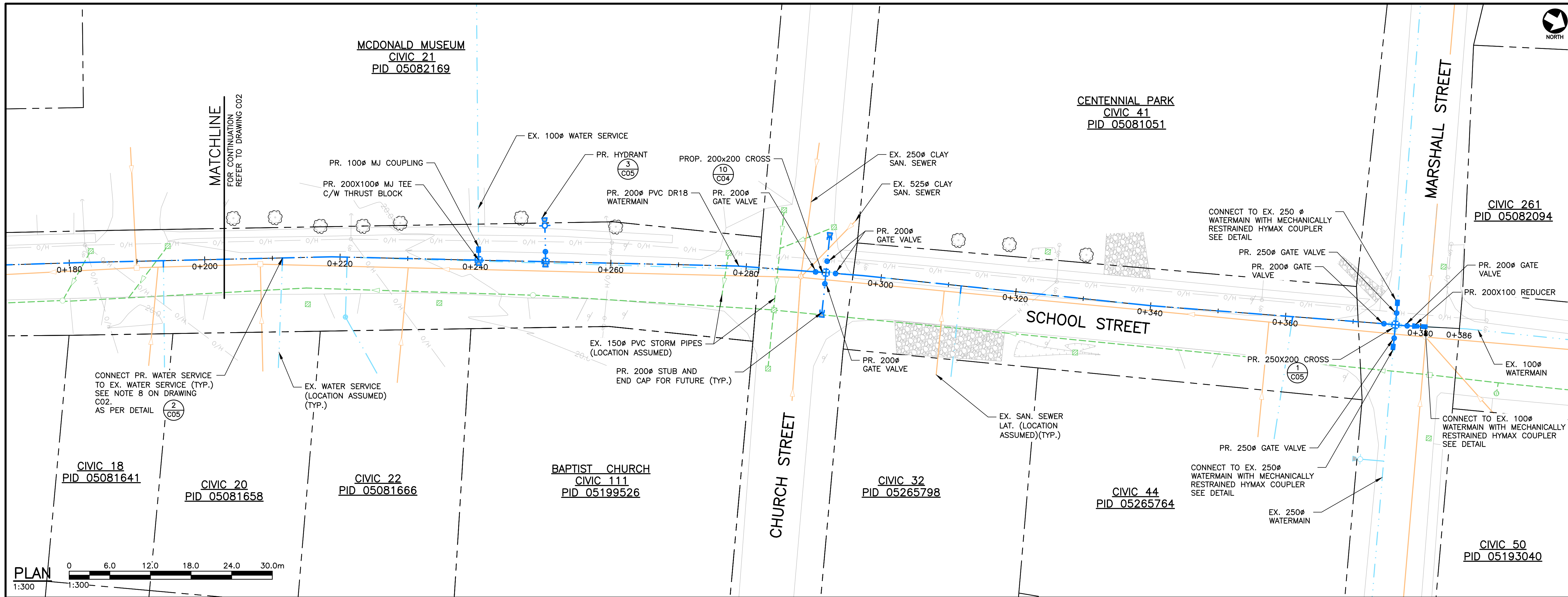
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CBCL No 241039.00	Contract No	Date JAN 2025	Scale AS NOTED
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Sheet No 2 of 5		Drawing No C02	

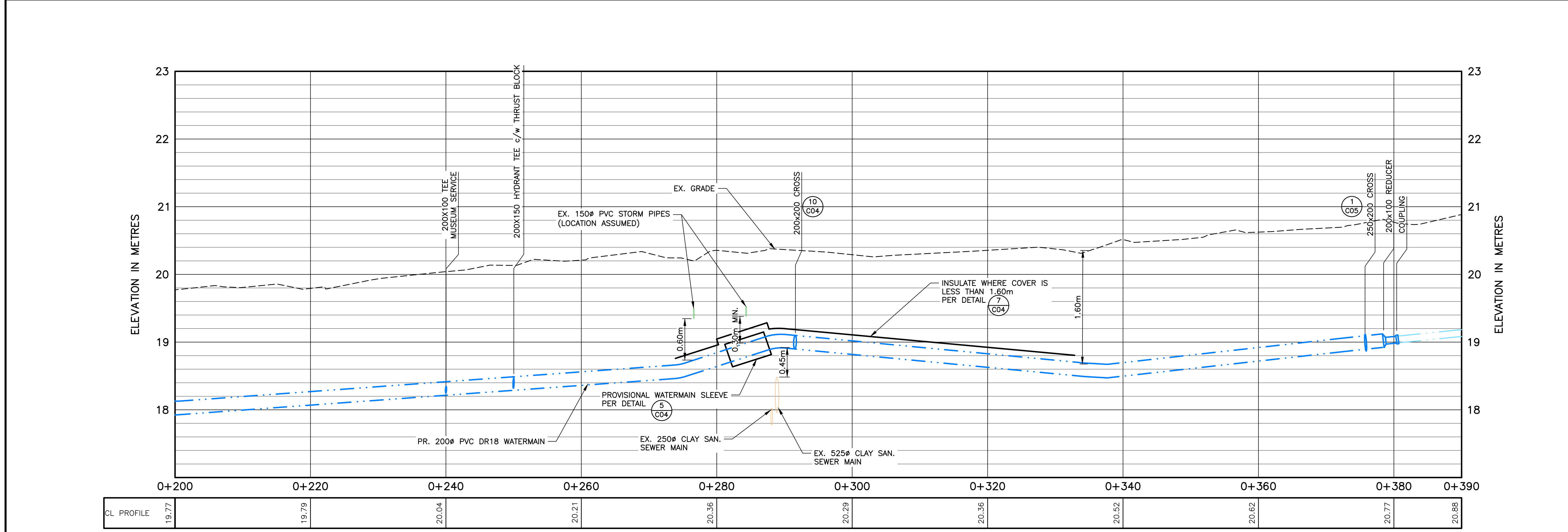
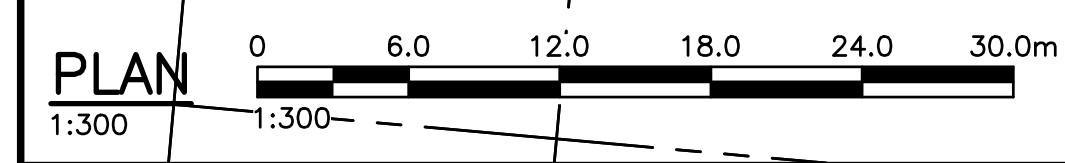


PROFILE
1:300 [H] 1:30 [V]



- LEGEND**
- WATERMAIN (PR.)
 - - - PROPERTY LINE (EX.)
 - - - SANITARY SEWER (EX.)
 - - - STORM SEWER (EX.)
 - - - WATERMAIN (EX.)
 - STORM CATCHBASIN (RND.) (EX.)
 - SANITARY MH (EX.)
 - STORM MH (EX.)
 - STORM CATCHBASIN (SQ.) (EX.)
 - GATE VALVE (EX.)
 - GATE VALVE (PR.)
 - FIRE HYDRANT (EX.)
 - FIRE HYDRANT (PR.)
 - TREE (HARDWOOD) (EX.)
 - CHAINLINK FENCE (EX.)
 - ROAD SIGN (SM.) (EX.)
 - UP UTILITY POLE WITH GUY WIRE (EX.)
 - U/G POWER (EX.)
 - O/H POWER (EX.)
 - UTILITY POLE (EX.)
 - WATERMAIN FITTINGS (PR.)

NOTES
 1. REFER TO DRAWING C02 FOR GENERAL NOTES.



NOT FOR CONSTRUCTION

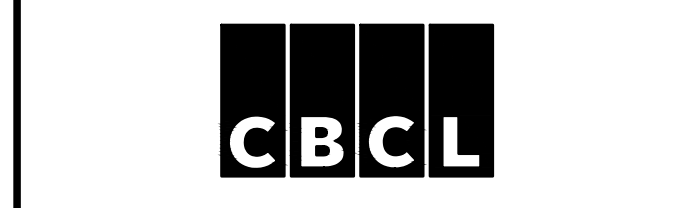
No.	Description	Date	By
0	ISSUED FOR TENDER	MAY 06/25	AE

Revision or Issue



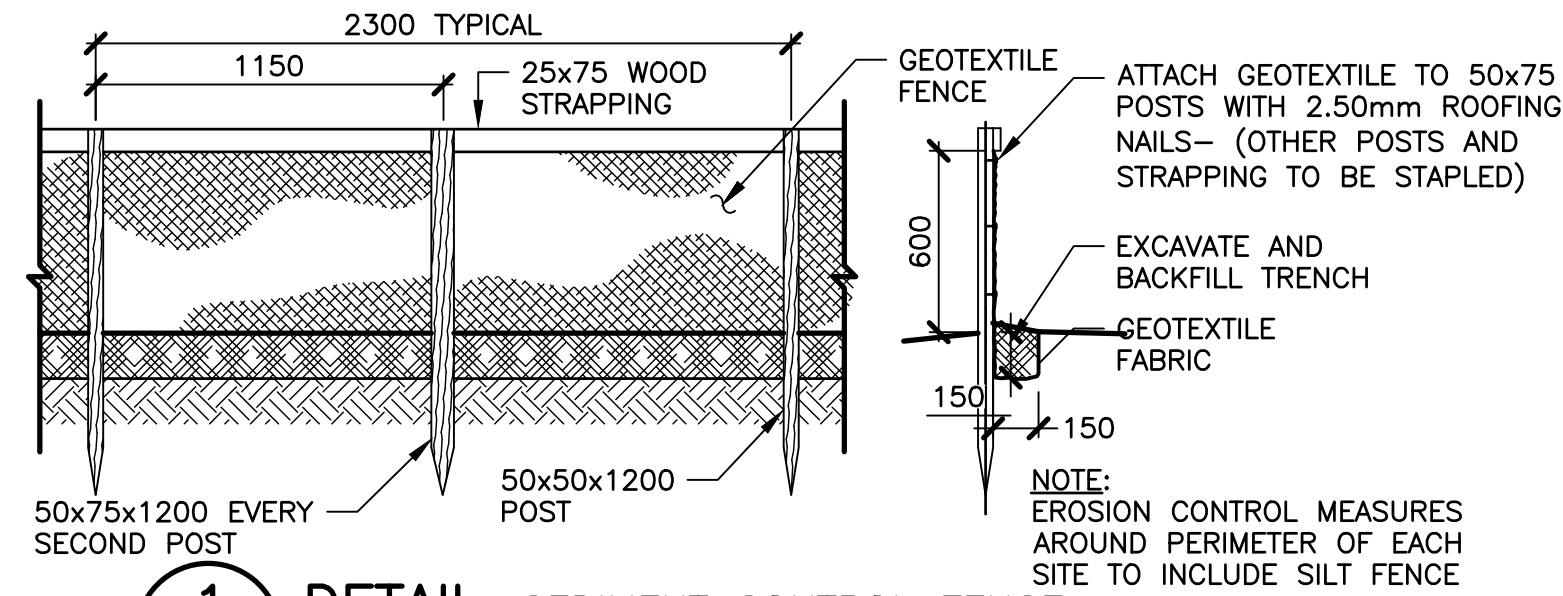
TOWN OF MIDDLETON
 MIDDLETON SCHOOL STREET
 WATERMAIN REPLACEMENT

CIVIL
 PROPOSED PLAN AND
 PROFILE
 (SHEET 2 OF 2)

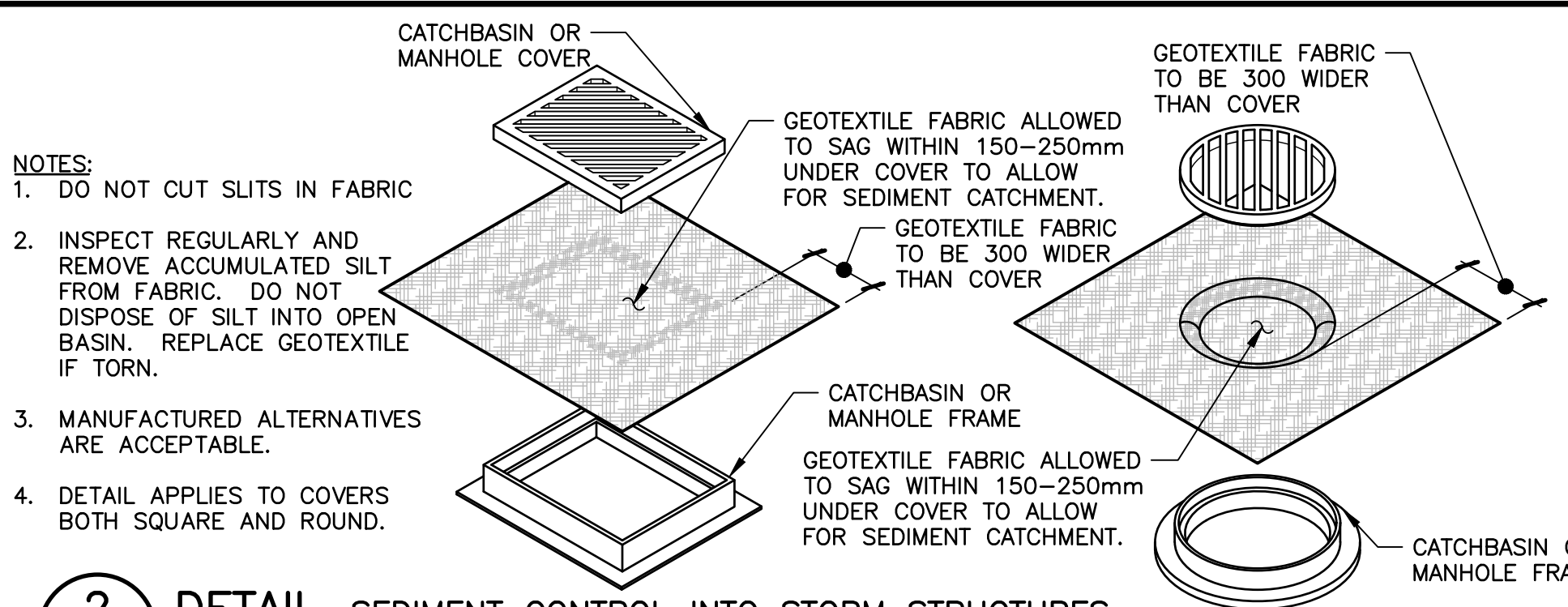


CBCL No	Contract No	Date	Scale
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Designed	Drawn	Checked	Approved
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Drawing No	12221		

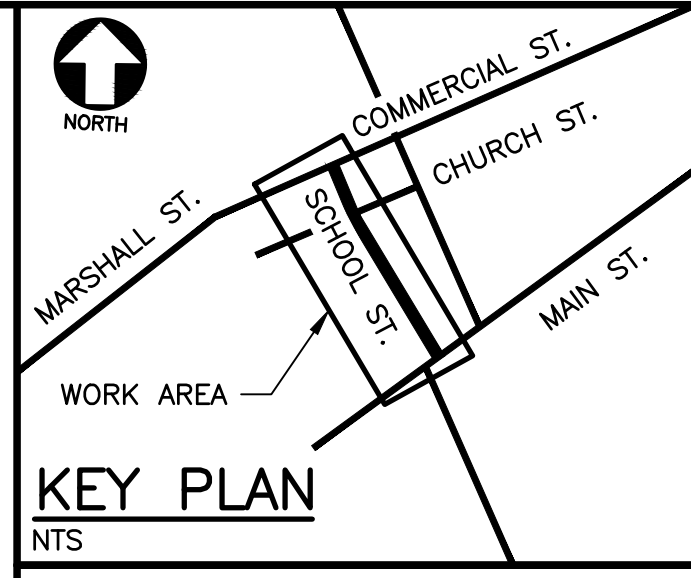
C03



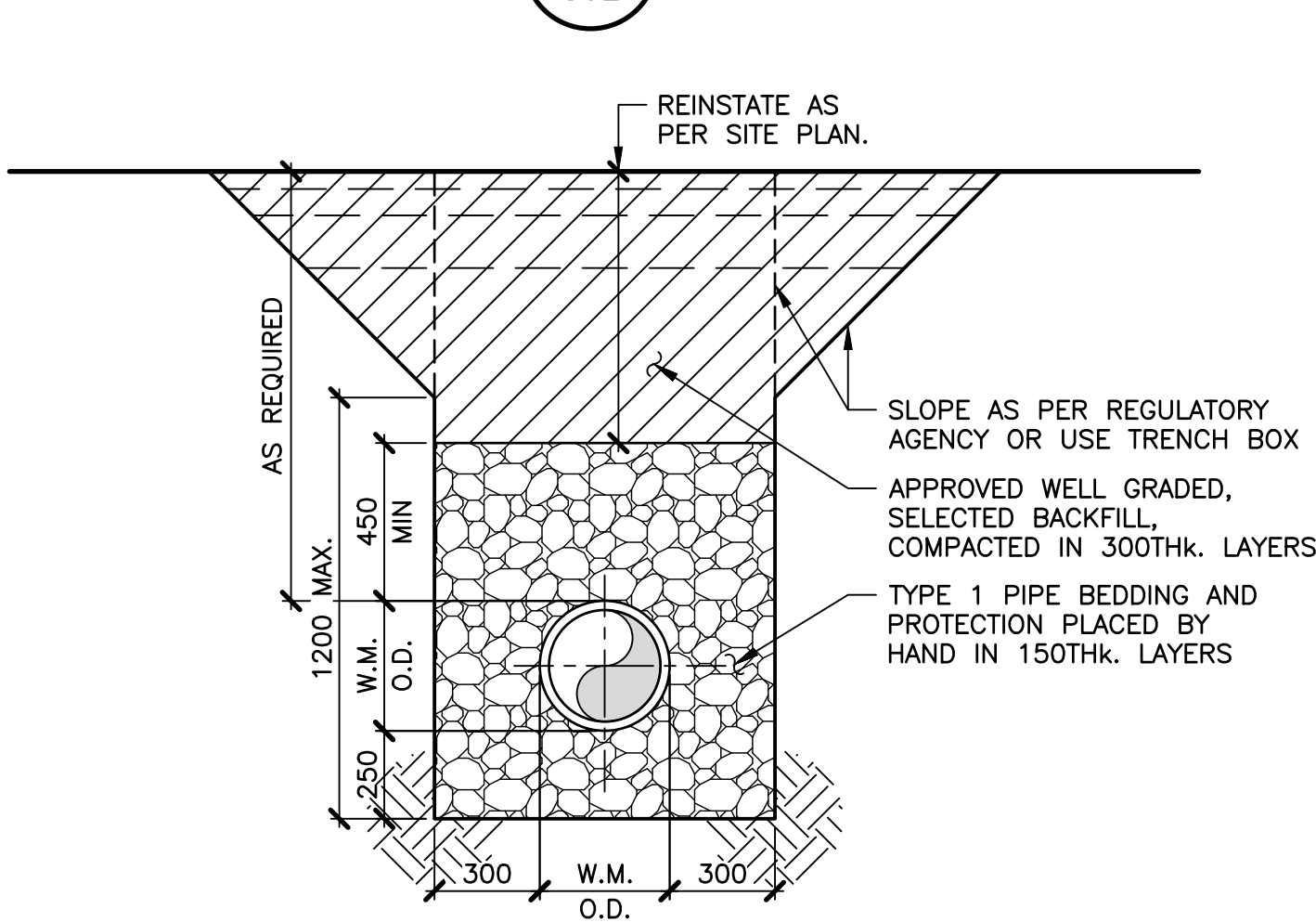
1 DETAIL—SEDIMENT CONTROL FENCE
C02 1:25



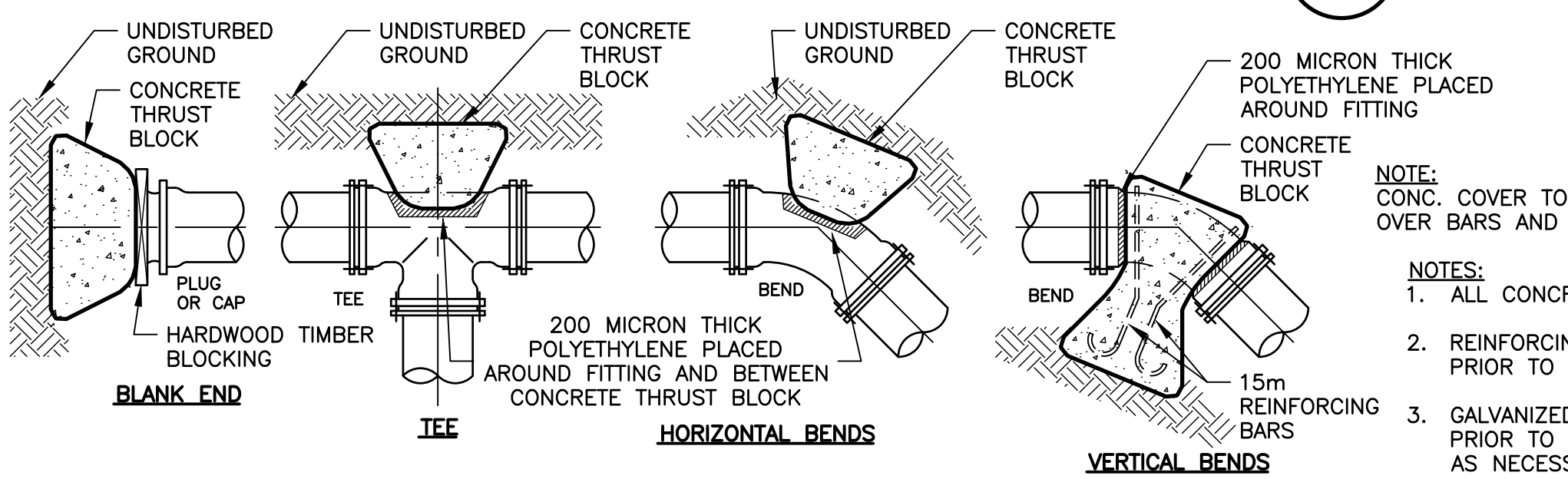
2 DETAIL—SEDIMENT CONTROL INTO STORM STRUCTURES
C02 1:1



KEY PLAN
NTS



3 DETAIL—TYP. WATERMAIN TRENCH
C02 1:20



MINIMUM CONTACT AREAS FOR CONC. THRUST BLOCKS

PIPE Ø	AREA m² FOR SOIL SUPPORTING CAPACITY OF 100 kPa	90° BEND	45° BEND	22.5° BEND	1.25' BEND
100	0.25	0.25	0.32	0.20	0.16
150	0.48	0.48	0.64	0.40	0.24
200	0.80	0.80	1.12	0.64	0.32
250	1.28	1.28	1.76	0.96	0.48
300	1.76	1.76	2.56	1.44	0.72

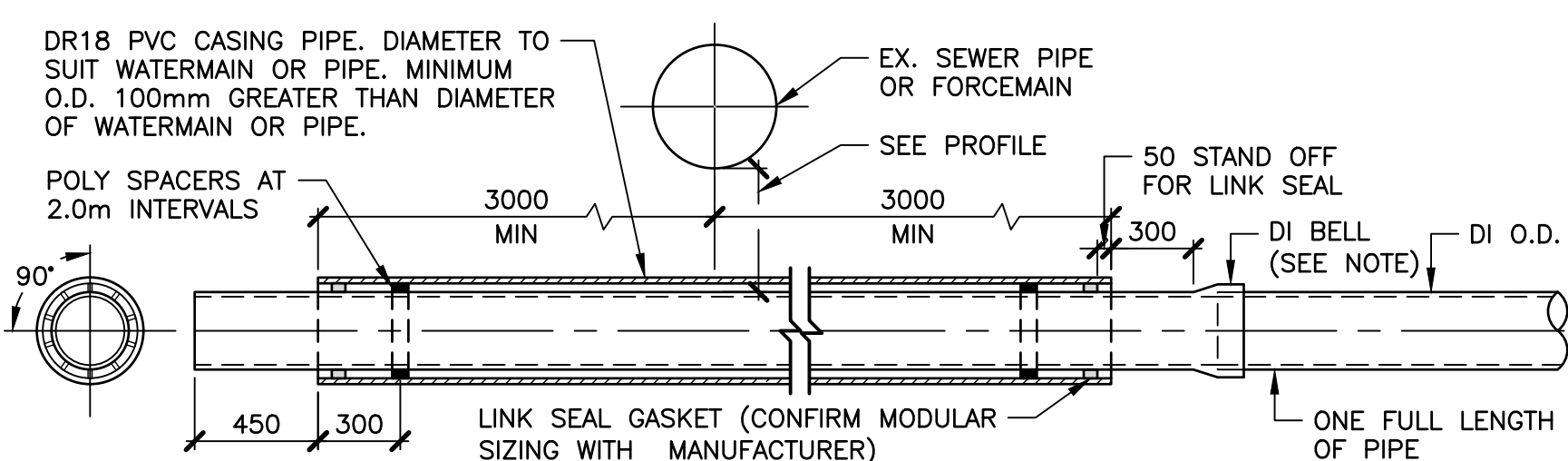
MINIMUM DISTANCE FROM FITTING TO UNDISTURBED GROUND

PIPE Ø mm	mm
100	450
150	450
200	450
250	600
300	750

VERTICAL THRUST BLOCKS THRUST COMPENSATED BY MASS OF CONCRETE (m³)

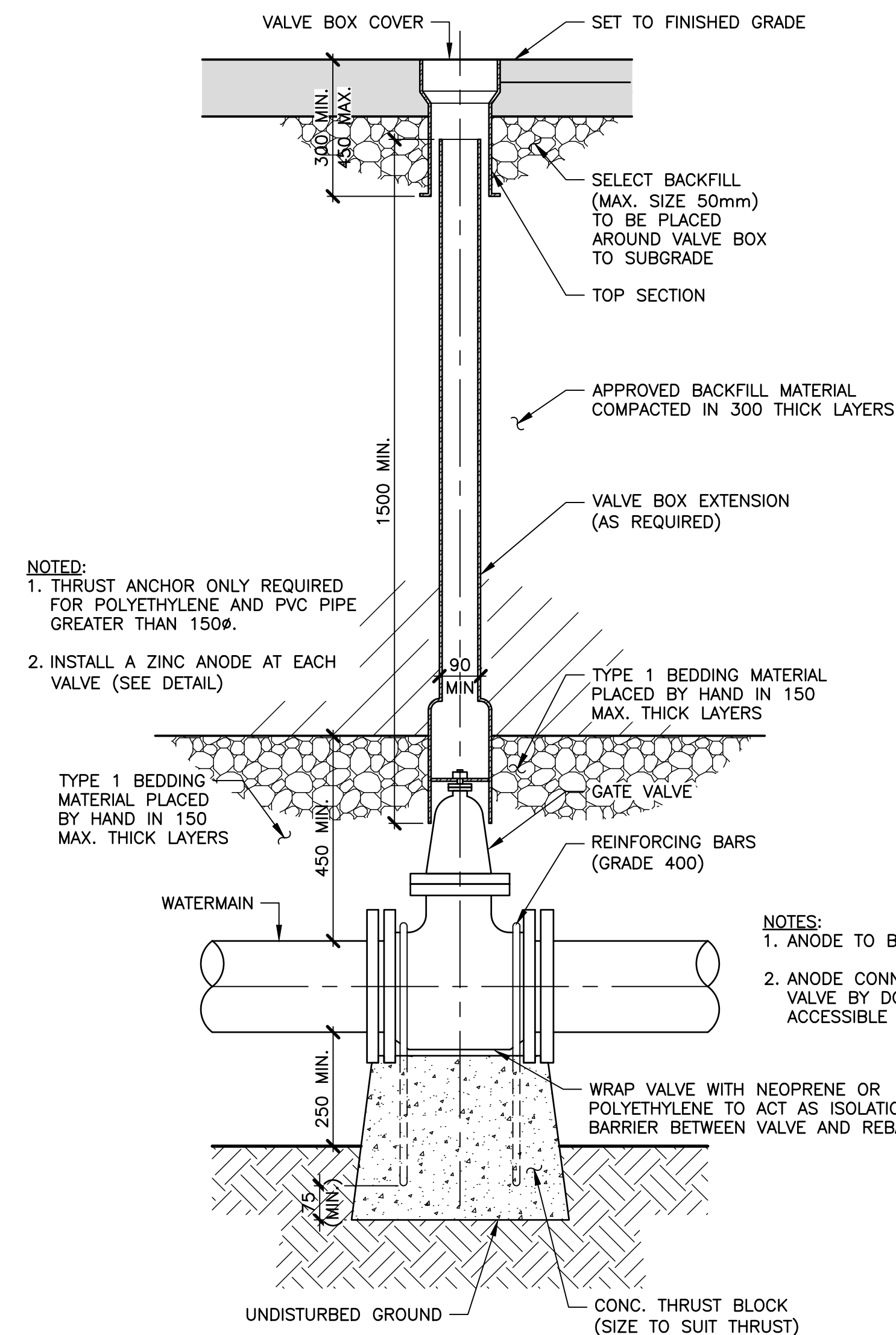
PIPE Ø mm	45° BEND	22.5° BEND	1.25' BEND
100	0.40	0.20	0.20
150	0.80	0.40	0.40
200	1.40	0.70	0.70
250	2.10	1.10	1.10
300	3.00	1.50	1.50

4 DETAIL—CONCRETE THRUST BLOCKS
C02 1:1

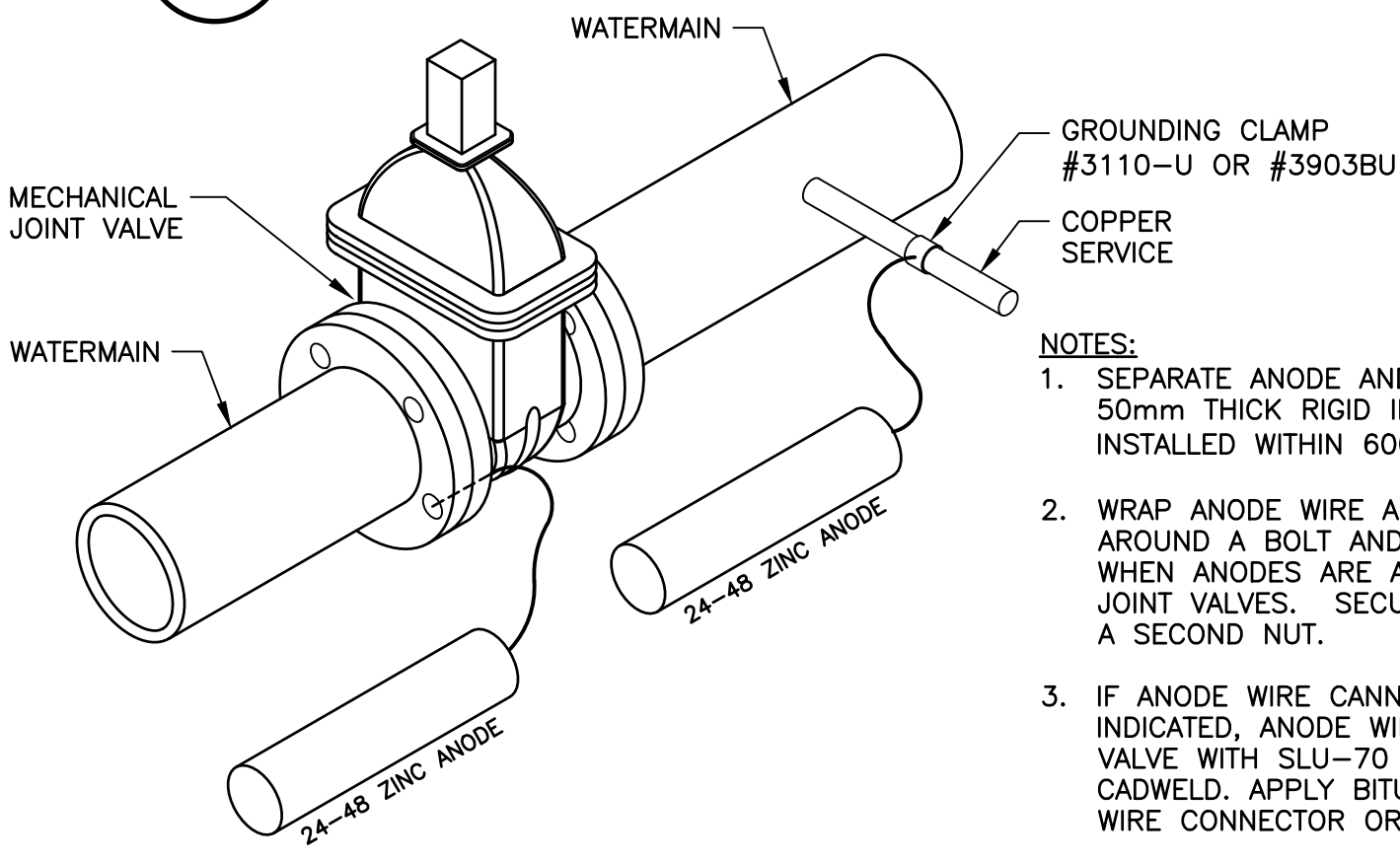


5 DETAIL—PROVISIONAL WATERMAIN SLEEVE
C02 1:25

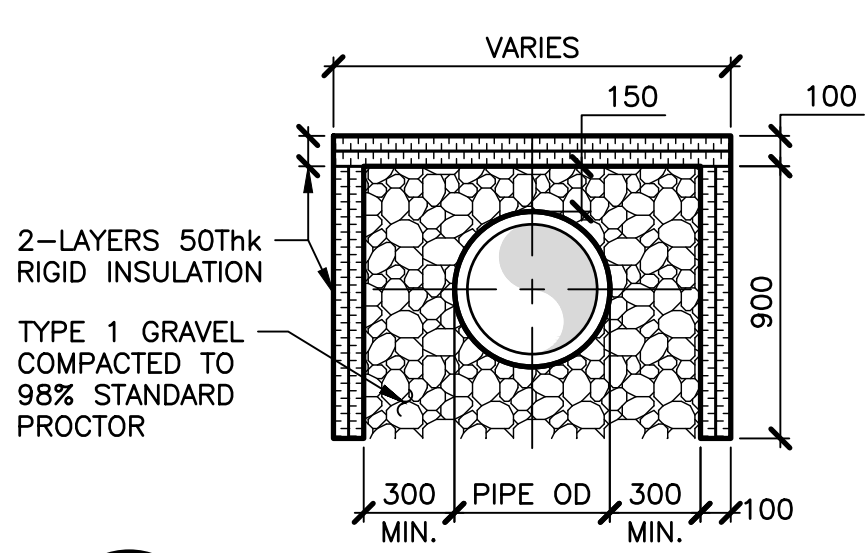
DI PIPE Ø	CASING PIPE Ø	
	SINGLE DI PIPE LENGTH	MULTIPLE DI PIPE LENGTHS
200	350 DR18	400 DR18



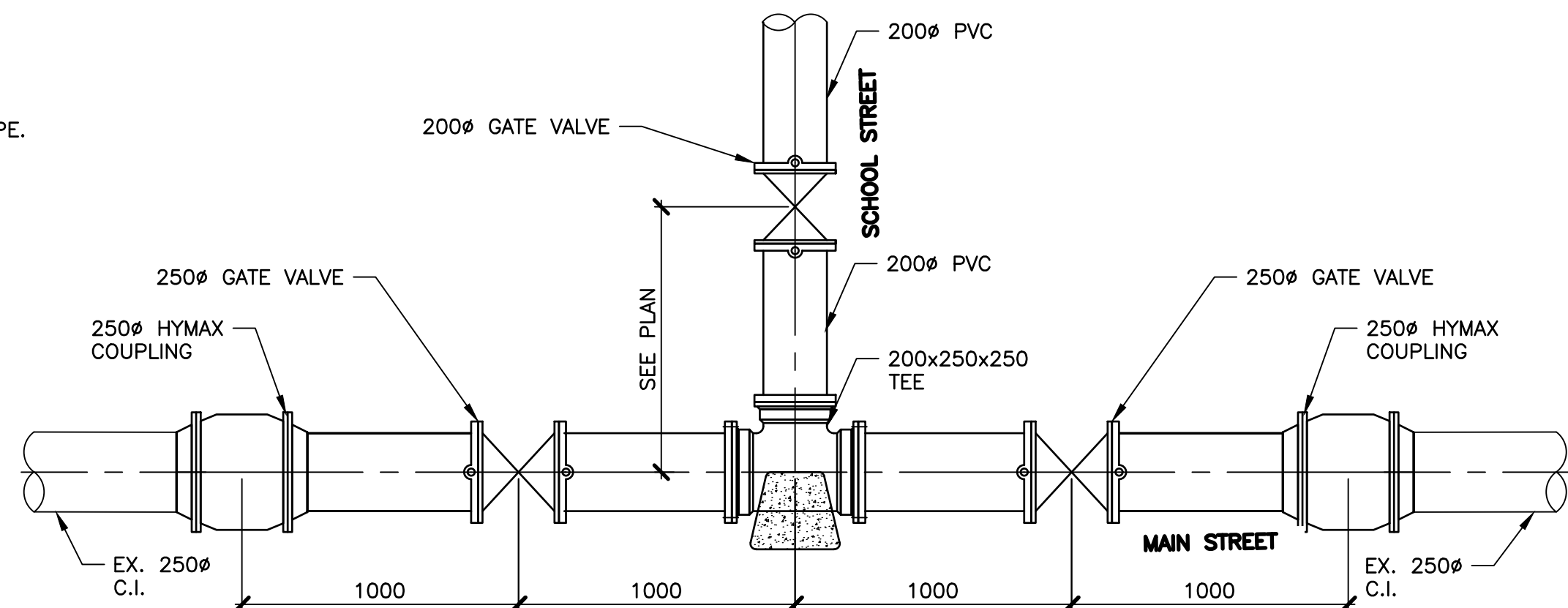
8 DETAIL—GATE VALVE AND BOX
C02 1:10



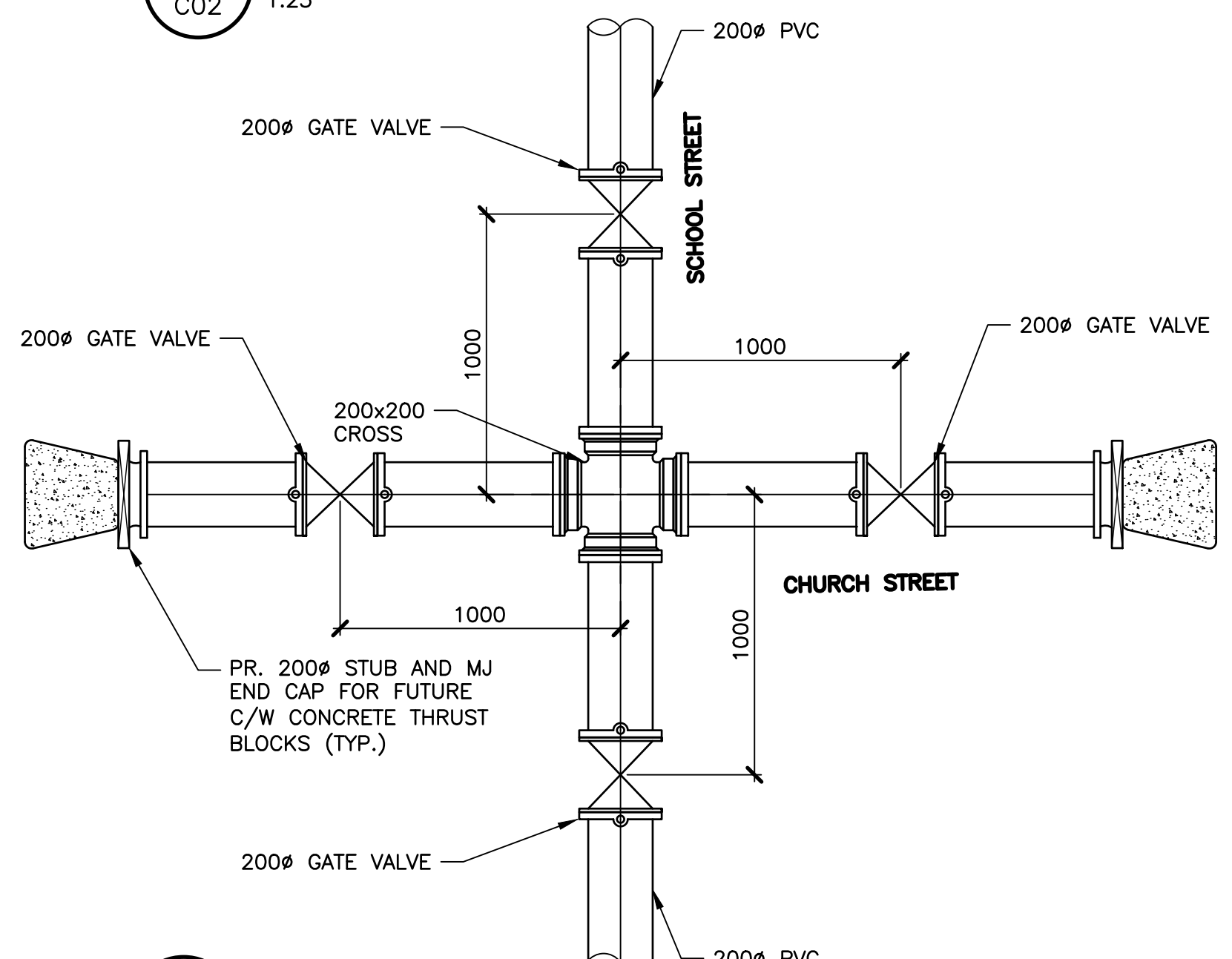
6 DETAIL—WATERMAIN ZINC ANODE
C02 1:1



7 DETAIL—PIPE INSULATION
C02 1:25



9 DETAIL—CONNECTION TO EXISTING WATERMAIN AT MAIN STREET
C02 1:20



10 DETAIL—WATERMAIN CONNECTION AT CHURCH STREET
C03 1:20

NOT FOR CONSTRUCTION

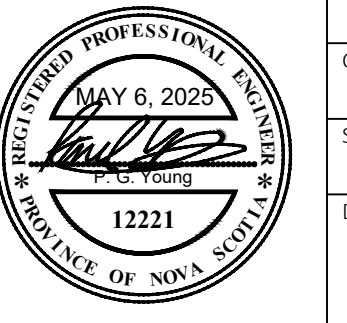


TOWN OF MIDDLETON
MIDDLETON SCHOOL STREET WATERMAIN REPLACEMENT

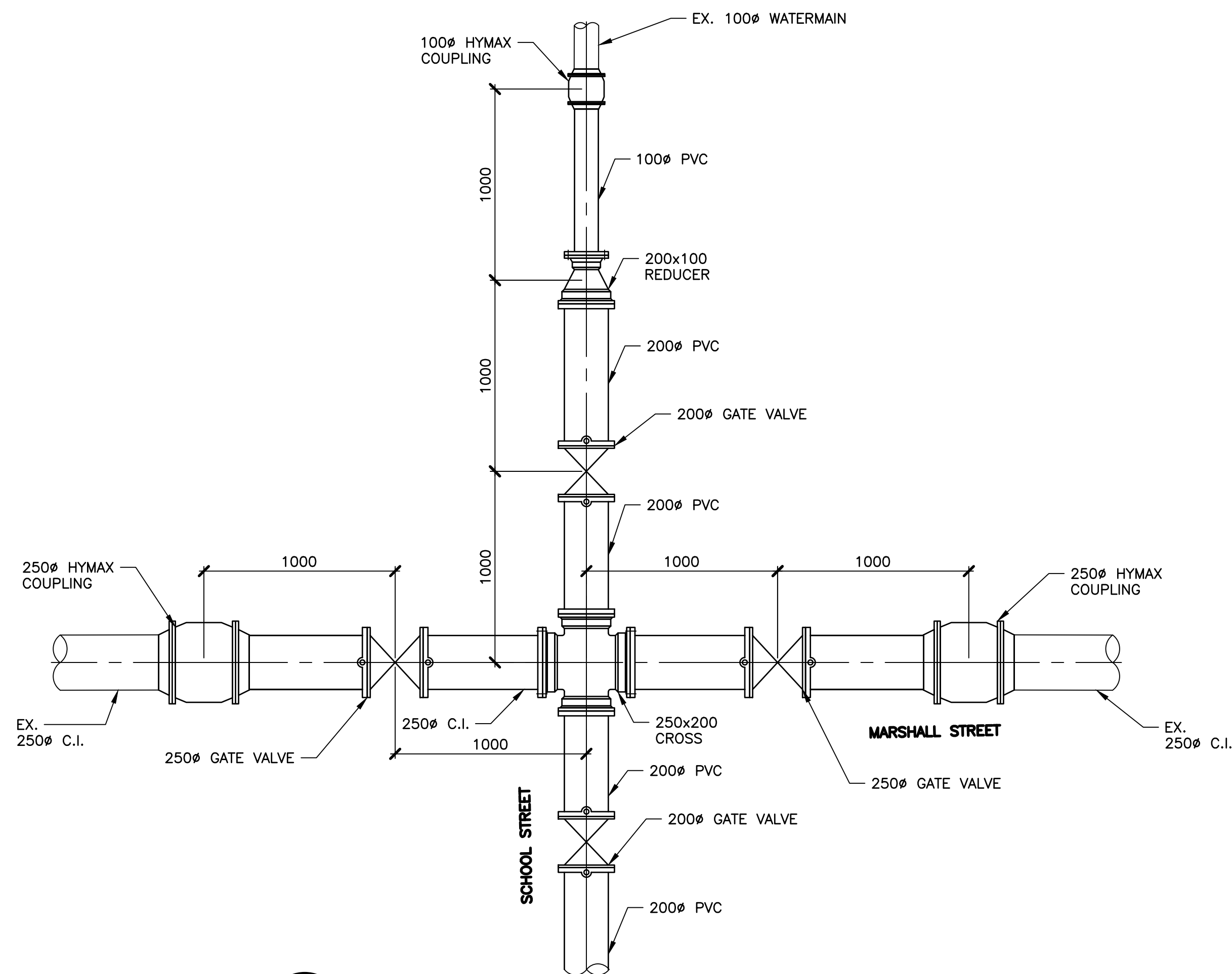
CIVIL
MISCELLANEOUS DETAILS
(SHEET 1 OF 2)



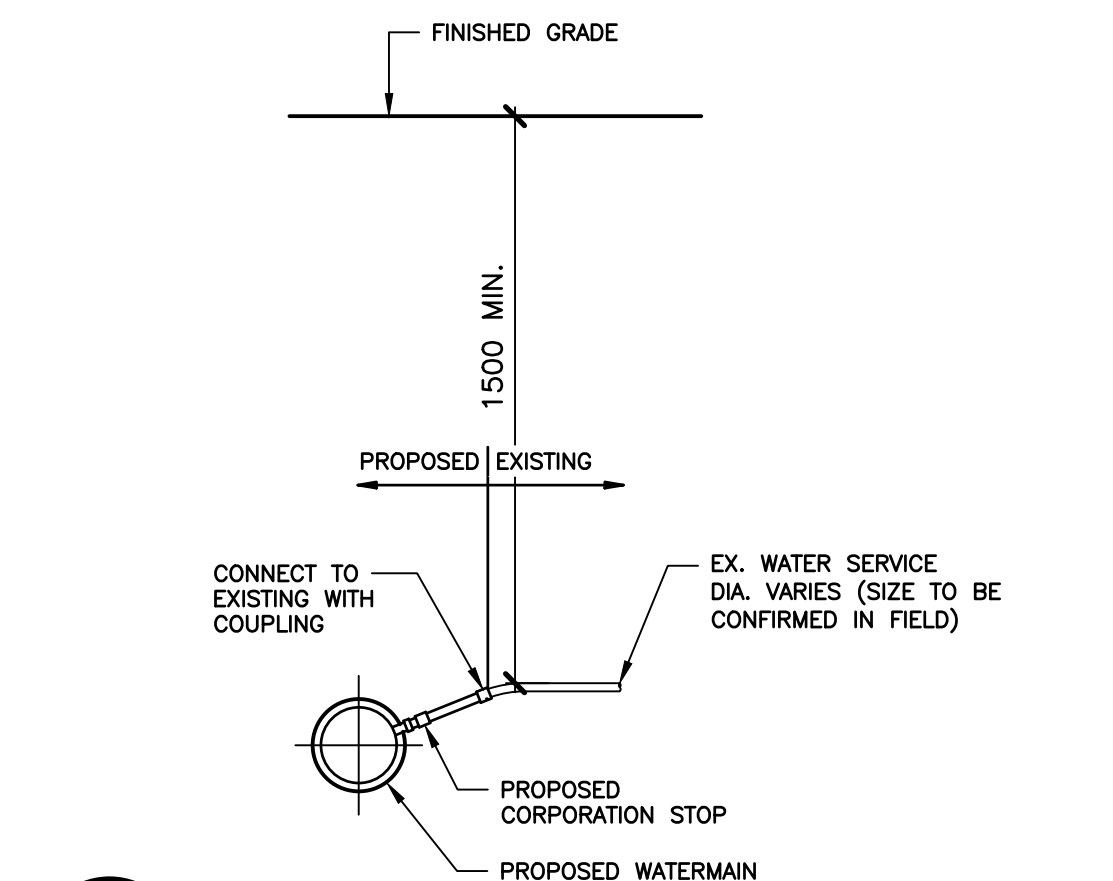
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241039.00	JAN 2025	AS NOTED
Designed RWM	Drawn RWM/AK	Checked PY
Approved AE	Sheet No 4 of 5	Drawing No



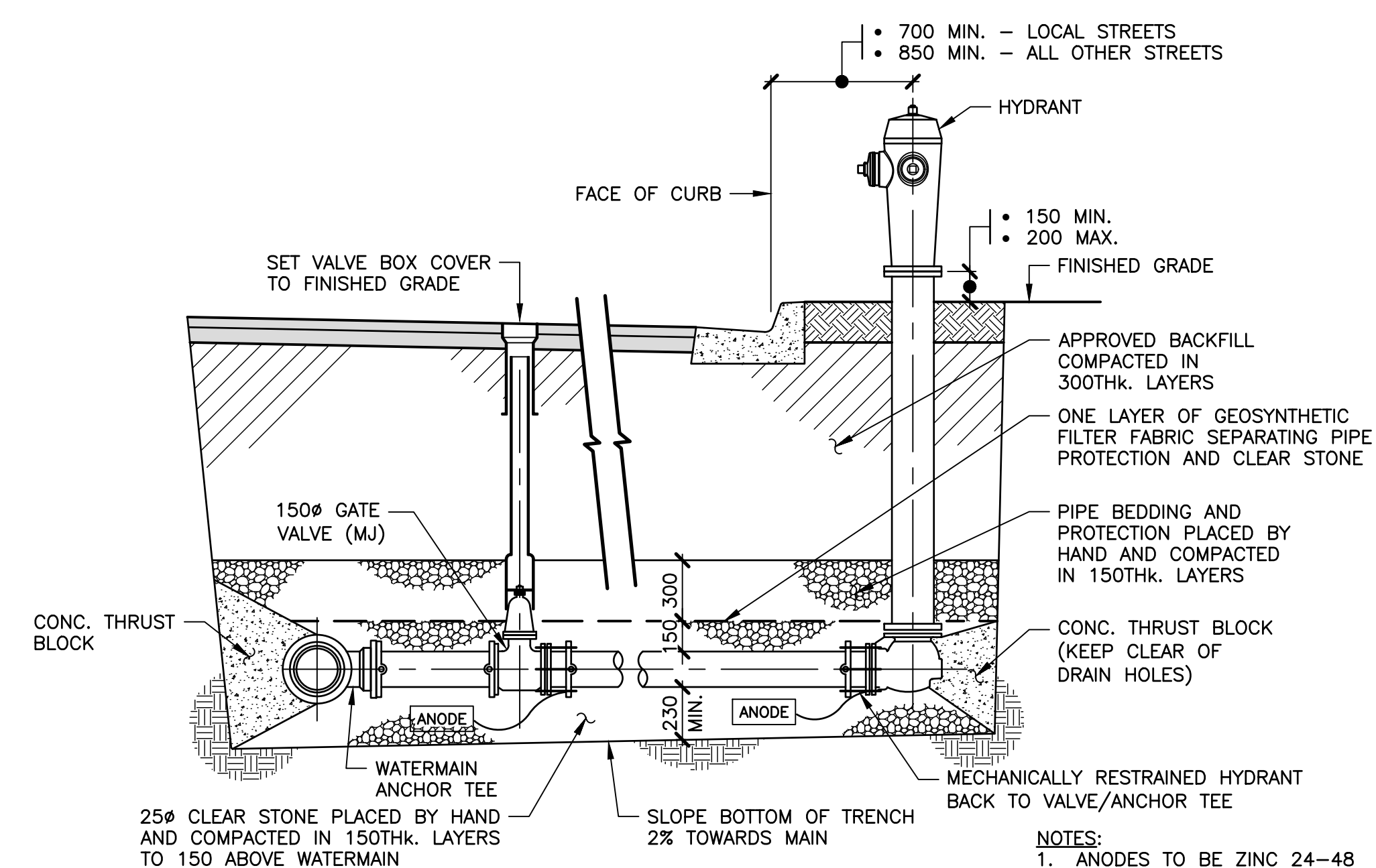
C04



1 DETAIL—CONNECTION TO EXISTING WATERMAIN AT MARSHALL STREET
C03 1:20

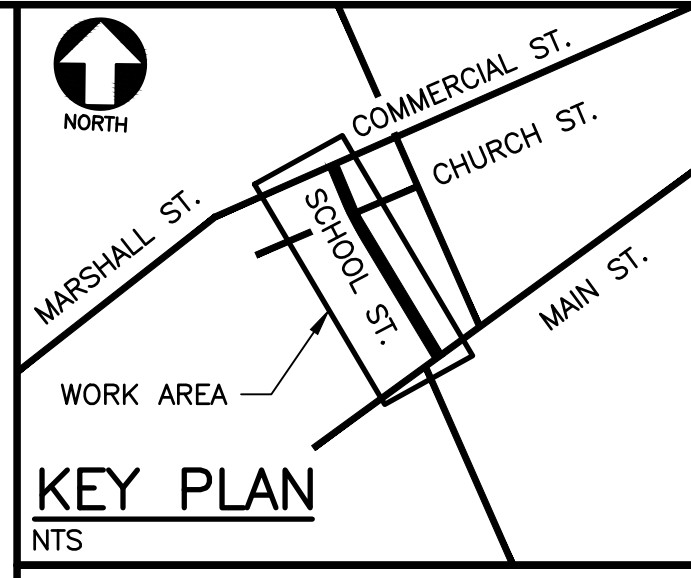


2 DETAIL—TYP. WATER SERVICE CONNECTION
C02 1:20

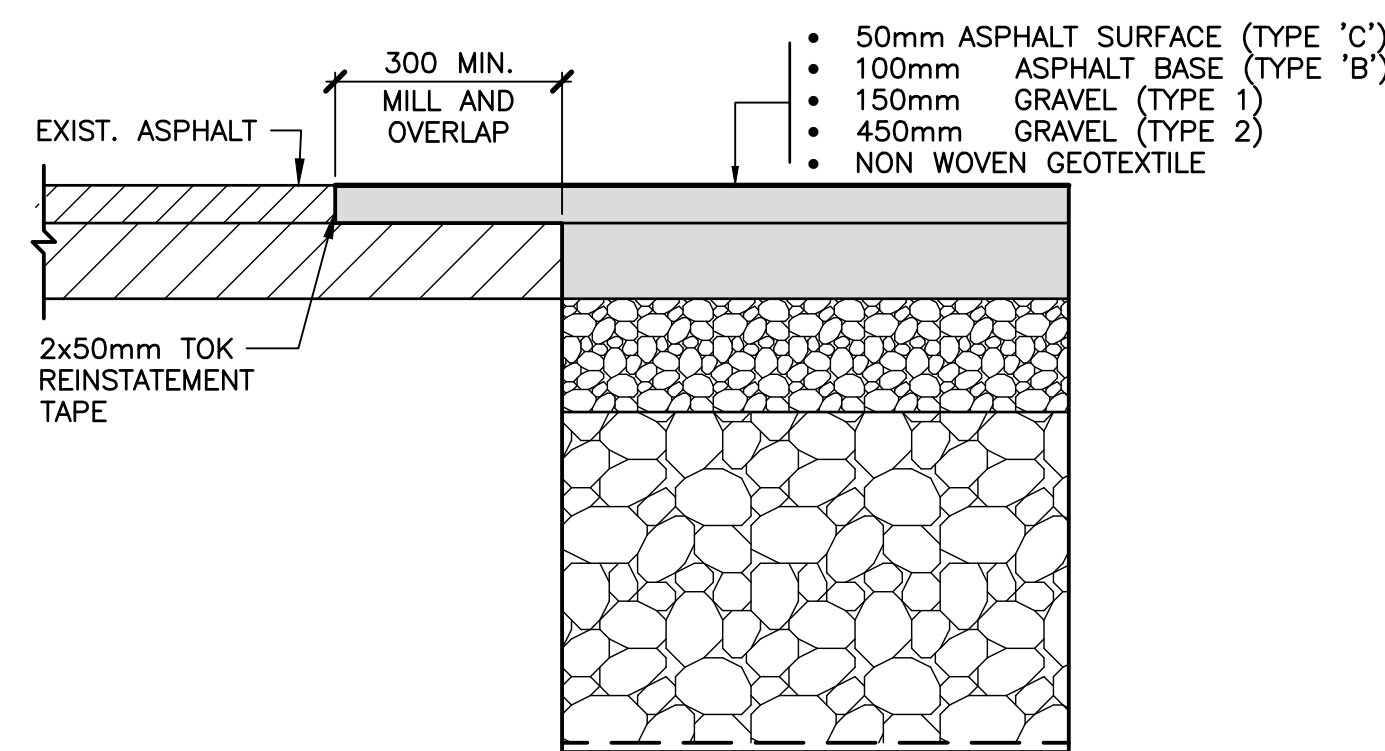


3 DETAIL—HYDRANT INSTALLATION (URBAN STREET)
C02 1:25

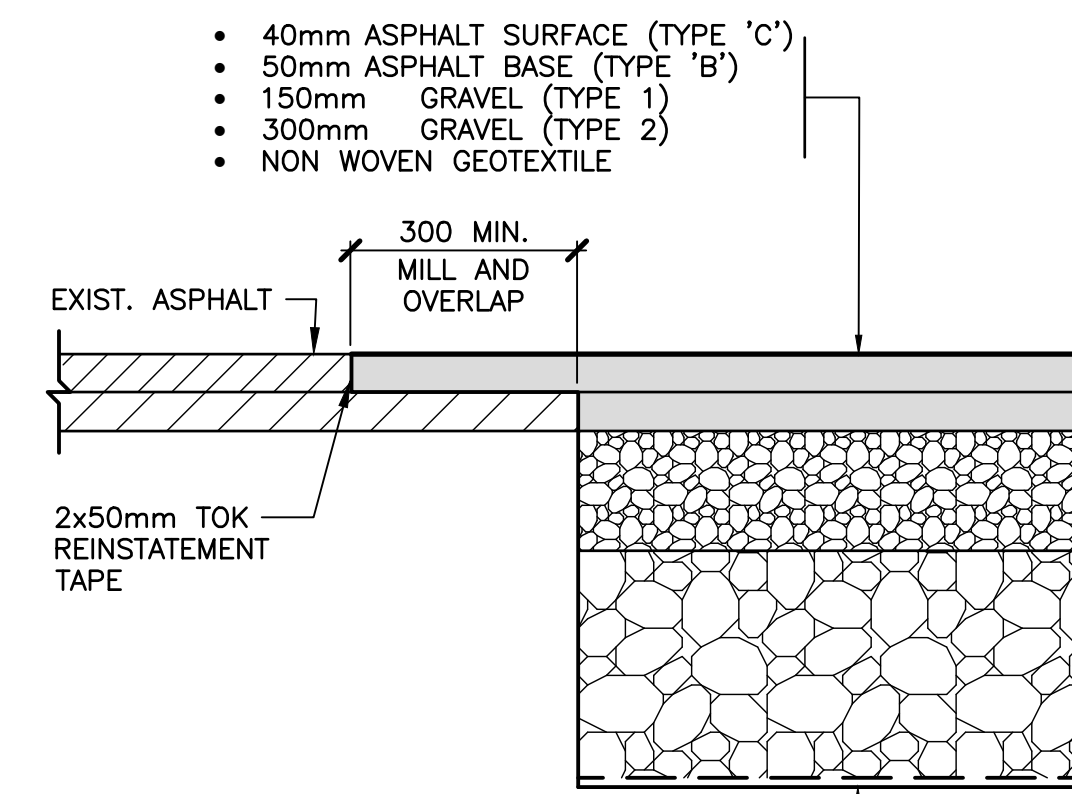
- NOTES:
- ANODES TO BE ZINC 24-48 TYPE INSTALLED BY USE OF DOUBLE NUT.
 - USE ONLY APPROVED PRODUCTS FOR MECHANICAL RESTRAINT.



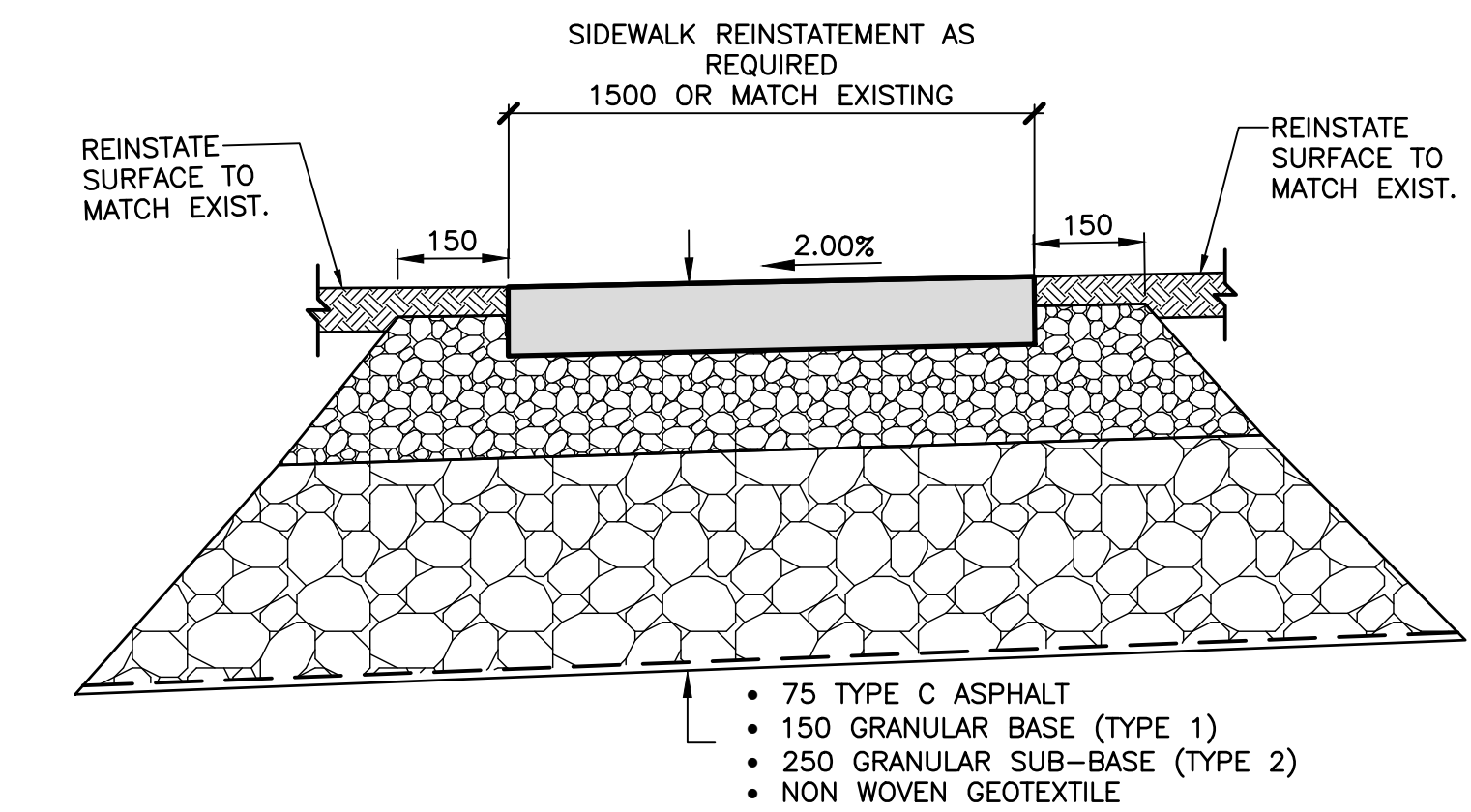
KEY PLAN
NTS



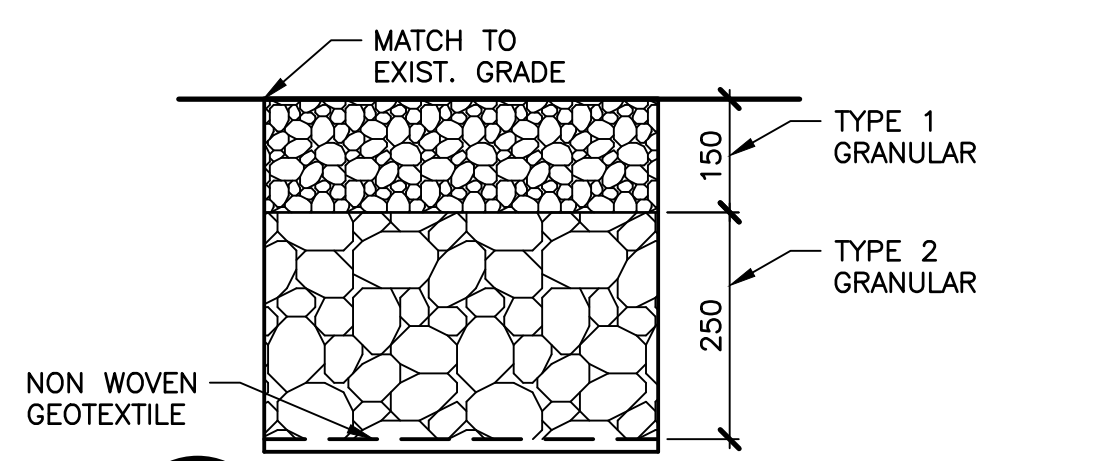
4 DETAIL—ASPHALT ROAD REINSTATEMENT AT MAIN STREET
C02 1:10



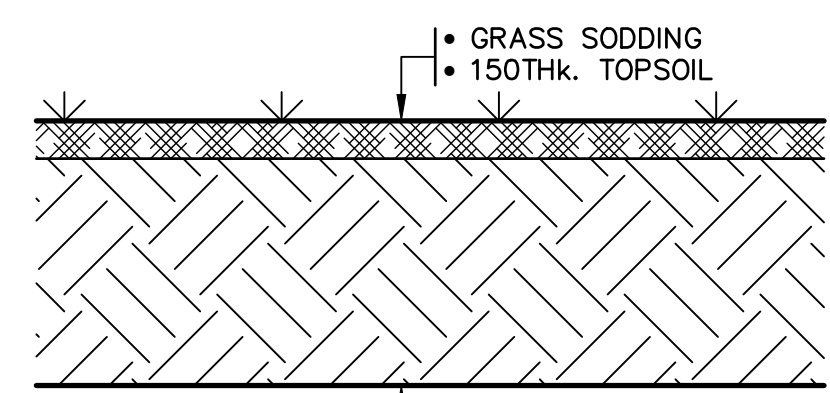
5 DETAIL—ASPHALT ROAD REINSTATEMENT AT SCHOOL STREET AND ALL DRIVEWAYS
C02 1:10



6 DETAIL—ASPHALT SIDEWALK REINSTATEMENT FOR SCHOOL STREET
C02 1:10



7 DETAIL—GRAVEL AREA REINSTATEMENT
C02 1:10



8 DETAIL—LAWN REINSTATEMENT
C02 1:5

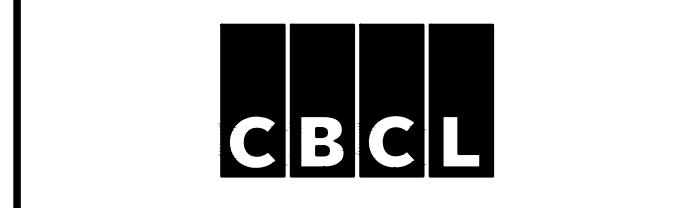
NOT FOR CONSTRUCTION

No.	Description	Date	By
0	ISSUED FOR TENDER	MAY 06/25	AE



TOWN OF MIDDLETON
MIDDLETON SCHOOL STREET
WATERMAIN REPLACEMENT

CIVIL
MISCELLANEOUS DETAILS
(SHEET 5 OF 5)



CBCL No 241039.00	Contract No	Date JAN 2025	Scale AS NOTED
Designed RWM	Drawn RWM/AK	Checked PY	Approved AE
Sheet No 5 of 5		Drawing No 12221	
C05			

DANGEROUS AND UNSIGHTLY 2023

Complaints and Status Report

Complaint #	Date Complaint Received	Address of Owner	Complaint Form Completed	Property Inspection and Form Completed	Initial Notice Sent	Complainant Updated	Follow-up Inspection Must Be Done By:	Follow-up Property Inspection Completed	Is Clean Up Required? Y / N	Estimate of Cost for Clean Up \$\$	Council Approval for Clean Up Y / N	Notice to Owner of Clean Up	Owner Invoiced for Costs or Lien Placed	STATUS	Mark Complete When File is Closed
23-DU006	6-Jun-23	121 Main	7-Jun-23	7-Jun-23	30-Jun-23	2-Aug-23	15-Jul-23	25-Jul-23 29-Nov-24	N	n/a	n/a	n/a	n/a	Property Owner intends to demolish section of building that is unsightly. A permit form was given to the Property Manager, but was never returned. Nov 29/24 - Administrators visited property. Building is still standing. Staff issued a letter asking for an update and no response received.	
23-DU007	7-Jun-23	75 Victoria	7-Jun-23	7-Jun-23	30-Jun-23		15-Jul-23	29-Nov-24						Property is changing hands. Property was re-visited on May 30/24 and is still dangerous/unsightly. Nov 29/24 - Administrators visited property. Looks like they're trying to clean up property. Staff will check to see when ownership changed, and ask new owners for an update. No response from property owner.	
23-DU011	16-Jun-23	174 Main	16-Jun-23	31-Aug-23	7-Jun-24		24-Jun-24	29-Nov-24						Property was re-visited on May 30/24 and is still unsightly. Letter was sent. Nov 29/24 - Administrators re-visited property. Need to discuss path forward.	
23-DU013	16-Jun-23	28 Bridge	16-Jun-23	31-Aug-23	7-Jun-24		24-Jun-24	29-Nov-24						Property was re-visited on May 30/24 and is still unsightly. Letter was sent. Nov 29/24 - Administrators visited property. No change. Letter to be re-issued. Letter was issued after postal strike. No response from property owner.	
23-DU016	16-Jun-23 1-Aug-23 8-Aug-24 30-Sep-24	8 Spring Garden	16-Jun-23	29-Aug-23	7-Jun-24		24-Jun-24	29-Nov-24						Property was re-visited on May 30/24 and is still unsightly. Letter will be sent. Jun 12/24 - Renter called and stated that in her rental agreement, the landlord is supposed to be taking care of all yard work. Nov 29/24 - Administrators visited property. No change. Letter to be re-issued. Letter was issued after postal strike. No response from property owner.	
23-DU018	16-Jun-2023 13-May-2024 29-May-2025	5 George	16-Jun-2023 13-May-2024	31-Aug-23	7-Jun-24		24-Jun-24	29-Nov-24						Property was re-visited on May 30/24 and is still unsightly. Letter was sent. Nov 29/24 - Administrators visited property. No change. Will contact Building Inspectors on next steps as it appears unsafe. Contacted building inspectors and building inspector does not believe anyone lives there currently.	
23-DU019	5-Jun-23	54 School	16-Jun-23	7-Jun-23	25-Jul-23		8-Aug-23	30-May-24 29-Nov-24						Met with property owner on Jul 31/23 and they communicated that the conveyor belt will be removed by mid-November. Property was re-visited May 30/24 and conveyor belt has not been removed. Reminder letter to be issued. Nov 29/24 - Administrators visited property. No change. Conveyor belt has not been removed.	

DANGEROUS AND UNSIGHTLY 2024

Complaints and Status Report

Complaint #	Date Complaint Received	Address of Owner	Complaint Form Completed	Property Inspection and Form Completed	Initial Notice Sent	Complainant Updated	Follow-up Inspection Must Be Done By:	Follow-up Property Inspection Completed	Is Clean Up Required? Y / N	Estimate of Cost for Clean Up \$\$	Council Approval for Clean Up Y / N	Notice to Owner of Clean Up	Owner Invoiced for Costs or Lien Placed	STATUS	Mark Complete When File is Closed
24-DU004	24-May-24	16 Bridge Street	24-May-24											Nov 29/24 - Administrators visited property. There is a barricade around the property. Need to re-visit property and fill out forms.	

2025/26 OPERATING & CAPITAL BUDGETS

Version 3

Table of Contents

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- 2025/26 Capital Budget

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7

- Capital Project Sheets

8

- Reserve Activities and Budget Discussion

Section 1

Budget Process

Budget Process

Jun 20
2025

- Management Meeting: Review Operating and Capital Budgets

Jun 30
2025

- Special COTW: Review Version 1 Draft Operating and Capital Budgets

Jul 3
2025

- Special COTW: Review Version 2 Draft Operating and Capital Budgets

Jul 7
2025

- COTW: Public Input and Information Session on Draft Budgets (6pm)

Jul 7
2025

- COTW: Review Version 3 Draft Operating and Capital Budgets

Jul 14
2025

- Council: Approve Version 4 Draft Operating and Capital Budgets

Strategic Plan 2025-2028

Council's Strategic Initiatives

1. Perform an assessment of policing services within the Town of Middleton
2. Explore the construction of a multi-faceted facility for municipal services
3. Create a plan for replacing road and sidewalk infrastructure in priority areas
4. Create a plan for upgrading water infrastructure in priority areas
5. Finish the new reservoir including the decommissioning of the old reservoir
6. Create a growth plan that promotes housing and population growth, as well as economic development
7. Create a communications strategy that enhances public communication and transparency
8. Increase recreational programming and social events to the public

Strategic Priority Areas

Strategic Priority Areas

Strategic priority areas are the initiatives that an organization focuses on to achieve its goals over a set period. They are the core values that the Town wants to accomplish. Council created the below strategic priority areas for the previous strategic plan. These strategic priority areas were reviewed and determined to still be relevant. No changes have been made.

Strategic Priority Areas



Environment



Infrastructure



Economy



Community



Governance

Guiding Principles for Decision Making

Strategic planning guiding principles are a set of broad, overarching statements that direct the Town’s decision-making process during strategic planning, ensuring alignment with its vision. Guiding principles typically focus on key aspects like customer focus, innovation, ethical conduct, and continuous improvement; they act as a compass to guide the Town’s strategic direction.

Council created the below guiding principles for the previous strategic plan. These guiding principles were reviewed and determined to still be relevant. No changes have been made.

Transparency	We commit to ensure decisions are made openly and publicly and access to information is easily accessible.
Accountability	We commit to ensuring a trusting relationship with the public and the responsibility for the decisions of Council and their impact.
Diversity	We commit to embracing diversity and inclusion, and treating everyone with courtesy, equity and fairness.
Sustainability	We commit to making decisions that meet the needs of our community, while also being mindful of future needs and opportunities and ensuring long-term viability.
Engaged	We commit to inform, consult, involve, collaborate and/or empower our residents on decisions and the decision-making process.
Informed	We commit to seeking out complete information in order to make appropriate and evidence-based decisions.

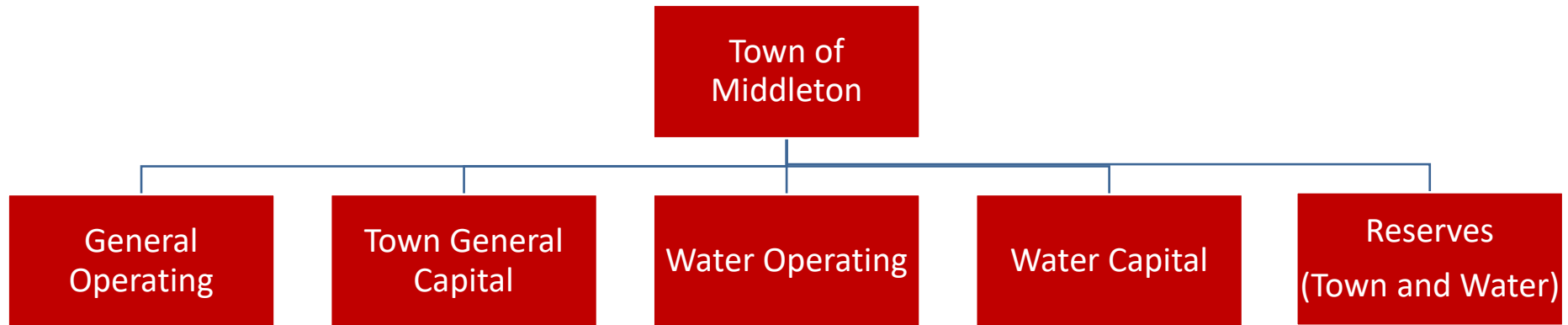
Strategic Plan Initiatives (2025-2026)

1. Perform an assessment of policing services within the Town of Middleton
 - Staff to investigate options for the assessment
2. Explore the construction of a multi-faceted facility for municipal services
 - Staff to compile information for a design/build RFP
3. Create a plan for replacing road and sidewalk infrastructure in priority areas
 - A preliminary assessment was completed for the Provincial Paving Grant
 - Staff to compile information on roads and sidewalks by March 31, 2026
 - Next steps: assess/prioritize each road and sidewalk and research costs
4. Create a plan for upgrading water infrastructure in priority areas
 - Staff to compile information on water infrastructure

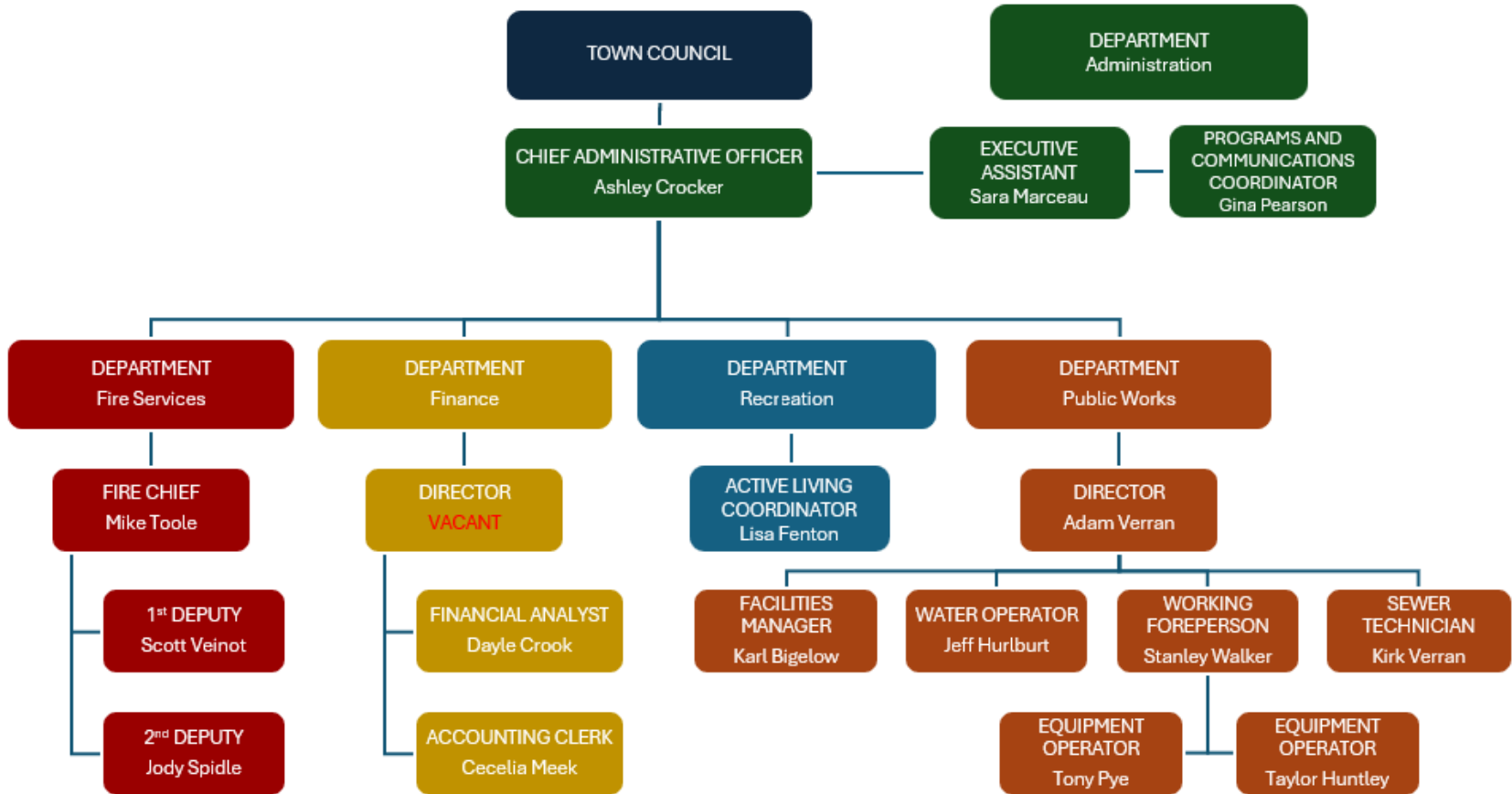
Strategic Plan Initiatives (2025-2026)

5. Finish the new reservoir including the decommissioning of the old reservoir
 - New reservoir to be in operation by March 31, 2026
6. Create a growth plan that promotes housing and population growth, as well as economic development
 - Staff will continue to move Secondary Plan forward
7. Create a communications strategy that enhances public communication and transparency
 - First draft of communications strategy will be ready for Council review by March 31, 2026
8. Increase recreational programming and social events to the public
 - New Multi-cultural festival (Fall of 2025)
 - New Shad Derby (May 2025)
 - New summer events for families and children (July – August 2025)

Municipal Funds



Organizational Chart



Fiscal and Accounting Framework

- *Municipal Government Act:*
 - Requires that we have a balanced budget
 - Any prior year deficits must be funded in current year
 - Requires Council approval to use reserve funds
 - Requires proceeds of disposition of capital assets be used to purchase new capital assets, or placed in capital reserves
- *Utility and Review Board (UARB) Public Utilities Act:*
 - Requires that depreciation be funded from the water rate
 - Requires that all capital projects over \$250k be approved
 - Requires approval to use the Depreciation Reserve Fund

Section 2

Budget Highlights

Budget Assumptions/Highlights



- Actual increase for RCMP contract (\$185K)
- Actual increase to education contribution (\$85K)
- New partner of Kings Transit Authority (\$42K)
- 3.5% increase for non-union, no increase for Council
- 3.5% increase for union per new Collective Agreement
- 13 total staff
- No use of prior year surplus in Version 1
- No \$50K transfer to Sewer Reserve
- Deficit position to be discussed with Council



Budget Pressures

- Mandatory payments are non-discretionary expenses, which total \$2.06M or 41% of total Town General expenses
- ½ new RCMP officer plus the annual increase put expenses up by \$185K
- Debt on new backhoe is added to the budget this year
- Valley Waste and Kings Transit agreements increased
- \$60K less from the County of Annapolis for recreation
- Education increase
- Unable to support new grant requests or transfer to sewer reserve
- Still in deficit position of (\$240K)

Staffing

- Staffing breakdown:
 - 13 Full-time positions
 - 2 Seasonal positions
 - Seasonal/Contract positions vary depending on programming
 - 10 Summer students
 - Contract staff in finance helping to catch up workload



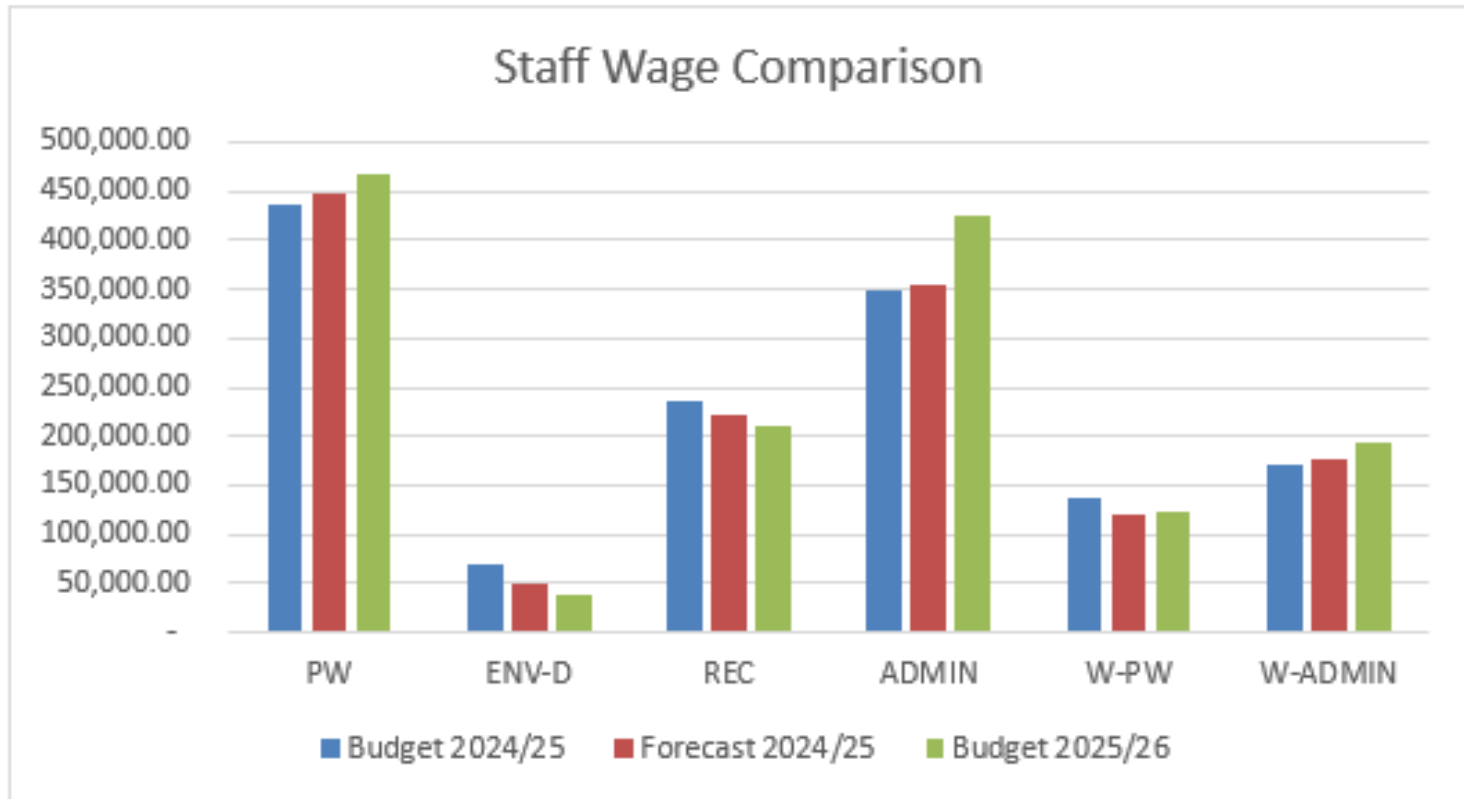
Staffing Salary Comparison

	2025/26 Budget	2024/25 Budget	2024/25 Forecast
Town General	\$ 1,140,840	\$ 1,089,933	\$ 1,075,320
Water Operating	\$ 315,898	\$ 308,499	\$ 295,809
Total	\$ 1,456,738	\$ 1,398,432	\$ 1,371,129

- Increase of 6% from 2024/25 Forecast and 4% from 2024/25 Budget:
 - 3.5% increase for union employees (as per the union contract)
 - 3.5% increase for non-union
 - No increase to Councillor honorariums
 - 2024/25 budget had vacant staff positions during the year
- Costs are split with the Water Utility in the following manner:
 - Public Works salaries and wages are allocated per time spent
 - Public Works benefits are split 70/30
 - Administration salaries are split 70/30



Staffing

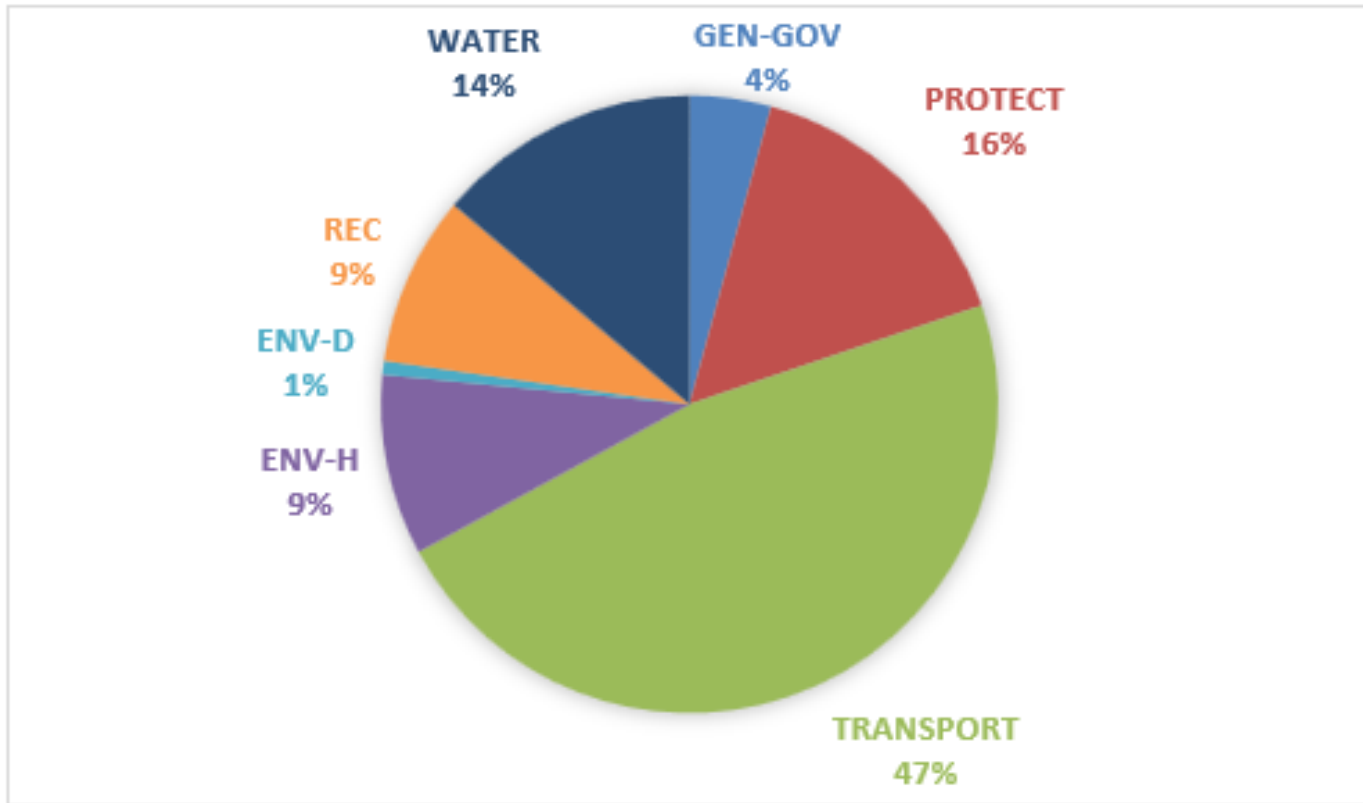


Insurance

	2025/26 Budget	2024/25 Budget	Variance
Town General	\$83,331.97	\$74,330.36	\$9,001.61
Water Operating	\$13,373.94	\$13,210.24	\$163.70
Total	\$96,705.91	\$87,540.60	\$9,165.31

- Overall increase of 10.5% (last year was 11.8% increase)
 - Continue to be in a “hard market” which means stricter underwriting guidelines, increase in deductibles and increases in premiums
 - Staff took insurance to RFP with the Town of Annapolis Royal and County of Annapolis, but it was not beneficial to combine insurance programs. Only one company responded which was Brokerlink, our current provider.
- Cost allocated based on the property and contents of each department

Insurance Breakdown



Audit Fees

	2025/26 Budget	2024/25 Budget	Variance
Town General	\$20,972.00	\$19,848.50	\$1,123.50
Water Operating	\$8,988.00	\$8,506.50	\$481.50
Total	\$29,960.00	\$28,355.00	\$1,605.00

- BDO Canada is the Town's current audit firm
 - Audit Services were RFP'd in December 2022 for a 3-year term
 - National firm and increased labour costs have increased the cost of audit services for the Town
- We are currently in Year 3
- Cost split 70/30 between Town General and Water Operating

Section 3

2025/26 Town General Operating Budget

Town General Operating Budget



General Operating Fund Budget Overview						
	2025/26	2024/25			2024/25	2023/24
	Budget	Budget	Change \$	Change %	Forecast	Actuals
REVENUES						
Assessable property taxes	4,050,242	3,850,314	199,928	5%	3,807,413	3,617,460
Grants in lieu of taxes	152,230	157,277	(5,047)	-3%	158,277	154,417
Services provided to other governments	96,824	205,977	(109,153)	-53%	200,869	119,379
Sales of services	62,052	25,200	36,852	146%	29,554	127,678
Other revenue from own sources	96,567	80,771	15,796	20%	111,915	148,049
Unconditional transfers from other governments	338,964	288,981	49,983	17%	288,947	338,952
Conditional transfers	214,563	52,014	162,550	313%	56,567	95,932
TOTAL REVENUE	5,011,443	4,660,533	350,909	8%	4,653,541	4,601,866
EXPENSES						
General government services	677,834	596,056	81,778	14%	605,111	624,895
Protective services	1,723,634	1,506,323	217,311	14%	1,480,587	1,287,745
Transportation services	926,494	769,082	157,411	20%	764,586	810,771
Environmental health services	455,052	417,303	37,749	9%	377,513	333,734
Public health services	-	-	-	0%	-	116,110
Environmental development services	268,938	230,491	38,447	17%	214,098	289,529
Recreation and cultural services	401,441	409,901	(8,460)	-2%	378,194	395,495
Mandatory education contributions	498,736	413,508	85,228	21%	460,369	413,508
Interest (MFC)	42,823	43,187	(364)	-1%	41,797	41,095
Interest (Inter-fund)	1,755	2,763	(1,008)	-36%	2,763	4,334
TOTAL EXPENSES	4,996,706	4,388,614	608,092	14%	4,325,017	4,317,218
ANNUAL SURPLUS / (DEFICIT)	14,737	271,920			328,525	284,648
FINANCING AND TRANSFERS						
Principal repayments (MFC)	207,370	183,673	23,697	13%	183,673	225,573
Principal repayments (Inter-fund)	29,010	36,899	(7,889)	-21%	36,899	54,104
Transfer to Sewer Reserve	-	50,000	(50,000)	-100%	50,000	50,000
Transfer from Operating Reserve	(163,691)	-	(163,691)	0%	-	-
Use of prior year surplus	(57,953)	-	(57,953)	0%	-	(45,029)
TOTAL AFTER TRANSFERS	-	1,348	(1,348)		57,953	0

Town General Operating Budget



Town General Variances

	2025-2026 Budget	2024-2025 Budget	Variance	Variance Analysis
REVENUES				
Assessable property taxes	4,050,242	3,850,314	199,928	Increased assessments \$175K, increase to deed trsf tax \$15K, increase to sewer rates \$15K
Grants in lieu of taxes	152,230	157,277	(5,047)	NTR
Services provided to other governments	96,824	205,977	(109,153)	County provided \$60K less for recreation, removed county fire capital grant \$50K
Sales of services	62,052	25,200	36,852	\$25K add'l for Multi-cultural and Shad Derby, add'l \$10K day camp and March break camp revenue
Other revenue from own sources	96,567	80,771	15,796	\$10K add'l penalties on taxes
Unconditional transfers from other governments	338,964	288,981	49,983	\$50K add'l "Town Foundation Grant" was new in 24/25
Conditional transfers from federal or provincial governments or agencies	214,563	52,014	162,550	FCM Climate grant \$70K, Prov NS Patch paving grant \$75K, add'l \$15K CSJ revenue for students
TOTAL REVENUE	5,011,443	4,660,533	350,909	
EXPENSES				
General government services	677,834	596,056	81,778	\$80K salaries/benefits increase - Dir of Finance now in at full year \$37K, benefits increase \$10K, partial salary for new Communications and Events Coordinator mapped here now \$35K
Protective services	1,723,634	1,506,323	217,311	\$185K RCMP increase (put new officer from last year in for the whole year \$55K, added 1/2 of a new officer for 9 months \$85K, 2025-26 per officer increase \$45K), fire department increase of \$25K, bylaw enforcement \$5K (\$25K) reduction in surveying/engineering, pothole patching up \$25K, Kings Transit increase \$42K (new partner to IMSA), patch paving increased \$75K (offset by prov grant), (\$10K) savings in line painting, increase in salaries of \$30K
Transportation services	926,494	769,082	157,411	\$28K increase in Valley Waste contract. \$10K increase to sewer service expenses, offset by small increase in rates.
Environmental health services	455,052	417,303	37,749	
Public health services	-	-	-	NTR
Environmental development services	268,938	230,491	38,447	grant)
Recreation and cultural services	401,441	409,901	(8,460)	NTR
Mandatory education contributions	498,736	413,508	85,228	Education up by \$85K (\$45K prior year budget error, \$40K increase over 24/25)
Interest (MFC)	42,823	43,187	(364)	NTR
Interest (Inter-fund)	1,755	2,763	(1,008)	NTR
TOTAL EXPENSES	4,996,706	4,388,614	608,092	
ANNUAL SURPLUS / (DEFICIT)	14,737	271,920	(257,183)	
FINANCING AND TRANSFERS				
Principal repayments (MFC)	207,370	183,673	23,697	Debt is increased for new backhoe
Principal repayments (Inter-fund)	29,010	36,899	(7,889)	Debt is increased for new backhoe
Transfer to Reserves	-	50,000	(50,000)	Removed transfer to sewer reserve of \$50K
Transfer from Operating Reserve	(163,691)	-	(163,691)	Projecting to fund the remainder of the deficit with operating reserves
Use of prior year surplus	(57,953)	-	(57,953)	Projecting to use prior year's surplus
TOTAL AFTER TRANSFERS	-	1,348	(1,348)	

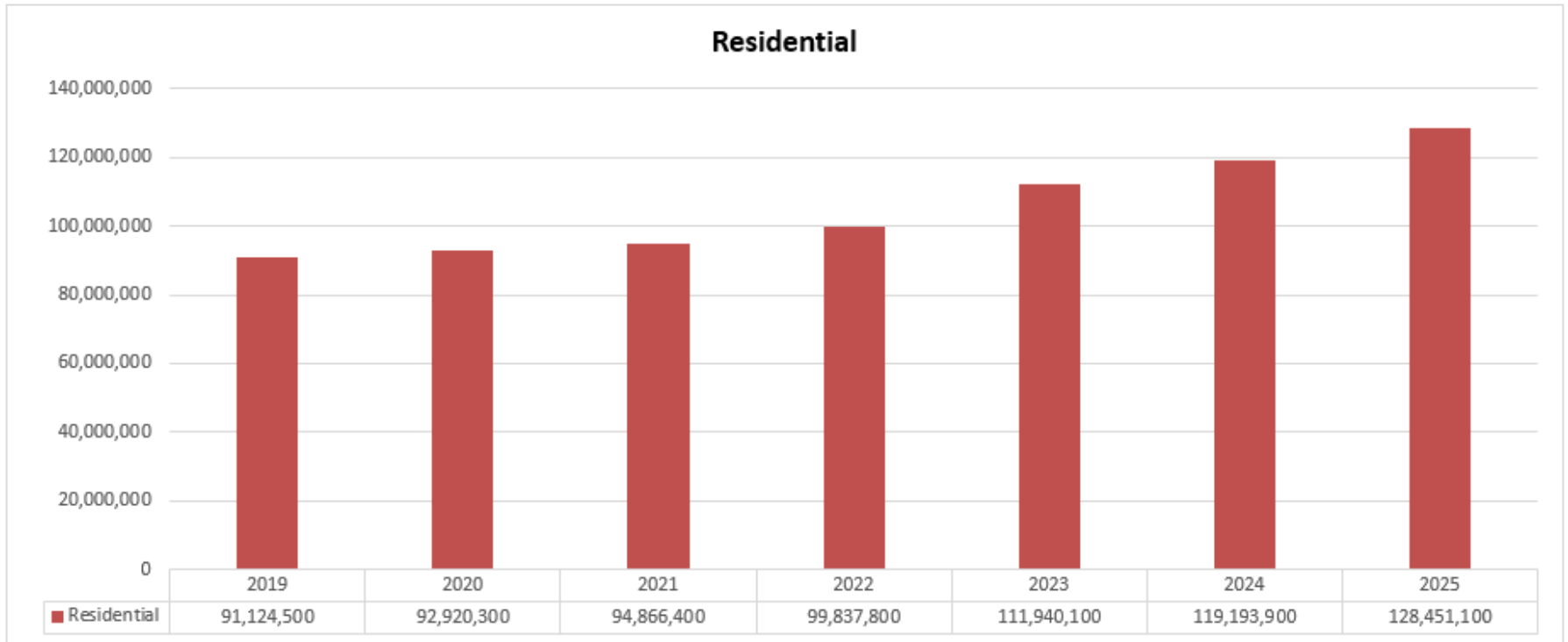
Town General Operating Revenue

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
REVENUES						
Assessable property taxes	4,050,242	3,850,314	199,928	5.19%	3,617,460	3,807,413
Grants in lieu of taxes	152,230	157,277	(5,047)	-3.21%	154,417	158,277
Services provided to other governme	96,824	205,977	(109,153)	-52.99%	119,379	200,869
Sales of services	62,052	25,200	36,852	146.24%	127,678	29,554
Other revenue from own sources	96,567	80,771	15,796	19.56%	148,049	111,915
Unconditional transfers	338,964	288,981	49,983	17.30%	338,952	288,947
Conditional transfers	214,563	52,014	162,550	312.51%	95,932	56,567
TOTAL REVENUE	5,011,443	4,660,533	350,909	7.53%	4,601,866	4,653,541

Revenue Summary

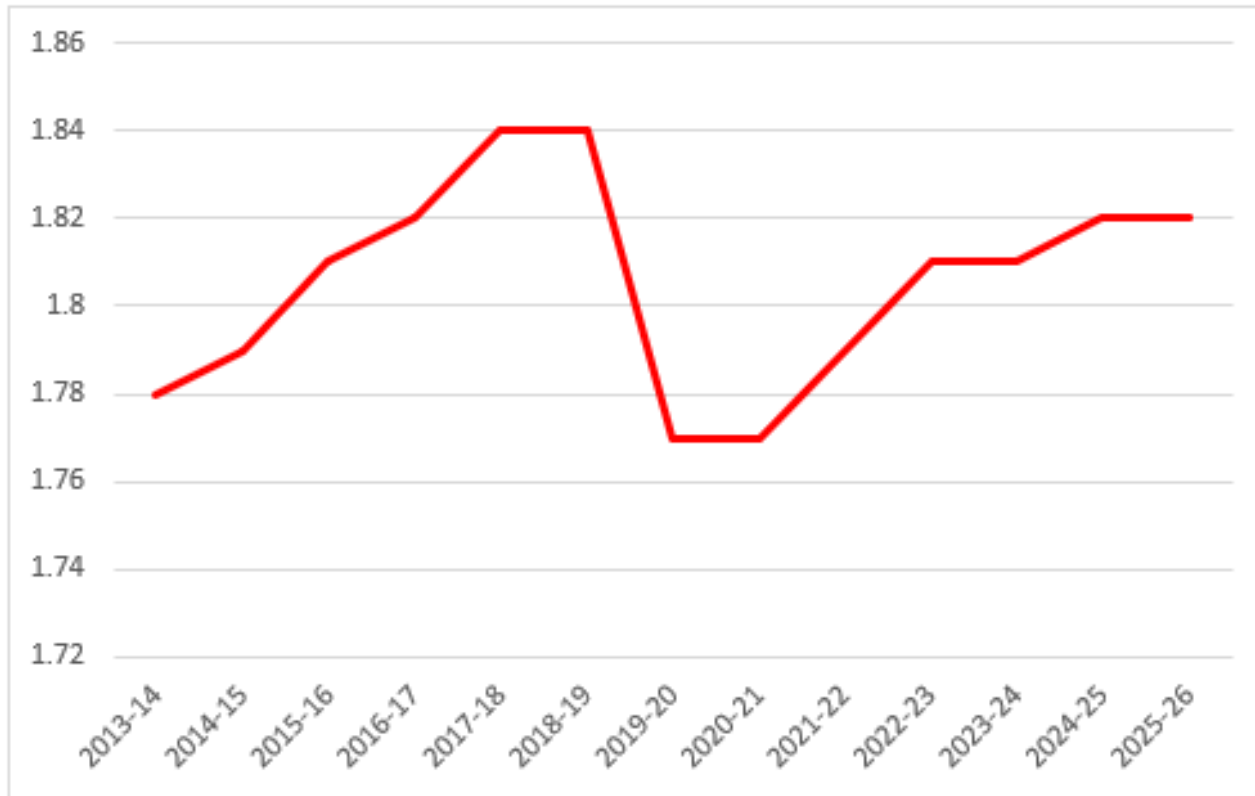
- Revenues are up 8% from 2024/25 budget
- Property Tax Revenue increased by \$199,928
- Received \$20,000 grant from County of Annapolis for Recreation (\$80,000 received in 2024-25)
- Additional funds received from Canada Summer Jobs for students (7 students compared to 2 last year)
- Removed fire capital grant (not operating revenue)
- New grants:
 - Provincial NS Paving Grant - \$75,500
 - FCM Grant for Climate Risk Assessment - \$70,000

Residential Assessment Figures

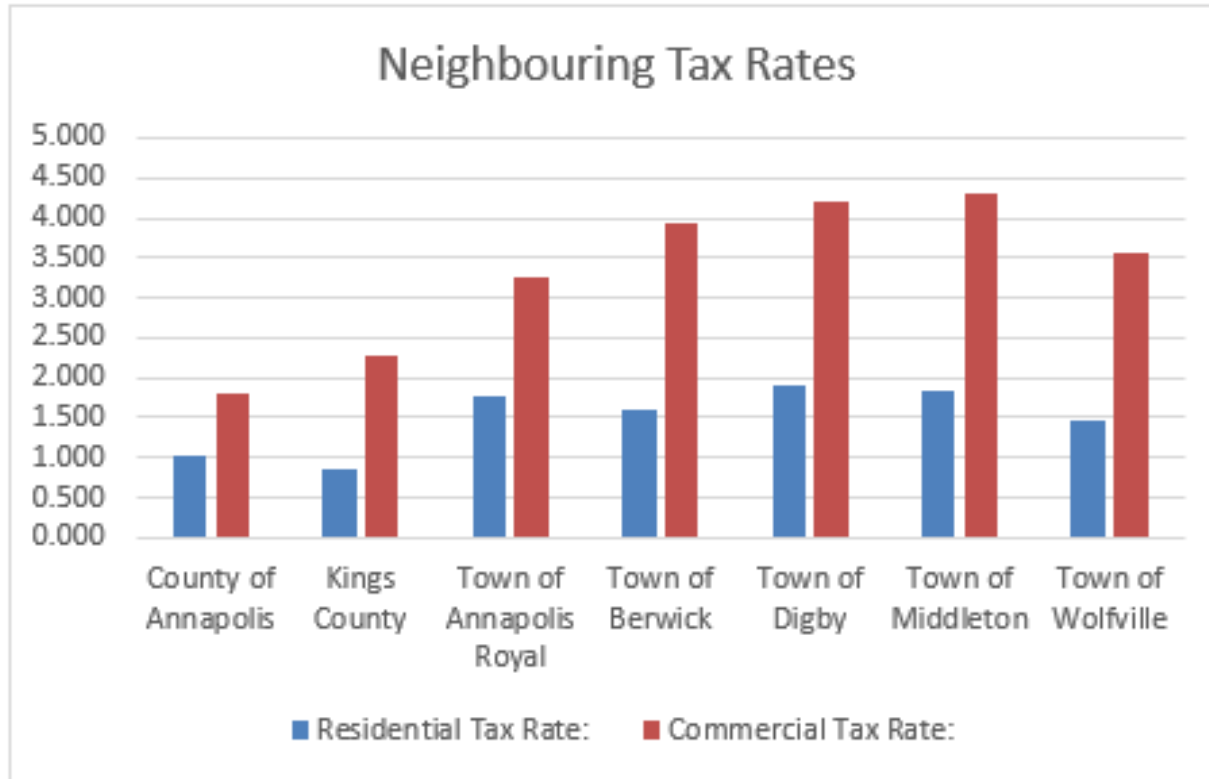


- Residential assessments represent 61.64% of overall assessment
- Residential assessments increased by 7.77% (up from 6.48% in prior year)
- Increase of over \$9.3M in assessed value

Residential Historical Tax Rates



Neighbouring Tax Rates



- Town of Middleton has the highest commercial rate
- Towns of Annapolis Royal, Berwick and Digby all increased taxes by 5-6 cents in 2025-2026

Tax Revenue Highlights

Tax Revenue Increase	2025/26 Budget	2024/25 Budget	Variance
Residential	\$2,335,990	\$2,168,464	\$167,526
Commercial	716,629	725,612	(8,983)
Total	\$3,052,619	\$2,894,077	\$158,543

Version 1 budget does not include a tax rate increase.

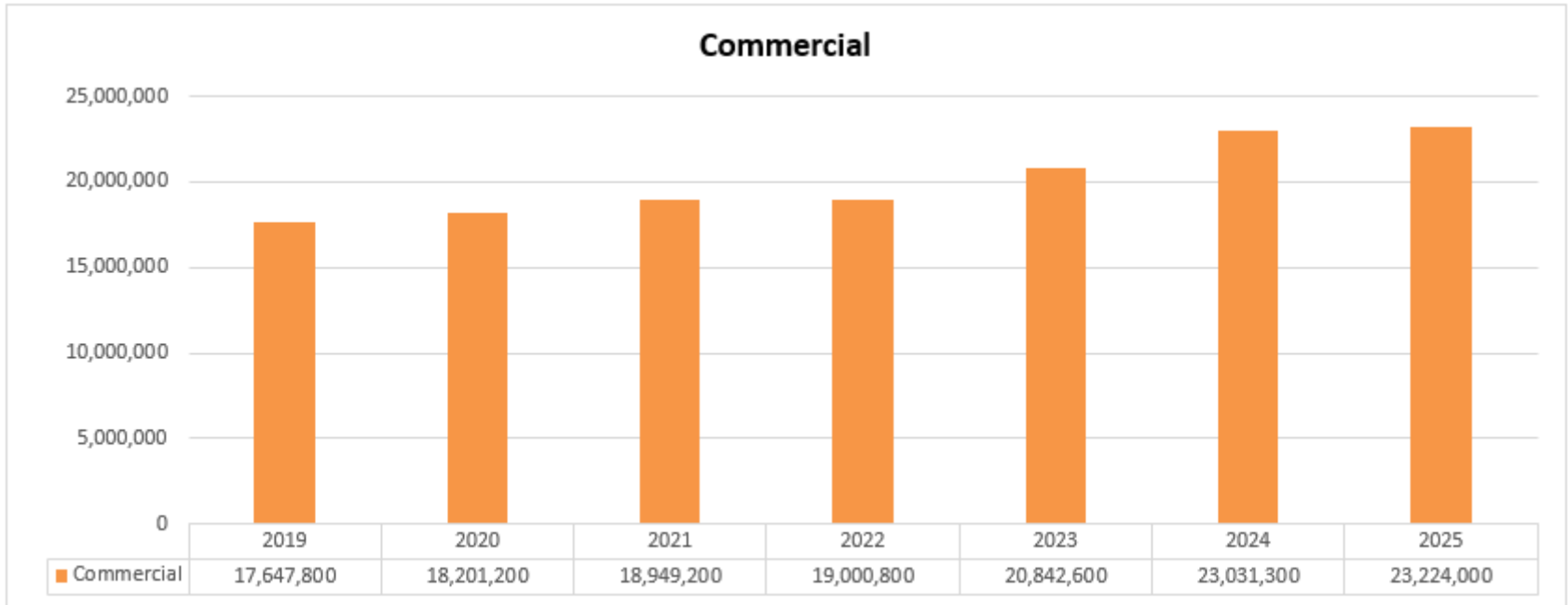
1 cent =
\$15,000

Residential 1 cent = \$12,955
Commercial 1 cent = \$1,974

Residential Tax Effort

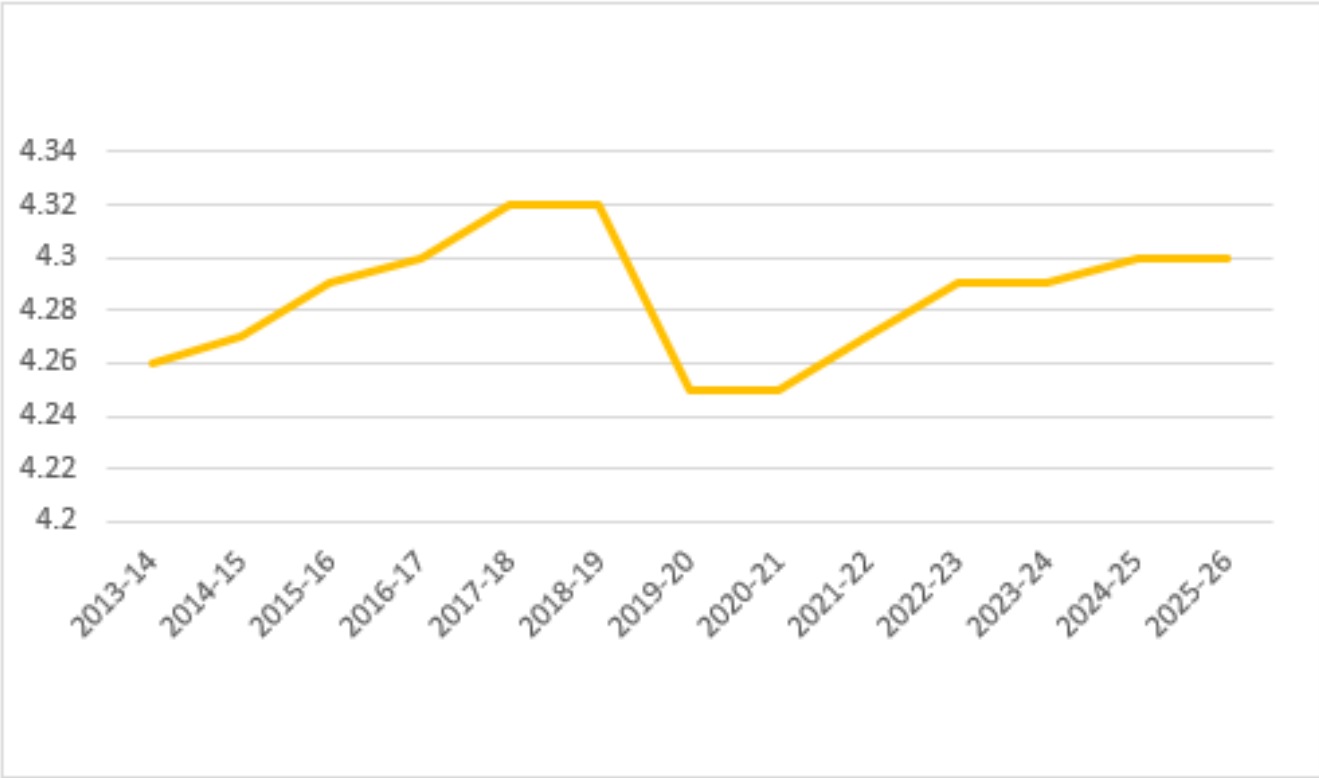
- Calculation:
$$\frac{\text{Total residential tax revenue per dwelling unit}}{\text{Median household income}}$$
- 2025/26 budgeted residential tax effort: 5.6%
- 2024/25 forecasted residential tax effort: 4.8%
- 2023/24 submitted residential tax effort: 4.7%
- 2022/23 submitted residential tax effort: 4.6%
- 2021/22 residential tax effort: 4.2%
- 2020/21 residential tax effort: 5.1%
- Risk Thresholds:
 - Low: Less than 4%
 - Moderate: 4% to 6%
 - High: Greater than 6%

Commercial Assessment Figures



- Commercial assessments represent 11.14% of overall assessment
- Commercial assessments increased by 0.84% (down from 10.5% in prior year)
- Increase of over \$192K in assessed value

Commercial Historical Tax Rates



Tax Rate Summary

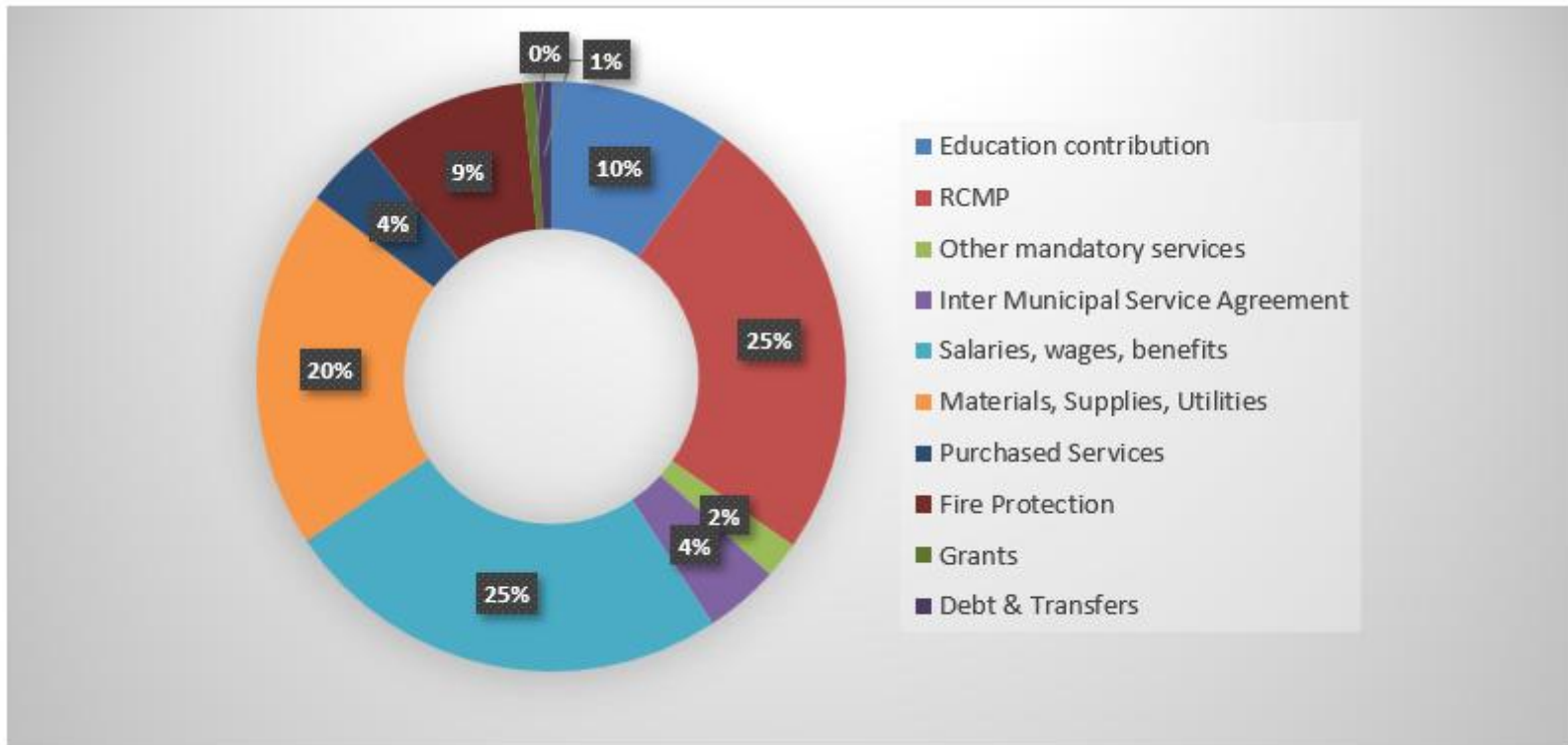
Description	Notes	2025/26 Rate	2024/25 Rate
Residential	Per \$100 of assessment	1.82	1.82
Commercial	Per \$100 of assessment	4.30	4.30
Farm Acreage	Per acre	3.14	3.14
Forest Taxable (under 50,000)	Per acre	0.25	0.25
Seasonal Tourist	Per \$100 of assessment	3.23	3.23
Fire Protection	Per \$100 of assessment	0.13	0.13
Sewer Rate (taxable)	Per \$100 of assessment	0.13	0.13
Sewer Rate (tax-exempt)	Per 1 cubic meter	0.917	0.901
Sewer Rate (flat rate)	Flat fee	\$250	\$250

Expenditure Summary



	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
EXPENSES						
General government services	677,834	596,056	81,778	13.72%	624,895	605,111
Protective services	1,723,634	1,506,323	217,311	14.43%	1,287,745	1,480,587
Transportation services	926,494	769,082	157,411	20.47%	810,771	764,586
Environmental health services	455,052	417,303	37,749	9.05%	333,734	377,513
Public health services	-	-	-	0.00%	116,110	-
Environmental development service	268,938	230,491	38,447	16.68%	289,529	214,098
Recreation and cultural services	401,441	409,901	(8,460)	-2.06%	395,495	378,194
Mandatory education contributions	498,736	413,508	85,228	20.61%	413,508	460,369
TOTAL EXPENSES	4,996,706	4,388,614	608,092	13.86%	4,317,218	4,325,017

Expenditures by Nature





Breakdown of Expenses

2025-2026 DRAFT Operating Budget for Town General - Breakdown of Expenses

Summary of Expenses	Cost	% of Expenses	Description	Category
Policing Services (RCMP)	1,236,212	23.6%	Provincial Policing Servicing Agreement	Non-discretionary
Staff Salaries	1,082,947	20.7%	13 staff, summer students	Some discretion
Education (AVRCE)	498,736	9.5%	Mandated Service	Non-discretionary
Principal and Interest on Long-term Debt	280,958	5.4%	Loan Agreements with MFC	Non-discretionary
Hydrant Rental	268,402	5.1%	Offset by revenue and transferred to Water Utility	Non-discretionary
Roads/Sidewalks/Storm (line painting, patching, signs, snow removal, tree removal, grav	261,357	5.0%	Mandated Service	Some discretion
Fire Department Expenses	200,774	3.8%	Mandated Service	Some discretion
Waste/Recycling Contract (Valey Waste Resource Management)	180,079	3.4%	Inter-Municipal Services Agreement	Non-discretionary
Utilities (Power, Water, Oil, Fuel)	173,556	3.3%	Based on NSP rates and fuel/oil costs	Non-discretionary
Repairs and Maintenance	115,864	2.2%	To Town facilities and equipment	Some discretion
Rec Programs (Learn to Run, Movie Nights, Heart of Christmas, Century Ride, day camps	100,033	1.9%	Largely offset by program revenue and grants	Discretionary
Planning, GIS, and Building/Fire Inspection	98,846	1.9%	Mandated Service / Under Contract	Non-discretionary
Technical Equipment (Computer, Licenses, Software, Telephone)	94,993	1.8%	Most under contract/agreement or required to perform services	Some discretion
Advertising and Office Supplies	93,973	1.8%	Some ads required by MGA	Discretionary
Insurance	68,938	1.3%	Required to have	Non-discretionary
Public Transit	63,441	1.2%	Kings Transit and Trans-County Transportation (contract)	Some discretion
Public Works/Facilities/Parks Tools, Supplies, Materials	58,114	1.1%	\$40K sewer expenses, Small Tools \$10K	Some discretion
Professional Services (Audit, Legal, Surveying, Engineering)	56,469	1.1%	Some are under contract	Non-discretionary
Council Salaries	55,971	1.1%	7 members of Council	Some discretion
Staff Training, Travel, Wellness	50,653	1.0%	Most training is required for jobs/certifications required	Some discretion
Regional Library	32,525	0.6%	Mandated Service	Non-discretionary
Parks Maintenance	29,392	0.6%	Maintain playground, soccer fields, lawns, all parks, etc.	Some discretion
Assessment (Pproperty Valuation Services Corporation)	23,273	0.4%	Mandated Service (assessment roll)	Non-discretionary
Tax Exemptions	20,709	0.4%	Per legislation/policies in place	Some discretion
Grants to Organizations	19,000	0.4%	Pool, rink, museums, etc.	Discretionary
Bank Charges	17,500	0.3%	Required to have bank accounts - recently reviewed fees	Non-discretionary
Janitorial Expenses	14,944	0.3%	Under contract (went out to RFP)	Some discretion
Annapolis REMO	12,245	0.2%	Inter-Municipal Services Agreement	Some discretion
Valley REN	12,182	0.2%	Inter-Municipal Services Agreement	Some discretion
Bylaw Enforcement	6,000	0.1%	Through County of Annapolis	Discretionary
Rink Water and Sewer	5,000	0.1%	Per Agreement	Non-discretionary

Total Expenses

5,233,086

Mandatory Payments

- Mandatory Payments are items which the Town has no discretion over and form the single largest group of expenditures within the budget (41% of total expenses)

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
Correctional Services	-	-	-	0.00%	22,742	-
Inter Municipal Service Agreement *	204,506	175,643	28,863	16.43%	149,512	146,926
Kings Transit	63,441	21,500	41,941	195.07%	20,000	21,500
Property Valuation Services	23,273	22,818	454	1.99%	22,479	22,818
RCMP & Prosecution Services	1,236,212	1,048,951	187,261	17.85%	836,344	1,036,409
Regional Centre for Education	498,736	413,508	85,228	20.61%	413,508	460,369
Regional Housing	-	-	-	0.00%	116,110	-
Regional Library	12,300	12,300	-	0.00%	12,300	12,300
Tax Exemptions	20,709	21,851	(1,142)	-5.23%	21,760	21,850
TOTAL CONTRIBUTIONS	2,059,176	1,716,571	342,605	19.96%	1,614,754	1,722,172

* REMO, Valley Waste Resource Management and Valley REN

Inter-Municipal Service Agreements

- TOTAL IMSA **\$204,506**
- Valley Region Solid Waste-Resource Authority **\$180,079**
- Valley Regional Enterprise Network **\$12,182**
- Annapolis County Regional Emergency Management Organization **\$12,245**



Expenditure Summary

General Government

	2025/26	2024/25			2023/24	2024/25
	Budget	Budget	Change \$	Change %	Actuals	Forecast
Salaries, wages, benefits	424,487	349,504	74,983	21.45%	364,067	355,597
Materials, Supplies, Utilities	162,671	145,841	16,831	11.54%	171,612	144,935
Purchased Services	46,695	56,042	(9,348)	-16.68%	44,978	59,910
Other mandatory services	23,273	22,818	454	1.99%	22,479	22,818
Grants	20,709	21,851	(1,142)	-5.23%	21,760	21,850
TOTAL Expenditures	677,834	596,056	81,778	13.72%	624,895	605,111

Expenditure Summary

Protective Services

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
Salaries, wages, benefits	4,500	4,500	-	0.00%	3,600	4,500
Materials, Supplies, Utilities	183,433	170,132	13,301	7.82%	138,462	158,822
Purchased Services	18,842	13,256	5,586	42.14%	12,764	11,371
Other mandatory services	268,402	257,860	10,542	4.09%	259,029	257,860
Inter Municipal Service Agreement	12,245	11,624	621	5.34%	14,805	11,624
RCMP	1,236,212	1,048,951	187,261	17.85%	859,086	1,036,409
TOTAL Expenditures	1,723,634	1,506,323	217,311	14.43%	1,287,745	1,480,587

RCMP - \$1,235,173

Prosecution - \$1,039

Annapolis REMO - \$12,245

Bylaw Enforcement - \$6,000

Hydrant Rate - \$268,402

Fire Department - \$200,774

TOTAL - \$1,506,323

Fire Department Budget

Fire Department Budget

Fire Department Revenue	2025-2026	2024-2025	Variance
<i>Grants</i>			
Grant from County of Annapolis - Operating	69,969	53,940	16,029
Total Revenue	69,969	53,940	16,029
Fire Department Expenses			
<i>General Expenses</i>			
Repairs and Maintenance	40,504	37,856	2,648
Clothing & Boots	28,145	25,759	2,386
Other Equipment	24,822	24,299	523
Utilities (Power, Water, Oil, Fuel)	22,410	22,500	(90)
Technical Equipment (Computer, Licenses, Software, Telephone)	18,064	17,894	170
Training and Travel	18,279	17,729	550
Insurance	18,842	13,255	5,587
Hose & Couplings	13,501	10,637	2,864
Janitor	11,513	11,561	(48)
Honoraria	4,500	4,500	-
Misc.	193	1,898	(1,705)
Total Expenses	200,774	187,888	12,886
<i>Non-Fire Department Expenses</i>			
Hydrant Rate flowed through to Water Utility	268,402	257,860	10,542
Bylaw Enforcement and Animal Control	6,000	-	6,000
Annapolis REMO	12,245	11,624	621
	286,647	269,484	17,163
Total Expenses	487,422	457,372	30,049
Net Loss, Subsidized by Town General Tax Rate	(130,805)	(133,948)	

Expenditure Summary

Transportation Services

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
Salaries, wages, benefits	389,340	355,837	33,503	9.42%	400,049	378,051
Materials, Supplies, Utilities	425,919	347,061	78,859	22.72%	352,664	321,925
Purchased Services	47,794	44,685	3,109	6.96%	38,058	43,110
Other mandatory services	63,441	21,500	41,941	195.07%	20,000	21,500
TOTAL Expenditures	926,494	769,082	157,411	20.47%	810,771	764,586

Expenditure Summary

Environmental Health (Sewer)

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
Salaries, wages, benefits	77,899	79,551	(1,651)	-2.08%	59,760	69,187
Materials, Supplies, Utilities	179,002	165,058	13,945	8.45%	130,386	164,607
Purchased Services	18,071	20,857	(2,786)	-13.36%	21,064	20,599
Inter Municipal Service Agreement	180,079	151,837	28,242	18.60%	122,525	123,120
TOTAL Expenditures	455,052	417,303	37,749	9.05%	333,734	377,513

Category	Amount
Total Expenditures	\$ 455,052
Less: ineligible expenses (Tree removal, Valley Waste Contract)	(198,351)
Add: principal and interest payments on sewer loans	136,674
Total to Recoup via Sewer Rates	\$ 393,375

Category	Rate	Amount
Area Rate on taxable properties	\$0.0013	\$ 181,419
Flat Rate properties	\$250	161,000
Tax Exempt properties, based on water volume (cubic meters)	\$0.917	50,956
Total Recouped from Rates		\$ 393,375



Expenditure Summary

Environmental Development Services

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
Salaries, wages, benefits	136,893	69,839	67,053	96.01%	89,708	50,001
Materials, Supplies, Utilities	43,342	145,694	(102,352)	-70.25%	185,721	148,881
Purchased Services	76,521	2,776	73,745	2656.44%	1,918	3,034
Inter Municipal Service Agreement	12,182	12,182	0	0.00%	12,182	12,182
TOTAL Expenditures	268,938	230,491	38,447	16.68%	289,529	214,098



Expenditure Summary

Recreation and Cultural Services

	2025/26 Budget	2024/25 Budget	Change \$	Change %	2023/24 Actuals	2024/25 Forecast
Salaries, wages, benefits	211,068	235,202	(24,134)	-10.26%	228,282	223,148
Materials, Supplies, Utilities	157,949	138,809	19,140	13.79%	132,618	119,500
Purchased Services	7,625	7,090	534	7.54%	5,795	6,746
Other mandatory services	12,300	12,300	-	0.00%	12,300	12,300
Grants	12,500	16,500	(4,000)	-24.24%	16,500	16,500
TOTAL Expenditures	401,441	409,901	(8,460)	-2.06%	395,495	378,194



Recreation Budget

Recreation Budget

Recreation Revenue	2025-2026	2024-2025	Variance
<i>Grants</i>			
Grant from County of Annapolis for Recreation	20,000	80,000	(60,000)
MPAL (Province of NS)	25,000	25,000	-
Active Kids Healthy Kids	1,921	-	1,921
Active Community Fund	16,256	17,450	(1,194)
Canada Summer Jobs (7 students)	15,386	4,256	11,130
	<u>78,563</u>	<u>126,706</u>	<u>(48,143)</u>
<i>Program Revenue</i>			
Summer Day Camps and March Break Camps	37,047	25,200	11,847
Facility Rentals	2,000	-	2,000
Shad Derby	2,505	-	2,505
Heart Run/Century Ride	22,417	22,000	417
	<u>63,969</u>	<u>47,200</u>	<u>16,769</u>
Total Revenue	<u>142,532</u>	<u>173,906</u>	<u>(31,374)</u>
<i>Recreation Expenses</i>			
<i>Town Recreation</i>			
Salaries and Benefits (including Parks & Rec)	165,310	199,912	(34,602)
Salaries - summer staff (8 students)	45,758	37,581	8,177
Program Expenses	48,928	29,722	19,206
Parks Repairs and Maintenance	35,389	32,303	3,086
Shad Derby	2,673	-	2,673
Heart Run/Century Ride	19,917	20,857	(941)
Training, Travel and Telephone	14,395	14,323	72
Utilities (Power, Water, Oil, Fuel)	11,575	9,400	2,175
Insurance	6,375	5,882	493
	<u>350,319</u> 41%	<u>349,980</u> 50%	<u>339</u>
<i>Grants</i>			
Library	32,525	30,239	2,286
Middleton Rink Commission	9,500	16,623	(7,123)
Middleton Pool Society	9,097	13,059	(3,962)
	<u>51,122</u>	<u>59,921</u>	<u>(8,799)</u>
Total Expenses	<u>401,441</u>	<u>409,901</u>	<u>(8,460)</u>
Net Loss, Subsidized by Town General Tax Rate	(258,909)	(235,995)	(22,914)



Grants to Organizations

Organization	Description	2025-26 Budget	2024-25 Budget	2023-24 Actuals
Library	Power, Insurance, Janitor, Telephone, Water, Sewer, Repairs + \$12,300 Regional Library Contribution + Roof (24-25 only)	\$ 32,525	\$ 39,039	\$ 30,969
Pool	\$8,000 Grant, Insurance, Lights	9,097	13,059	12,937
Rink	\$4,500 Grant, Water, Sewer	9,500	16,623	16,404
HOTV	Allocated to multi-cultural festival 25/26	-	4,500	7,000
M. Museum	General Operations	3,000	4,500	4,500
R. Museum	General Operations	2,000	3,000	3,000
SW Biosphere	General Operations	500	500	500
SMH	Foundation grant for new Digital Imaging Machine	-	5,000	-
Anna. SAR		1,000	1,000	1,000
Total		\$ 57,622	\$ 87,221	\$76,310

- Soldier’s Memorial Hospital Foundation did not make a new request for 2025-26
- Railway Museum asked for an additional \$3,000 for interpretive panels
- Rink asked for an additional \$25,000 for renovations
- Rick asked for an additional \$7,500 operating grant

Grant Request – Rink Operations



Middleton & District Arena
31 Gates Avenue
P.O. Box 823
Middleton N.S.
B0S 1P0

Town of Middleton
131 Commercial Street
Middleton, NS
B0S1P0

Dear Mayor and Council,

On behalf of the Middleton & District Rink Commission and its Volunteer Board of Directors, I would like to extend our gratitude for your support over the past years. Our arena has faced numerous challenges, including financial uncertainty and significant infrastructure and equipment expenses. Despite these obstacles, the collective efforts of our community have ensured that our doors remain open, providing a vital space for recreation, connection, and growth.

Over the past year, the community's incredible dedication and generosity have made it possible to secure the necessary funds to keep the arena operational. This achievement is a testament to the spirit and resilience of Middleton's residents. Additionally, with the support of the Valley Credit Union, we were able to secure a substantial loan to ensure our operations continue into the 2024/2025 season. We are truly grateful for the trust and commitment demonstrated by all who contributed to this effort.

The Middleton Arena is more than just a building; it is a cornerstone of our town. It provides countless benefits to our community, including:

- **Youth and Adult Recreation:** Offering a safe space for children, youth, and adults to participate in hockey, figure skating, and recreational skating.
- **Community Engagement:** Serving as a hub for gatherings, events, and programs that foster connections among residents.
- **Physical and Mental Health:** Promoting active lifestyles and well-being through accessible and inclusive recreational opportunities.
- **Economic Contributions:** Drawing visitors to Middleton for tournaments, events, and programs, which in turn supports local businesses and services. The arena brings hundreds of local hockey players and their families to Middleton every week, with 93% of those hockey players coming from outside of Middleton. This increased traffic significantly contributes to the local economy by supporting businesses such as motels, restaurants, and shops.

- **Tournament Hosting:** Hosting numerous hockey tournaments during the winter months, attracting 150-200 players and their families per event. These visitors frequently stay at local accommodations, dine at local establishments, and shop at local stores, providing substantial economic benefits to the town. Many businesses would agree that the additional patrons during the winter months are a vital boost.
- **Youth Development:** Providing young people with opportunities to learn teamwork, discipline, and leadership through organized sports and activities.
- **Community Benefits:** Enhancing community pride, fostering inclusivity, and offering a space for social interactions and physical activity that improve the quality of life for all residents.
- **Meaningful Employment:** Providing meaningful employment opportunities for multiple individuals, contributing to the economic stability and growth of our town.

To ensure the continued success and sustainability of this invaluable community asset, we respectfully request an increased operating grant of \$12,000 from the Town of Middleton. We also ask for your continued support in providing water, sewer, and snow removal services. These contributions are crucial in securing the future of our arena and the many benefits it brings to Middleton.

Thank you for your continued support and for considering how the Town of Middleton can help ensure the sustained operation and success of this vital facility. Together, we are preserving a cherished institution that enriches our community.

Sincerely,

Les Barker
Director
Middleton & District Rink Commission

Grant Request – Rink Capital

Proposal for Rink Revitalization Support for the Middleton & District Arena

To: Town of Middleton Council & Staff

From: Middleton & District Rink Commission

Subject: Proposal for Rink Revitalization Support

Introduction

The Middleton & District Arena has served as a vital community hub for decades, fostering recreational activities, physical fitness, and social connections. Rising operational costs and growing demand for diverse programming have placed financial strain on our facility. To ensure continued operation and sustainability, the Middleton & District Rink Commission respectfully requests \$25,000 from the Town of Middleton to support necessary renovations.

Community Importance of the Arena

The arena is more than just a recreational facility—it is a central gathering place for residents of the Town of Middleton and the surrounding area. Regardless of future circumstances, the facility will remain an asset to the community. During the winter season, it operates for over 35 hours a week, offering programs that enhance physical and mental well-being. The arena provides employment for one full-time and four part-time staff members, contributing to local job stability.

Our programming includes:

- Minor hockey leagues and school hockey programs
- Recreational and pick-up hockey leagues
- Public skating sessions
- Skating programs tailored for adults, newcomers, and individuals with sensory sensitivities
- Community events that bring residents together

The arena also hosts tournaments and regional events, drawing visitors and stimulating the local economy.

Current Challenges and Required Upgrades

The proposed project focuses on replacing the arena's leaking roof with a state-of-the-art built-up membrane roofing system. This upgrade will use the existing steel roof as a base, reinforced with mechanically fastened insulation, capped with a cover board, and finished

with a durable built-up asphalt membrane. Roof replacement is the top priority to prevent further damage and preserve the building's structural integrity.

Currently, the roof's condition has caused significant issues, including water damage to drywall, flooring, and subflooring in finished areas. Water dripping onto the floor poses a safety hazard when it freezes, and wet insulation has become ineffective due to water intrusion. Condensation from the steel structure and improper roofing insulation results in dripping water, forming cones on the ice surface that compromise its safety and require extensive daily maintenance to prepare the surface for use. Additionally, the perforated steel walls contribute to substantial heat loss, making it difficult to maintain proper cooling during warmer weather.

Once the roof is replaced, the next step will be upgrading the wall system to complete the building envelope, improving energy efficiency and sustainability. Construction is scheduled to take place from June 1 to September 30, 2025. If necessary, the wall installation will be phased to ensure daily operations are not disrupted. This comprehensive approach will extend the arena's lifespan, enhance safety, and significantly reduce energy costs.

The urgency of the project is driven by several factors. The current roof has exceeded its lifespan and is leaking in several areas, despite being coated with a roll-on waterproofing system in 2018 to extend its service life. This not only affects the structural integrity of the building but also increases energy consumption due to large air leaks along the walls, poor insulation levels and thermal bridging between the steel structure and the exterior.

These issues create an increased cooling load and condensation problems, which causes increased work to maintain the ice surface, especially during humid weather and warm temperature swings. Completing these upgrades will allow the facility to operate efficiently for a longer season, enabling operations to start in September and extend into April.

Incorporating Insulated Metal Panels (IMP) into the wall system will significantly enhance the energy efficiency of the building. IMPs provide superior insulation, reducing thermal bridging and air leakage. This leads to lower energy consumption for cooling, resulting in cost savings and a reduced carbon footprint, addressing the roof and wall condition is essential for improving the building's resilience to extreme weather events and climate change.

Grant Request – Rink Capital

The project will ensure that renovations meet the accessibility standards outlined in CSA-B651 or the NS Building Code. Replacing the roof and insulating the building envelope is part of a phased plan to meet accessibility standards before 2030. Once the roof is replaced and the building envelope is more energy-efficient, the existing entrance will be renovated to allow the use of automatic doors. The facility currently has ramps and an accessible washroom.

This project is the first step in a larger phased plan to improve the facility. Energy usage is the biggest expense currently incurred by the arena. Thermal imaging has shown large air leaks along the walls and thermal bridging between the steel structure and the exterior, which creates an increased cooling load and issues with condensation dripping on the ice during humid weather. Completing these upgrades will allow the facility to operate efficiently for a longer season, enabling operations to start in September and extend into April.

The total cost for necessary upgrades is estimated at **\$825,000**, with the major expenses as follows:

- **Roofing, siding, and insulation:** \$715,000
- **Accessibility improvements (sliding door systems, wheelchair ramp, accessible washrooms and changing room):** \$110,000

Financial Contributions and Fundraising Efforts

To complete this phase, we have secured and applied for various funding sources:

- Province of Nova Scotia: Rink Revitalization Fund (\$150,000) and AssessAbility Fund (\$50,000)
- Rotary Club of Middleton: \$50,000 request submitted
- Current resources: \$60,000 available
- Community fundraising initiatives: \$100,000 - \$150,000 anticipated through events and donations
- In-kind donations: \$80,000 - \$100,000 pledged by local businesses and individuals
- Kraft Hockeyville: Potential \$25,000-\$250,000 if selected

Request for Support

We are seeking a \$25,000 contribution from the Town of Middleton. Your support will directly contribute to the preservation of a facility that:

- Strengthens community connections
- Provides accessible and inclusive recreational opportunities
- Supports local economic development

- Remains a long-term asset for the Town of Middleton and its neighboring communities

Conclusion

We deeply appreciate your consideration and commitment to community recreation. With your support, we can revitalize the Middleton & District Arena and continue to serve the community for years to come.

Sincerely,



Richard Greene
Middleton & District Rink Commission

Grant Request – Pool Operating



29 GATES AVENUE, MIDDLETON NS, B0S 1P0
MIDDLETONTOWNPOOL@GMAIL.COM
902 825 6600

Dear Mayor and Council,

February 14, 2025

On behalf of the Middleton Swimming Pool Society, I would like to extend our sincere gratitude for your ongoing support of the town pool. Your contributions have been instrumental in ensuring that the pool remains a welcoming gathering place for our entire community, providing a space for recreation, learning, and connection.

We are pleased to share that last season was both successful and financially profitable, allowing us to reinvest in maintaining and improving the facility. With this positive momentum, we hope to continue this trend and work towards creating a pool that will serve generations to come.

To help us achieve this goal, we respectfully request the continuation of the annual operating grant of \$12,000. This funding is essential in sustaining our operations, keeping the pool accessible to residents, and ensuring that it remains a vibrant part of our town.

Thank you once again for your ongoing commitment to the Middleton Swimming Pool Society. We truly appreciate your support and look forward to another great season serving our community.

Best regards,

A handwritten signature in black ink that reads "Tara Balcome".

Tara Balcome
Middleton Swimming Pool Society

Grant Request – Railway Museum



MIDDLETON RAILWAY MUSEUM

February 22, 2025

Town of Middleton
Attn. Ashley Crocker
Chief Administrative Officer
Box 340
Middleton, Nova Scotia B0S 1P0

Dear Ms. Crocker,

We appreciated the opportunity to update Mayor Smith and the Council on Tuesday, February 18th, on our recent achievements and plans for the Museum.

As introduced at the meeting, we are confirming our two-part request for assistance for the upcoming 2025-26 fiscal year. Our request is for a contribution of \$8,000.

Part one is to assist the Museum with our \$24,000 annual operating budget. We request \$5,000, recognizing that \$2,600 will flow directly back to the Town for municipal taxes and water services. As was noted at the meeting, most museums in Nova Scotia are tax-exempt, but this is not the case with the Middleton Railway Museum.

Part two is for \$3,000 to assist in installing locally produced interpretive panels in our newly restored Operator's Office, where they will help our interpreters explain the significance of railways to the development of Middleton and the Annapolis Valley. Our volunteers will develop the text for these panels, which will be derived from their research in our archives.

We look forward to your positive response so that we may continue to welcome new and returning guests to our community and the Middleton Railway Museum.

Yours sincerely,

A handwritten signature in black ink, appearing to read "David Hankinson".

David Hankinson
Chairman

Grant Request – Macdonald Museum



P O Box 925
21 School Street
Middleton, NS B0S 1P0
902 825 6116
www.macdonaldmuseum.ca

February 5th, 2025

Ashley Crocker CAO, Town of Middleton
131 Commercial Street, PO Box 340
Middleton NS B0S 1P0

Dear CAO Crocker & Middleton Town Council,

Another year has come and gone; 2024 proved to be a very busy and successful season at the Macdonald Museum.

Funding provided by the Town of Middleton is used in many ways. We put some of it towards guests speakers, including, Laird Niven, archaeologist involved in the Oak Island TV show. It went towards the creation of our first “heART of the Valley Art Show competition. This competition was open to artists throughout the Annapolis Valley and gave visitors to the museum the chance to vote for the winning artwork. We purchased two new outdoor signs for the Museum. One is already in place; the second sign will be put up when winter finally decides to leave! It also gave us the opportunity to purchase some new chairs for our events.

Despite our success this past season, fundraising is still one of our top priorities and with the future economic climate in such uncertainty it is going to be even more of a challenge.


We are hoping to receive the amount of \$4500.00 in support from the Town of Middleton. Should we receive your funding, your support will allow us to continue to offer programming and services to our community including exhibits, workshops, and archival resources. Your funding also allows us to continue to collect, preserve, and protect the history of our community and Annapolis County. Museums, like “The Mac”, benefit communities as they attract tourists, serve as tourism bureaus by directing individuals to other local businesses, provide recreational activities for their communities, and promote strong communities by providing space for discussion, meetings, volunteerism, and being a place to belong and feel included.

We have several exhibits in the planning stages, including a dinosaur exhibit on loan from the Museum of Natural History in Halifax. The Christmas Craft Fair and Heart of the Valley Summer Craft market are also in the planning stages, we have a host of other community events and concerts lined up for the coming season.

The Macdonald Museum has greatly appreciated the past financial support of the Town of Middleton and sincerely hopes that we can continue to work together in our mutual effort to serve our community.

Thank you for your consideration and please contact me if you need further information.

Claire Grazette


Director
Macdonald Museum

Grant Request – AC GSAR



Annapolis County Ground Search and Rescue
PO Box 234
Bridgetown, NS
B0S 1C0
www.acgsar.ca

February 26, 2025

To the Council of The Town of Middleton:

We are greatly appreciative of the \$1000 grant received earlier this year. With it we were able to purchase three (3) complete Hypothermia kits that will reside in our vehicles for search events and will also be used for training by our members. Each kit contains a tarp, reflective blanket, sleeping bag, 50ft rope and 3 reusable instant-heat packs, and each set is contained in a durable dry-bag. The total cost of this equipment was \$493.73.

We were also able to purchase sixty (60) Thinsulate high-visibility orange toques for our members in cold-weather events to protect them while making them readily identifiable. The total for these toques was \$330.51.

The remaining \$175.76 will enable us to purchase and affix small team crests to each.

We appreciate your support enormously as we are 100% volunteer and rely on grants, donations and fundraising to purchase or upgrade our equipment and gear.

Next year, if awarded another such grant, we intend to replace our current AA Alkalines with recyclable Lithium batteries for our GPS units. Lithium batteries are more expensive, but last up to six times longer, do not leak, and are not weakened by cold weather. We are also researching a dash-mount Samsung Galaxy tablet with preloaded mapping for rapid responses and transport navigation.

With our gratitude, we are at your service.

Diane Heaton

Diane Heaton, President
Annapolis County Ground Search and Rescue

Grant Request – Southwest Biosphere

To: Mayor and council,
Town of Middleton, N.S.

From: John Sollows, Secretary,
Southwest Nova Biosphere Reserve Association,
399 Wyman Road,
Sand Beach, N.S.,
B5S 5G4.



Date: January 28, 2025.

The Southwest Nova Biosphere Reserve Association engages in the Amazing Places program, which promotes little-known tourist attractions in the region which can sustainably accommodate more visitors. We aim to invest \$10,000 per year in an attraction, and every county has its turn.

In 2023-24, we invested \$10,000 in interpretive panels and other things for Delaps Cove. Last year's amount (including \$500 from the Town of Middleton) ultimately went to the Brier Island Trails Association to develop their trail system in the Big Meadow.

We plan to use this year's \$500 on this year's Amazing Places program. This year's county hasn't been finalized, but it will likely be in Yarmouth County.

The benefits from this program are regional. By encouraging people to visit attractions and stay longer, local businesses benefit. We hope that the work already done in Delaps Cove is having spinoff effects for Middleton and vicinity.

Many thanks tot the Town of Middleton for its support for this program.



Grants to Organizations

The Town provides several In-Kind Services to organizations that are not recorded separately in the financial statements.

Organization	Description
Pool	Painting the pool, water maintenance/testing, mowing, line painting (~\$4,500)
Rink	Plowing line painting, snow removal for Zamboni, help with ice removal (~\$3,500)
R. Museum	Flowers, garbage removal (~\$500)
M. Museum	Mowing, plowing, flowers and garden (~\$5,500) – note that staff understand there is a verbal agreement in place that these services are provided in exchange for use of the Museum’s greenhouse Other maintenance (ex. re-doing the walkway) (~\$2,300) Haunted House (~\$8,000)

Multi-Cultural Festival Budget

Multi-Cultural Budget 2025

Revenue	Details	Vendor	Before HST	HST	TOTAL	TOWN COST
<i>Sponsorship</i>						
Confirmed Sponsors			1,000.00	-	1,000.00	1,000.00
			1,000.00	-	1,000.00	1,000.00
<i>Town Funding</i>						
Heart of the Valley previous funding commitment			4,500.00	-	4,500.00	4,500.00
Town Events Budget			-	-	-	-
Multi-cultural Festival Grant (Province)			4,000.00	-	4,000.00	4,000.00
			8,500.00	-	8,500.00	8,500.00
<i>In-Kind Donations</i>						
Colin Crowell	Stage donation		5,000.00	-	5,000.00	5,000.00
Colin Crowell	Sound technician		1,000.00	-	1,000.00	1,000.00
			6,000.00	-	6,000.00	6,000.00
<i>Concert Tickets</i>						
Estimate 200 people at \$25 per ticket			5,000.00	-	5,000.00	5,000.00
					-	-
			5,000.00	-	5,000.00	5,000.00
Total Revenue			20,500.00	-	20,500.00	20,500.00
Expenses						
Salaries (included in operating budget already)			-	-	-	-
Concert	Performer	Jah'Mila	4,000.00		4,000.00	4,000.00
Concert	Performer	Quake Matthews	1,750.00		1,750.00	1,750.00
Bouncy Castle			948.25	132.76	1,081.00	984.82
Security			1,085.00	151.90	1,236.90	1,126.85
Sound System			2,948.03	414.22	3,362.25	3,062.15
Sound Technician	In-kind donation	Colin Crowell	1,000.00		1,000.00	1,000.00
Marketing	Aurora Newspaper, Facebook Ads, Radio	Various	560.00	78.40	638.40	581.60
Stage	In-kind donation	Colin Crowell	5,000.00	-	5,000.00	5,000.00
					-	-
			17,291.28	777.28	18,068.55	17,505.41
Total Expenses			17,291.28	777.28	18,068.55	17,505.41
NET INCOME / (LOSS)			3,208.73	(777.28)	2,431.45	2,994.59

Shad Derby Budget

Shad Derby Budget 2025

Revenue	Details	Vendor	Before HST	HST	TOTAL	TOWN COST
<i>In-Kind Donations</i>						
Goodie Bags for Kids	25 bags	Heather's Independent	150.00	-	150.00	150.00
Coffee for Event		Robin's Donuts	100.00	-	100.00	100.00
Water		Lequille Country Store	50.00	-	50.00	50.00
Prizes	2 fishing rods, shad darts, hats, etc	Lequille Country Store	300.00	-	300.00	300.00
Prizes	2 fishing rods, shad darts, hats, etc	Gates Landing	300.00	-	300.00	300.00
Prizes	Tackle boxes	The Tackle Shed	300.00	-	300.00	300.00
Prizes	Rod and tackle	K&S Bait Shop	300.00	-	300.00	300.00
Prizes	2 compact rods, assorted tackle, hats	Lures for Vets	300.00	-	300.00	300.00
			1,800.00	-	1,800.00	1,800.00
<i>Registrations</i>						
Online Registrations			255.00	-	255.00	255.00
Day Of Registrations			450.00	-	450.00	450.00
					-	-
			705.00	-	705.00	705.00
Total Revenue			2,505.00	-	2,505.00	2,505.00
Expenses						
Salaries (included in operating budget already)			-	-	-	-
Hats	For registrants	Digby Print and Promo	706.00	98.84	804.84	733.23
Fishing nets, magnets, pliers		Dollarama	18.00	2.52	20.52	18.69
Pliers and Fish Net		Loonies and Toonies	21.00	2.94	23.94	21.81
Prizes	In-kind donation		1,500.00	-	1,500.00	1,500.00
Water	In-kind donation		50.00	-	50.00	50.00
Coffee	In-kind donation	Colin Crowell	100.00	-	100.00	100.00
Goodie Bags for Kids	In-kind donation	Various	150.00	-	150.00	150.00
					-	-
			2,545.00	104.30	2,649.30	2,573.73
Total Expenses			2,545.00	104.30	2,649.30	2,573.73
NET INCOME / (LOSS)			(40.00)	(104.30)	(144.30)	(68.73)

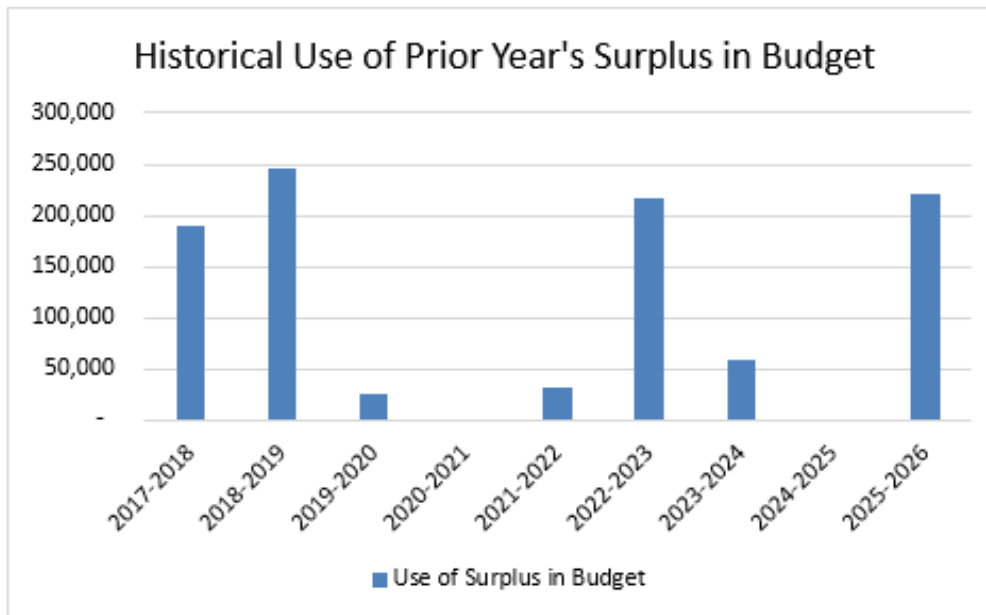
Heart Run/Century Ride Budget

Revenue	Details	Vendor	Before HST	HST	TOTAL	TOWN COST
<i>Sponsorship</i>						
Confirmed Sponsors			3,990.00	-	3,990.00	3,990.00
Unconfirmed Sponsors			800.00		800.00	800.00
			4,790.00	-	4,790.00	4,790.00
<i>In-Kind Donations</i>						
Product Donation	Bananas	Heather's Independent	1,000.00	140.00	1,140.00	1,038.57
Product Donation	Chocolate Milk	Dairy Farmer's of NS	500.00	70.00	570.00	519.29
Product Donation	Yogurt tubes, swag bag items	Foodland	200.00	28.00	228.00	207.71
Product Donation	Coffee	Tim Horton's	200.00	28.00	228.00	207.71
Product Donation	12 cases of water	Sobey's	100.00	14.00	114.00	103.86
			2,000.00	280.00	2,280.00	2,077.14
<i>Registrations</i>						
Heart Run	Estimate 150		7,050.00	-	7,050.00	7,050.00
Century Ride	Estimate 100		8,500.00	-	8,500.00	8,500.00
			15,550.00	-	15,550.00	15,550.00
Total Revenue			22,340.00	280.00	22,620.00	22,417.14
<i>Expenses</i>						
<i>Century Ride</i>						
Jerseys	Estimate 100	Jakroo	4,966.25	695.28	5,661.53	5,157.80
Alternate Swag Items	If people register after cutoff (hats, etc.)	Digby Print and Promo	1,200.00	168.00	1,368.00	1,246.28
Volunteer Shirts	Estimate 20 volunteers	Digby Print and Promo	300.00	42.00	342.00	311.57
Postage - Mail Jersey's	If people do it virtually		200.00	28.00	228.00	207.71
PortaPotty	Corner of Mount Hanley Road	Kings Portable Toilets	225.00	31.50	256.50	233.88
Chicken Dinner	Estimate 100 + 20 volunteers	Independent	1,440.00	201.60	1,641.60	1,495.54
Specialty Meals for Registrants with Allergies	Estimate 20 (last year 18)	Heather's Independent	300.00	42.00	342.00	311.57
Road Paint	Done by Rec Staff	Home Hardware	80.00	11.20	91.20	83.09
Photographer		Christina Marie?	300.00	-	300.00	300.00
Adopt a Mile Signs			150.00	21.00	171.00	155.79
Gloves, Wipes, Napkins, granola bars, cups, etc.		Running Man	500.00	70.00	570.00	519.29
Food Stop Food - Purchased	Ice, gatorade, muffins, apples, cream	Heather's Independent	800.00	112.00	912.00	830.86
Food Stop Food - Donated in Kind	Bananas, coffee, yogurt tubes, etc.	Heathers, Foodland, Tim's	1,400.00	196.00	1,596.00	1,454.00
Water for participants - Donated in Kind	Donated	Sobey's	100.00	-	100.00	100.00
			11,981.25	1,618.58	13,579.83	12,407.17
<i>Heart Run</i>						
T-shirts	Estimate 150	Digby Print and Promo	2,486.50	348.11	2,834.61	2,582.40
Medals	Estimate 150	Digby Print and Promo	1,500.00	210.00	1,710.00	1,557.86
Gels	People running longer distances	Sun River Honey	150.00	21.00	171.00	155.79
Registration and Timing		Route 541 Timing	2,000.00	280.00	2,280.00	2,077.14
Chocolate Milk	Donated	Dairy Farmer's of NS	500.00	70.00	570.00	519.29
Water (Large bottles)		Our water people	100.00	14.00	114.00	103.86
Turn Signs	May not need any this year	Cat's Meow	150.00	21.00	171.00	155.79
Food Stop Food	Included above with Century Ride	Various	-	-	-	-
Age Category Awards	Unsure what we are doing, maybe certificates	?	200.00	28.00	228.00	207.71
Water Pumps	Estimate 9	Amazon	144.00	20.16	164.16	149.55
			7,230.50	1,012.27	8,242.77	7,509.38
Total Expenses			19,191.75	2,630.85	21,822.60	19,916.55
NET INCOME / (LOSS)			3,148.25	(2,350.85)	797.40	2,500.59



Operating Surplus

- It is not good financial practice to continuously take from reserves to balance the budget
- Over the past 9 years, the Town has budgeted to use almost \$1 million from reserves to balance the budget
- \$221K is budgeted in 2025-2026 to offset the deficit. Approximately \$60K is coming from prior year surplus, and the remaining \$165K from the operating reserve



Transfer to Reserves from Operating

- Every effort should be made each year to transfer money **to reserves** for the future replacement of assets
- The Town has historically transferred ~\$50,000 per year to the Sewer Reserve
- Staff removed the \$50,000 transfer to Sewer Reserve in 2025-26 due to the projected deficit



Financial Condition Indicators (FCI's)



Indicator Name	Green	Yellow	Red	Actual 2017-18	Actual 2018-19	Actual 2019-20	Actual 2020-21	Actual 2021-22	Actual 2022-23	As Filed 2023-24	Forecast 2024-25	Budget 2025-26
B1 3-year change in Tax Base	= or > CPI% Change	< CPI Change, but not negative growth	Negative growth	5.3%	3.1%	1.6%	0.8%	3.7%	4.6%	10.0%	17.2%	18.9%
B2 Reliance on Single Business/Institution	< 10%	10% to 15%	> 15%	1.1%	1.1%	1.1%	1.0%	1.0%	1.1%	1.2%	1.2%	1.6%
B3 Residential Tax Effort	< 4%	4% to 6%	> 6%	4.7%	4.7%	4.9%	5.1%	4.2%	4.6%	4.7%	4.8%	5.6%
S1 Uncollected Taxes	< 10% CY Tax billings	10% to 15% CY Tax billings	> 15% CY Tax billings	4.8%	2.5%	4.4%	3.3%	3.3%	3.3%	3.1%	7.3%	6.9%
S2 Operating Reserve	> 20% Optg Exp	10% to 20% operating expenses	< 10% Optg Exp	11.8%	9.7%	9.4%	10.9%	15.4%	15.6%	13.2%	24.7%	18.2%
S3 Debt Service Cost	< 10% OSR	10% to 15% own source operating revenue	> 15% OSR	9.8%	9.5%	9.4%	8.6%	8.6%	8.0%	7.4%	5.8%	6.4%
S4 Outstanding Operating Debt	< 25% OSR	25% to 50% own source operating revenue	> 50% OSR	0.0%	0.7%	5.3%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%
S5 Undepreciated Assets	NBV > 50% Cost	NBV 35% to 50% Cost	NBV < 35% Cost	54.1%	52.5%	50.3%	49.9%	49.7%	48.1%	46.6%	45.6%	45.6%
R1 # of Deficits in Last 5 Years	0 in last 5 years	1 or more in last 5 years	1 or more in last 2 years	0	0	1	1	1	1	1	0	0
R2 Liquidity	CA/CL > 1.5	CA/CL between 1 and 1.5	CA/CL < 1.0	3.6	2.6	1.8	2.3	2.7	3.9	1.5	1.9	2.0
R3 Reliance on Government Transfers	< 15% Total Rev	15% to 20% Total Revenue	> 20% Total Revenue	11.5%	11.7%	12.1%	12.3%	20.2%	11.7%	10.7%	8.2%	12.2%
R4 Combined Reserve (Operating & Capital)	> 40% Optg Exp+ Amort	30% to 40% Operating Exp + Amortization	< 30% Optg Exp+ Amort	31.0%	30.4%	32.8%	35.8%	37.1%	40.8%	42.3%	48.5%	38.3%
Years with Budget Accuracy within + or - 5% in the last five years				3	2	2	1	2				
suspended for 2020-21, 2021- 22, 2022-23, and 2023-24 due to COVID												
Overall Assessment - # FCI's that meet low risk threshold				9	8	7	6	5	7	7	10	8

Financial Condition Indicators (FCI's)



Indicator Name	Actual 2017-18	Actual 2018-19	Actual 2019-20	Actual 2020-21	Actual 2021-22	Actual 2022-23	As Filed 2023-24	Forecast 2024-25	Budget 2025-26	
B1 3-year change in Tax Base	● 5.3%	● 3.1%	● 1.6%	● 0.8%	● 3.7%	● 4.6%	● 10.0%	● 17.2%	● 18.9%	
B2 Reliance on Single Business/Institution	● 1.1%	● 1.1%	● 1.1%	● 1.0%	● 1.0%	● 1.1%	● 1.2%	● 1.2%	● 1.6%	
B3 Residential Tax Effort	● 4.7%	● 4.7%	● 4.9%	● 5.1%	● 4.2%	● 4.6%	● 4.7%	● 4.8%	● 5.6%	
S1 Uncollected Taxes	● 4.8%	● 2.5%	● 4.4%	● 3.3%	● 3.3%	● 3.3%	● 3.1%	● 7.3%	● 6.9%	
S2 Operating Reserve	● 11.8%	● 9.7%	● 9.4%	● 10.9%	● 15.4%	● 15.6%	● 13.2%	● 24.7%	● 18.2%	changed
S3 Debt Service Cost	● 9.8%	● 9.5%	● 9.4%	● 8.6%	● 8.6%	● 8.0%	● 7.4%	● 5.8%	● 6.4%	
S4 Outstanding Operating Debt	● 0.0%	● 0.7%	● 5.3%	● 7.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%	● 0.0%	
S5 Undepreciated Assets	● 54.1%	● 52.5%	● 50.3%	● 49.9%	● 49.7%	● 48.1%	● 46.6%	● 45.6%	● 45.6%	
R1 # of Deficits in Last 5 Years	● 0	● 0	● 1	● 1	● 1	● 1	● 1	● 0	● 0	
R2 Liquidity	● 3.6	● 2.6	● 1.8	● 2.3	● 2.7	● 3.9	● 1.5	● 1.9	● 2.0	
R3 Reliance on Government Transfers	● 11.5%	● 11.7%	● 12.1%	● 12.3%	● 20.2%	● 11.7%	● 10.7%	● 8.2%	● 12.2%	
R4 Combined Reserve (Operating & Capital)	● 31.0%	● 30.4%	● 32.8%	● 35.8%	● 37.1%	● 40.8%	● 42.3%	● 48.5%	● 38.3%	changed
Years with Budget Accuracy within + or - 5% in the last five years	3	2	2	1	2					
Overall Assessment - # FCI's that meet low risk threshold	● 9	● 8	● 7	● 6	● 5	● 7	● 7	● 10	● 8	changed

- 2025-26 FCI for # of Deficits in Last 5 years assumes the budget will be balanced
- By using \$165K from operating reserves to fund the current year deficit, two indicators went from green to yellow, and the overall assessment went from green to yellow

Section 4

2025/26 Water Utility Operating Budget

Water Utility Operating Budget



Water Utility Operating Fund Budget Overview						
	2025/26	2024/25	Change	Change	2024/25	2023/24
	Budget	Budget	Change \$	%	Forecast	Actuals
REVENUES						
Metered sales	614,597	608,714	5,884	1%	607,652	621,346
Flat rate sales	900	900	-	0%	900	953
Public fire protection	287,619	276,410	11,209	4%	276,410	278,602
Sprinkler service	2,317	-	2,317	0%	-	3,350
Other operational revenue	6,887	6,720	167	2%	5,671	18,416
Non-operating revenue	1,010	1,010	-	0%	776	76,855
TOTAL REVENUE	913,330	893,754	19,576	2%	891,410	999,522
EXPENSES						
Source of supply	46,011	53,574	(7,562)	-14%	4,484	57,013
Power and pumping	70,441	79,875	(9,434)	-12%	63,468	53,720
Water treatment	39,406	45,318	(5,912)	-13%	50,346	45,123
Transmission and distribution	265,523	275,633	(10,109)	-4%	255,557	175,734
Admin and general	278,109	261,971	16,137	6%	265,922	250,371
Depreciation	80,883	80,883	-	0%	80,883	80,883
Taxes	46,607	45,576	1,031	2%	45,331	44,809
Interest - MFC	-	-	-	0%	-	-
Interest - Interfund	-	-	-	0%	-	-
TOTAL EXPENSES	826,981	842,830	(15,849)	-2%	765,991	707,653
ANNUAL SURPLUS / (DEFICIT)	86,349	50,924	35,425		125,418	291,869
FINANCING AND TRANSFERS						
Capital out of revenue	-	-	-		-	-
Transfer to Reservoir reserve	89,948	89,948	-		89,948	89,948
Principal repayments (MFC)	-	-	-		-	-
Principal repayments (Inter-fund)	-	-	-		-	-
TOTAL AFTER TRANSFERS	(3,599)	(39,024)	35,425	-	35,470	201,921

Water Utility Revenue Summary

Water Utility Operating Fund Budget Overview						
	2025/26 Budget	2024/25 Budget	Change Change \$	Change %	2024/25 Forecast	2023/24 Actuals
REVENUES						
Metered sales	614,597	608,714	5,884	1%	607,652	621,346
Flat rate sales	900	900	-	0%	900	953
Public fire protection	287,619	276,410	11,209	4%	276,410	278,602
Sprinkler service	2,317	-	2,317	0%	-	3,350
Other operational revenue	6,887	6,720	167	2%	5,671	18,416
Non-operating revenue	1,010	1,010	-	0%	776	76,855
TOTAL REVENUE	913,330	893,754	19,576	2%	891,410	999,522

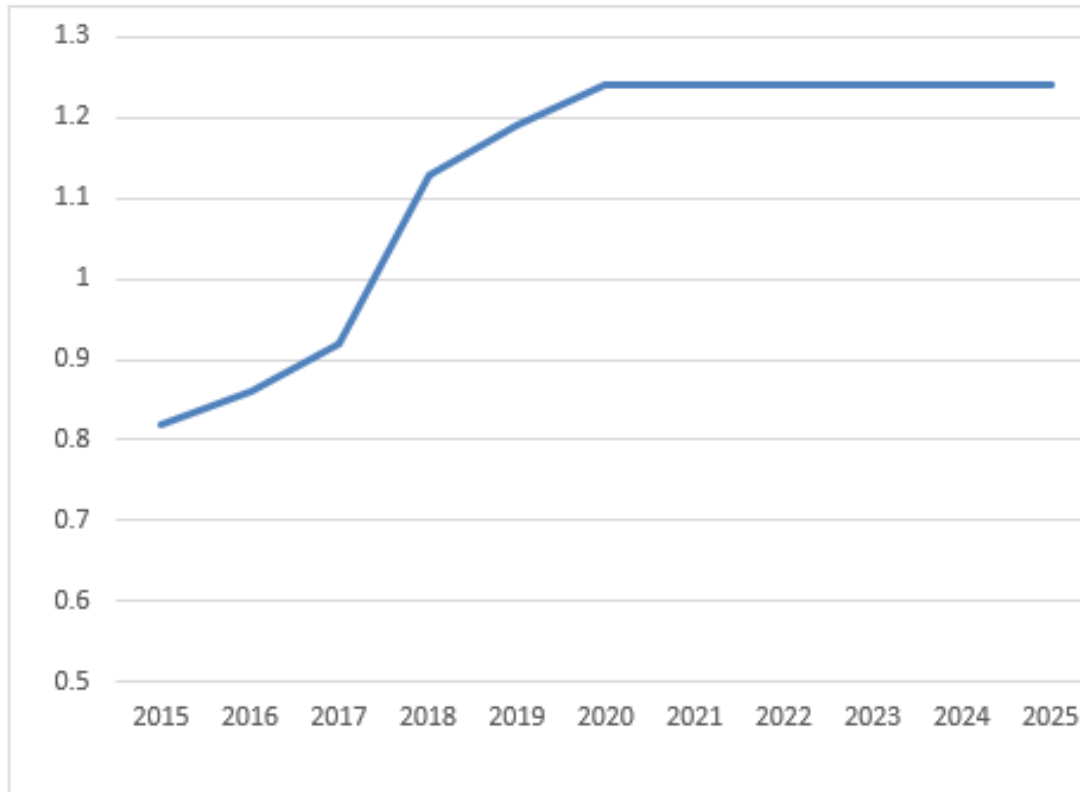
- Public Fire Protection is up due to increased assessments. The Hydrant rate of 0.0013 per \$100 of assessment is based on a preliminary calculation of prior year actuals. The new rate cannot be calculated until the fiscal 2024-2025 numbers have been updated for year-end.

Water Utility Expenditure Summary



Water Utility Operating Fund Budget Overview						
	2025/26 Budget	2024/25 Budget	Change \$	Change %	2024/25 Forecast	2023/24 Actuals
EXPENSES						
Source of supply	46,011	53,574	(7,562)	-14%	4,484	57,013
Power and pumping	70,441	79,875	(9,434)	-12%	63,468	53,720
Water treatment	39,406	45,318	(5,912)	-13%	50,346	45,123
Transmission and distribution	265,523	275,633	(10,109)	-4%	255,557	175,734
Admin and general	278,109	261,971	16,137	6%	265,922	250,371
Depreciation	80,883	80,883	-	0%	80,883	80,883
Taxes	46,607	45,576	1,031	2%	45,331	44,809
Interest - MFC	-	-	-	0%	-	-
Interest - Interfund	-	-	-	0%	-	-
TOTAL EXPENSES	826,981	842,830	(15,849)	-2%	765,991	707,653

Water Utility Rate History



Consumption rates per cubic metre

Section 5

2025/26 Capital Budget

2025-2026 Capital Budget

For the Fiscal Year

2025/26

Project Name	Unit	Asset	Brief Description	Cost	Operating	Grant	Drawdown Reserves	(Repa	Long-term Debt	Other	Project #
PARKS BARN FENCE	Town	Land improvements	Rotary Park barn - protect equipment	17,000	-	-	17,000	-	-	-	25-07
DOCK	Town	Land improvements	replace wooden dock	82,500	-	41,250	33,000	-	-	8,250	25-09
FLAIL MOWER	Town	Other equipment	wellfield/ditch/bank maintenance	15,000	-	-	15,000	-	-	-	25-06
LIFT STATION PUMP REPLACEMENT	Town	Sewer lift stations	Sewer pump	10,000	-	-	10,000	-	-	-	23-05
ROTATOR ASSEMBLY	Town	Sewer lift stations	Pump component	3,700	-	-	3,700	-	-	-	25-01
SCHOOL ST LIFT STATION SUCTION LINE	Town	Sewer lift stations	end of life pipe failures	15,000	-	-	15,000	-	-	-	25-08
SIDEWALK REPLACEMENTS	Town	Sidewalks	2 Main St Sections near Bruce's & Tim's	25,000	-	-	25,000	-	-	-	22-14
UV SENSOR	Town	STP equipment	broken sensor	4,500	-	-	4,500	-	-	-	25-05
STP PUMP REPLACEMENT	Town	STP equipment	broken pump	15,000	-	-	15,000	-	-	-	25-16
FIRE PUMPER/TANKER	Town	Vehicles	replace 34 year old Fire pumper/tanker	850,000	-	525,000	325,000	-	-	-	24-17
TOTAL TOWN				1,037,700	-	566,250	463,200	-	-	8,250	
FIRE HYDRANT REPLACEMENTS	Water	Water hydrants	Hydrants - 3 per year	18,000	-	-	18,000	-	-	-	22-10
WATER RESERVOIR	Water	Water reservoir	Reservoir - 2nd year	4,038,176	-	-	2,399,185	-	1,638,991	-	22-12-A
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	Water	Water Distribution mains	replace 380m section	638,200	119,000	259,600	259,600	-	-	-	22-21
WELL PUMP REPLACEMENT	Water	Water Pumping equipment	Replace Pump #3	25,000	-	-	25,000	-	-	-	24-09
WELL LEVEL SENSOR	Water	Water Pumping equipment	broken sensor	9,000	-	-	9,000	-	-	-	25-02
CHLORINE SENSOR	Water	Water treatment equipment	replacement sensor	4,500	-	-	4,500	-	-	-	25-03
CONNAUGHT AVE WATER LINE AND VALVES	Water	Water transmission mains	Replace section - frequent breaks	100,000	100,000	-	-	-	-	-	25-04
WATER METER REPLACEMENTS	Water	Water meters	new development + replace broken	9,400	-	-	9,400	-	-	-	25-17
TOTAL WATER				4,842,276	219,000	259,600	2,724,685	-	1,638,991	-	
				\$ 5,879,976	\$ 219,000	\$ 825,850	\$ 3,187,885	\$ -	\$ 1,638,991	\$ 8,250	

Operating Impact of Capital Budget

For the Fiscal Year ended

2025/26

Project Name	Dept	Repairs & Maintenance & Other	Interest Expense	Depreciation	Loan Principal	Total	Project #
FIRE PUMPER/TANKER	Fire	-	-	85,000	-	85,000	24-17
FLAIL MOWER	Other Public Works	-	-	3,000	-	3,000	25-06
PARKS BARN FENCE	Recreation	-	-	680	-	680	25-07
DOCK	Recreation	-	-	3,300	-	3,300	25-09
SIDEWALK REPLACEMENTS	Roads	-	-	2,060	-	2,060	22-14
LIFT STATION PUMP REPLACEMENT	Sewer	-	-	1,070	-	1,070	23-05
ROTATOR ASSEMBLY	Sewer	-	-	148	-	148	25-01
UV SENSOR	Sewer	-	-	450	-	450	25-05
SCHOOL ST LIFT STATION SUCTION LINE	Sewer	-	-	600	-	600	25-08
STP PUMP REPLACEMENT	Sewer	-	-	1,500	-	1,500	25-16
TOTAL TOWN		-	-	97,809	-	97,809	
FIRE HYDRANT REPLACEMENTS	Water	-	-	391	-	391	22-10
WATER RESERVOIR	Water	-	81,950	148,201	81,950	312,100	22-12-A
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	Water	-	-	8,509	-	8,509	22-21
WELL PUMP REPLACEMENT	Water	40,000	-	2,348	-	42,348	24-09
WELL LEVEL SENSOR	Water	-	-	450	-	450	25-02
CHLORINE SENSOR	Water	-	-	450	-	450	25-03
CONNAUGHT AVE WATER LINE AND VALVES	Water	-	-	1,333	-	1,333	25-04
WATER METER REPLACEMENTS	Water	-	-	470	-	470	25-17
TOTAL WATER		40,000	81,950	162,153	81,950	366,052	
TOTAL OPERATING IMPACT		40,000	81,950	259,961	81,950	463,860	

Section 6

5-Year Capital Plan

5-Year Capital Plan

For the Five Years from

2025/26 to 2029/30

Project Name	Asset	Brief Description	Total	2025/26	2026/27	2027/28	2028/29	2029/30	Project #
COMMUNITY CENTRE & FIRE HALL	Buildings	New firehall & community Centre	6,251,551	-	-	6,251,551	-	-	22-06-A
FIRE HALL INSULATION	Buildings	reduce heat loss to improve energy efficiency	17,200	-	17,200	-	-	-	24-15
FIRE TRUCK BAY INSULATION, LIGHTING, WALLS & CEILING	Buildings	improve energy efficiency & work environment	87,000	-	87,000	-	-	-	25-11
TOWN HALL RENOVATIONS	Buildings	mechanical, electrical, furnace, heat pump,	372,000	-	372,000	-	-	-	25-15
ACCOUNTING SOFTWARE	Computer technology	replace expiring software	350,000	-	-	-	50,000	300,000	25-18
FIRE TRUCK BAY HEAT PUMP & BASEBOARD HEATERS	Heavy equipment	replace oil with heatpump & baseboard heaters	47,700	-	47,700	-	-	-	24-16
SCBA AIR PACK REPLACEMENTS	Heavy equipment	National Fire Protection Agency requirement	72,000	-	-	-	72,000	-	24-18
PARKS BARN FENCE	Land improvements	protect parks equipment	17,000	17,000	-	-	-	-	25-07
DOCK	Land improvements	accessibility & safety issues	82,500	82,500	-	-	-	-	25-09
FLAIL MOWER	Other equipment	maintain wellfield, banks, and ditches	15,000	15,000	-	-	-	-	25-06
LIFT STATION PUMP REPLACEMENT	Sewer lift stations	6 of 10 pumps are old - replace 1 per year	40,000	10,000	10,000	10,000	10,000	-	23-05
ROTATOR ASSEMBLY	Sewer lift stations	replace lift station pump component	3,700	3,700	-	-	-	-	25-01
SCHOOL ST LIFT STATION SUCTION LINE	Sewer lift stations	end of life replacement	15,000	15,000	-	-	-	-	25-08
SIDEWALK REPLACEMENTS	Sidewalks	annual budget to replace segments of	125,000	25,000	25,000	25,000	25,000	25,000	22-14
UV SENSOR	STP equipment	replace broken sensor	4,500	4,500	-	-	-	-	25-05
STP PUMP REPLACEMENT	STP equipment	replace broken pump	15,000	15,000	-	-	-	-	25-16
CROSSWALK LIGHTS	Streetlights & crosswalks	6 high risk locations - children/traffic	65,700	-	65,700	-	-	-	25-10
FIRE PUMPER/TANKER	Vehicles	31 year old - frequent repairs, issues with the electrical & reliability	850,000	850,000	-	-	-	-	24-17
FIRE DEPT UTILITY TRUCK	Vehicles	18 year old truck	125,000	-	125,000	-	-	-	25-12
FIRE DEPT TANKER TRUCK	Vehicles	end of life replacement	850,000	-	-	-	-	850,000	25-14
TOTAL TOWN			9,405,851	1,037,700	749,600	6,286,551	157,000	1,175,000	
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	Water Distribution mains	end of life replacement	638,200	638,200	-	-	-	-	22-21
WATER MAIN UPGRADE - NORTHLANDS	Water Distribution mains	upgrade to support growth	1,100,000	-	-	1,100,000	-	-	24-12
FIRE HYDRANT REPLACEMENTS	Water hydrants	annual budget to replace 3 per year	90,000	18,000	18,000	18,000	18,000	18,000	22-10
WATER METER REPLACEMENTS	Water meters	new development & replacement of broken met	9,400	9,400	-	-	-	-	25-17
WELL PUMP REPLACEMENT	Water Pumping equipment	end of life replacement - part of 5 year plan	50,000	25,000	-	-	-	25,000	24-09
WELL LEVEL SENSOR	Water Pumping equipment	replace broken sensor	9,000	9,000	-	-	-	-	25-02
WATER RESERVOIR	Water reservoir	Year 2 - replace broken reservoir	4,287,376	4,038,176	249,200	-	-	-	22-12-A
WATER VALVE REPLACEMENT	Water services	identify & replace curbstops to isolate leaks	72,000	-	-	24,000	24,000	24,000	24-10
CONNAUGHT AVE WATER LINE AND VALVES	Water transmission mains	end of life replacement - 5 breaks in 3 months	100,000	100,000	-	-	-	-	25-04
CHLORINE SENSOR	Water treatment equipmer	replace broken sensor	4,500	4,500	-	-	-	-	25-03
TOTAL WATER			6,360,476	4,842,276	267,200	1,142,000	42,000	67,000	
			15,766,327	5,879,976	1,016,800	7,428,551	199,000	1,242,000	

5-Year Capital Plan Funding

For the Five Years from

2025/26

to

2029/30

Project Name	Unit	Total	Operating	Grant	Drawdown Reserves	(Repay) Reserves	Long-term Debt	Other	Project #
COMMUNITY CENTRE & FIRE HALL	Town	6,251,551	-	1,137,980	1,771,740	-	3,044,051	297,780	22-06-A
SIDEWALK REPLACEMENTS	Town	125,000	-	-	125,000	-	-	-	22-14
LIFT STATION PUMP REPLACEMENT	Town	40,000	-	-	40,000	-	-	-	23-05
FIRE HALL INSULATION	Town	17,200	-	-	17,200	-	-	-	24-15
FIRE TRUCK BAY HEAT PUMP & BASEBOARD HEATERS	Town	47,700	-	23,850	23,850	-	-	-	24-16
FIRE PUMPER/TANKER	Town	850,000	-	525,000	325,000	-	-	-	24-17
SCBA AIR PACK REPLACEMENTS	Town	72,000	-	-	72,000	-	-	-	24-18
ROTATOR ASSEMBLY	Town	3,700	-	-	3,700	-	-	-	25-01
UV SENSOR	Town	4,500	-	-	4,500	-	-	-	25-05
FLAIL MOWER	Town	15,000	-	-	15,000	-	-	-	25-06
PARKS BARN FENCE	Town	17,000	-	-	17,000	-	-	-	25-07
SCHOOL ST LIFT STATION SUCTION LINE	Town	15,000	-	-	15,000	-	-	-	25-08
DOCK	Town	82,500	-	41,250	33,000	-	-	8,250	25-09
CROSSWALK LIGHTS	Town	65,700	-	-	65,700	-	-	-	25-10
FIRE TRUCK BAY INSULATION, LIGHTING, WALLS & CEILING	Town	87,000	-	-	87,000	-	-	-	25-11
FIRE DEPT UTILITY TRUCK	Town	125,000	-	-	-	-	-	125,000	25-12
FIRE DEPT TANKER TRUCK	Town	850,000	-	380,000	-	-	470,000	-	25-14
TOWN HALL RENOVATIONS	Town	372,000	-	-	372,000	-	-	-	25-15
STP PUMP REPLACEMENT	Town	15,000	-	-	15,000	-	-	-	25-16
ACCOUNTING SOFTWARE	Town	350,000	350,000	-	-	-	-	-	25-18
TOTAL TOWN		9,405,851	350,000	2,108,080	3,002,690	-	3,514,051	431,030	
FIRE HYDRANT REPLACEMENTS	Water	90,000	-	-	90,000	-	-	-	22-10
WATER RESERVOIR	Water	4,287,376	-	-	2,648,385	-	1,638,991	-	22-12-A
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	Water	638,200	119,000	259,600	259,600	-	-	-	22-21
WELL PUMP REPLACEMENT	Water	50,000	-	-	50,000	-	-	-	24-09
WATER VALVE REPLACEMENT	Water	72,000	-	-	72,000	-	-	-	24-10
WATER MAIN UPGRADE - NORTHLANDS	Water	1,100,000	-	-	-	-	1,100,000	-	24-12
WELL LEVEL SENSOR	Water	9,000	-	-	9,000	-	-	-	25-02
CHLORINE SENSOR	Water	4,500	-	-	4,500	-	-	-	25-03
CONNAUGHT AVE WATER LINE AND VALVES	Water	100,000	100,000	-	-	-	-	-	25-04
WATER METER REPLACEMENTS	Water	9,400	-	-	9,400	-	-	-	25-17
TOTAL WATER		6,360,476	219,000	259,600	3,142,885	-	2,738,991	-	
		15,766,327	569,000	2,367,680	6,145,575	-	6,253,042	431,030	

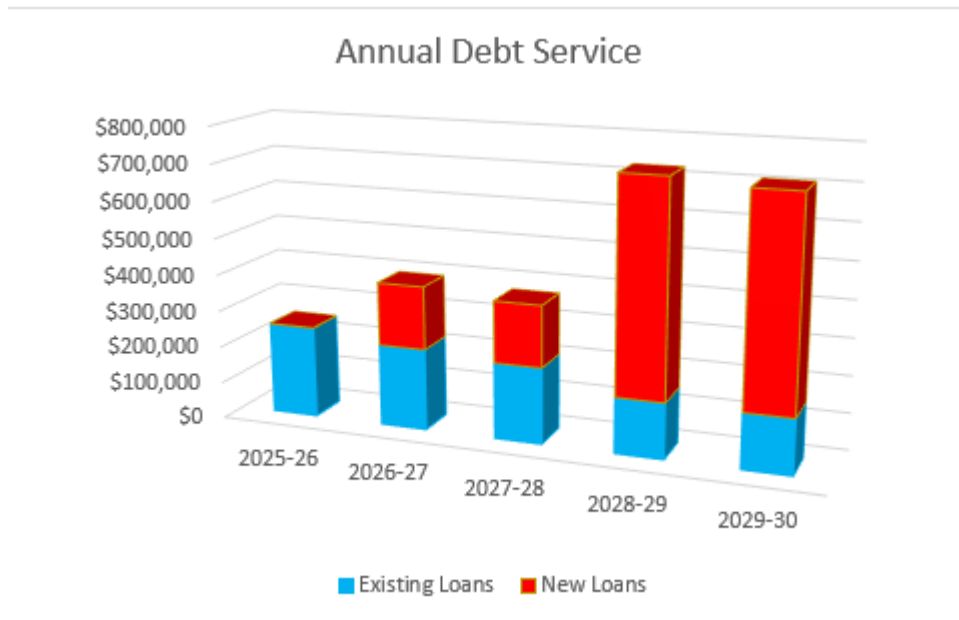
5-Year Capital Plan - Changes from 2024/25

- Additions – 2025/26 \$137.7k:
 - Parks barn fence \$17k
 - Dock \$82.5k
 - Flail mower \$15k
 - Rotator assembly \$3.7k
 - UV sensor \$4.5k
 - STP Pump replacement \$15k
- Additions – other years \$1.8m:
 - Crosswalk lights \$65.7k
 - Fire Truck bay insulation \$87.5k
 - Town hall renovations \$372k
 - Accounting software \$350k
 - Fire Utility truck \$125k
 - Fire Tanker truck \$850k
- Deletions:
 - Completed 2024/25 projects
 - Removed Recreation vehicle in 2026/27-\$50k
- Other Changes:
 - Increased Fire Pumper/Tanker cost by \$150k
 - Shifted SCBA Air Pack Replacements to 2028/29 and increased cost by \$42k

5-Year Capital Budget Changes from 2024/25 - Water

- Additions \$22.9k:
 - Water meters \$9.4k
 - Well level sensor \$9k
 - Chlorine sensor \$4.5k
- Deletions:
 - Completed 2024/25 projects
- Other Changes:
 - Shifted School St Waterline project to 2025/26, and decreased cost by \$37k based on tender results
 - Well pump #3 was deferred from Prior year to current year
 - Shifted Reservoir \$189.9k of costs from prior year to current year
 - Shifted Water main upgrade – Northlands from 2026/27 to 2027/28

Budget Impact on Debt Service



- Current debt service is approximately \$249k per year
- In 2026/27, debt service for reservoir adds \$170k and the firehall/community centre adds close to \$400k per year in 2028/29

5-Year Capital Plan: Impact on Financial Condition Indicators (FCI's)

Financial Condition Indicators Affected by Capital Budget		Forecast 24/25	25/26	26/27	27/28	28/29	29/30	Indicator Thresholds
Operating Reserve	=A/B	24.7%	21.7%	21.5%	22.2%	20.8%	21.4%	>20% 10%-20% <10%
Accumulated Surplus (Deficit) - General Operating Reserve	A	\$ 1,039,683	\$ 1,011,927	\$ 998,705	\$ 1,026,170	\$ 982,389	\$ 1,009,405	
Total Expenses	B	\$ 4,206,206	\$ 4,669,002	\$ 4,642,271	\$ 4,615,405	\$ 4,723,692	\$ 4,723,692	
Debt Service Cost	=C/D	5.8%	6.4%	5.9%	5.5%	11.8%	11.6%	< 10% 10%-15% >15%
Total principal & interest	C	226,860	250,193	229,124	213,826	461,772	452,398	
Total Revenue less conditional transfers	D	3,909,795	3,909,795	3,909,795	3,909,795	3,909,795	3,909,795	
Undepreciated Assets (estimated)	=E/F	45.6%	45.6%	45.0%	55.2%	53.6%	53.6%	<25% 25%-50% >50%
Total Net book value of General capital assets including WIP	E	9,264,375	9,752,589	9,952,703	15,689,768	15,297,282	15,922,796	
Total Gross cost of General capital assets including WIP	F	20,326,698	21,364,398	22,113,998	28,400,549	28,557,549	29,732,549	
Combined Reserves (Operating & Capital)	=G/B	48.5%	41.8%	40.9%	43.3%	43.0%	45.3%	>40% 30%-40% <30%
Combined Reserves	G	2,038,693.02	1,950,859.61	1,896,950.98	1,999,117.14	2,032,092.86	2,137,975.41	

Section 7

Capital Project Sheets

Project Name: COMMUNITY CENTRE & FIRE HALL

Project # 22-06-A

Department: Administration Unit: Town Asset Class Buildings

Type of Asset: New & replacement Reason: Other Expected Useful Life: 40 years

Project Description: Construct new firehall and community centre. Costs to date \$394k for land, design, tender, etc. Future costs: Construction - lowest bid \$5.8 million, \$108k lost construction supervision, \$20k furniture & fixtures, Environmental Assessment and Aboriginal Consultation before any sitework begins - estimate \$15k. \$257k HST on future costs at 4.29% Project total now \$6.6 million.

Need for Project: Improve access to firetrucks during emergencies. Provide community centre meeting space and comfort centre.

Project Funding: Federal portion - \$1,137,980 ICIP grant, plus \$1,771,740 drawdown of Community Centre/Fire Hall Reserve, plus \$265,057 from Volunteer Fire Dept fundraising and borrow remaining \$3 million from Municipal Finance Corporation financed over 20 years at 5%

Carry-over Project: Approximately \$394,000 spent to date on engineering and design in preparation for tender, including \$142,000 for land, which will eventually be funded from the Debenture

Additional Operating Expense: Estimate 1% of capital cost for maintenance

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	152,203	152,203	152,203	456,608	456,608
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	156,289	156,289	156,289	468,866	468,866
Loan principal	-	-	-	-	-	152,203	152,203	152,203	456,608	456,608
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	460,694	460,694	460,694	1,382,082	1,382,082
										Project Total
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	394,224	-	394,224	-	-	6,251,551	-	-	6,251,551	6,645,775
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	1,137,980	-	-	1,137,980	1,137,980
Drawdown Reserves	-	-	-	-	-	1,771,740	-	-	1,771,740	1,771,740
Borrow from Reserves	394,224	-	394,224	-	-	-	-	-	-	394,224
Long-term debt	-	-	-	-	-	3,044,051	-	-	3,044,051	3,044,051
Other	-	-	-	-	-	297,780	-	-	297,780	297,780
Total funding	394,224	-	394,224	-	-	6,251,551	-	-	6,251,551	6,645,775

Project Name: FIRE HYDRANT REPLACEMENTS

Project # 22-10

Department: Water Unit: Water Asset Class Water hydrants
 Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 75 years

Project Description: Replace 3 hydrants per year at approximately \$6,000 each (\$18,000 total per year), including the hydrant, concrete, gravel and labour

Need for Project: Broken hydrants need to be replaced to ensure they are operable in the event of a fire. Leaking hydrants need to be replaced to minimize the loss of potable water.

Project Funding: Fund from Water Depreciation Reserve

Carry-over Project: In 2023/24 1 hydrant was replaced at a cost of \$3,270. In 2024/25, 2 hydrants were replaced at \$8,040.

Additional Operating Expense: n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	391	631	871	1,111	1,351	4,354	4,354
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	391	631	871	1,111	1,351	4,354	4,354
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	3,270	8,040	11,310	18,000	18,000	18,000	18,000	18,000	90,000	101,310
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	3,270	8,040	11,310	18,000	18,000	18,000	18,000	18,000	90,000	101,310
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	3,270	8,040	11,310	18,000	18,000	18,000	18,000	18,000	90,000	101,310

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 \$5,650,763, 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: \$3,465,052 in grants (MCGP & SSGF), plus \$524,262 additional operating revenue since 2018 rate study, all in the Reservoir Reserve, and additional interest and revenue to be added in 2024/25 & 2025/26 and Borrow the balance from MFC over 20 years at estimated 5% per annum.

Carry-over Project: The Town has spent \$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: Net Water Revenue in 2024/25 is only forecast at \$200,000. The Utility cannot fund the debt service and depreciation expense, without a significant increase in Water Rates. A Water Rate Study has been submitted to the UARB.

	Total up to 3/31/2024	Budgeted for 2024/25	Total up to 3/31/2025	New Spending					Total	Project Total
				2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	81,950	81,950	81,950	81,950	81,950	409,748	409,748
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	148,201	148,201	148,201	148,201	592,804	592,804
Loan principal	-	-	-	81,950	81,950	81,950	81,950	81,950	409,748	409,748
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	163,899	312,100	312,100	312,100	312,100	1,412,300	1,412,300
										Project Total
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	
Capital cost	404,911	958,476	1,363,387	4,038,176	249,200	-	-	-	4,287,376	5,650,763
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	404,911	958,476	1,363,387	2,399,185	249,200	-	-	-	2,648,385	4,011,772
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	1,638,991	-	-	-	-	1,638,991	1,638,991
Other	-	-	-	-	-	-	-	-	-	-
Total funding	404,911	958,476	1,363,387	4,038,176	249,200	-	-	-	4,287,376	5,650,763

Project Name: SIDEWALK REPLACEMENTS

Project # 22-14

Department:	Roads	Unit:	Town	Asset Class	Sidewalks
Type of Asset:	Replacement	Reason:	End of life asset replacement	Expected Useful Life:	25 years
Project Description:	Replace a section of sidewalk each year. In 2025/26 replace Main St sections one near Bruce Motors and one near Tim Hortons				
Need for Project:	End-of-life issues with cracking, uneven sections that pose trip hazard, and any adjustments to curbs to improve accessibility. Broken and uneven sections increase wear and tear on the Trackless and reduce it's lifespan				
Project Funding:	Drawdown CCBF (Gas Tax) Reserve				
Carry-over Project	In 2024/25 the Town replaced several sections of sidewalk for a total of \$12,632, and in 2023/24 spent \$13,873.				
Additional Operating Expense	n/a				

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	2,060	3,060	4,060	5,060	6,060	20,301	20,301
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	2,060	3,060	4,060	5,060	6,060	20,301	20,301
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	13,873	12,632	26,505	25,000	25,000	25,000	25,000	25,000	125,000	151,505
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	13,873	12,632	26,505	25,000	25,000	25,000	25,000	25,000	125,000	151,505
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	13,873	12,632	26,505	25,000	25,000	25,000	25,000	25,000	125,000	151,505

Project Name: SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES

Project # 22-21

Department: Water **Unit:** Water **Asset Class:** Water Distribution mains
Type of Asset: Replacement **Reason:** End of life asset replacement **Expected Useful Life:** 75 years

Project Description: Replace 380m water distribution lines along School Street. Designed in 24/25, tender and construct in 25/26

Need for Project: Waterlines were installed over 50 years ago and there have been 8 watermain breaks on School Street in the past 18 months, several of which required the high school to close for health and safety reasons. There are 3 different pipe diameters which results in water pressure issues and which limit both residential and commercial development here.

Project Funding: PCAP grant \$259k, Water Depreciation Reserve \$ and Water Operating Surplus. If PCAP grant not received, then equivalent amount from Water Operating Surplus

Carry-over Project: n/a

Additional Operating Expense: n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	8,509	8,509	8,509	8,509	8,509	42,547	42,547
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	8,509	8,509	8,509	8,509	8,509	42,547	42,547
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	23,200	23,200	638,200	-	-	-	-	638,200	661,400
Funding:										
Operating	-	-	-	119,000	-	-	-	-	119,000	119,000
Grants	-	-	-	259,600	-	-	-	-	259,600	259,600
Drawdown Reserves	-	23,200	23,200	259,600	-	-	-	-	259,600	282,800
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	23,200	23,200	638,200	-	-	-	-	638,200	661,400

Project Name: LIFT STATION PUMP REPLACEMENT

Project # 23-05

Department: Sewer **Unit:** Town **Asset Class** Sewer lift stations
Type of Asset: Replacement **Reason:** End of life asset replacement **Expected Useful Life:** 25 years

Project Description: Program to replace 1 pump per year at 3 of the 5 lift stations, with compatible pumps for the above-ground lift stations. Each lift station has 2 pumps. We purchased one pump in 2023/24 and another in 2024/25.

Need for Project: 6 of the 10 lift station pumps are several years past the end of their expected useful lives. Pumps take more than a year for manufacture and delivery, so need compatible pumps in case of pump failure, and need to have compatible spare parts on hand.

Project Funding: Fund from CCBF (Gas Tax) Reserve

Carry-over Project: This was a phased project, with budgeted spending over 6 years. Two years have been completed, leaving 4 remaining.

Additional Operating Expense: n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	1,070	1,470	1,870	2,270	2,270	8,952	8,952
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	1,070	1,470	1,870	2,270	2,270	8,952	8,952
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	8,265	8,495	16,760	10,000	10,000	10,000	10,000	-	40,000	56,760
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	8,265	8,495	16,760	10,000	10,000	10,000	10,000	-	40,000	56,760
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	8,265	8,495	16,760	10,000	10,000	10,000	10,000	-	40,000	56,760

Project Name: WELL PUMP REPLACEMENT

Project # 24-09

Department: Water **Unit:** Water **Asset Class:** Water Pumping equipment

Type of Asset: Replacement **Reason:** Critical level of service **Expected Useful Life:** 20 years

Project Description: Replace pump in Well #3. Well #2 was replaced in 2023/24, and Well #1 should be replaced in 4 to 5 years. This will coincide with well cleaning which is part of the operational budget.

Need for Project: See RFD039-2023. The pump in Well #3 was determined to have been installed in 1993, making it more than 30 years old. The pump in well #1 was replaced sometime in the past 15 years, and a replacement should be planned within the next 5 years. It is important to keep all pumps operational in the event one of the wells or pumps fails.

Project Funding: Drawdown Water Depreciation Reserve

Carry-over Project: Well pump #2 was replaced in 2023/24. Well Pump #3 was budgeted to be replaced in 2024/25 but project was deferred to 2025/26.

Additional Operating Expense: When the pump is replaced, the well needs to be cleaned at the same time, at an estimated cost of \$40,000

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Annual Operating Impact:										
Operating Expenses	-	-	-	40,000	-	-	-	40,000	80,000	80,000
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	2,348	2,348	2,348	2,348	3,598	12,991	12,991
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	42,348	2,348	2,348	2,348	43,598	92,991	92,991
Capital Budget:										Project
Capital cost	21,965	-	21,965	25,000	-	-	-	25,000	50,000	71,965
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	21,965	-	21,965	25,000	-	-	-	25,000	50,000	71,965
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	21,965	-	21,965	25,000	-	-	-	25,000	50,000	71,965

Project Name: WATER VALVE REPLACEMENT

Project # 24-10

Department: Water Unit: Water Asset Class Water services

Type of Asset: Replacement Reason: Health & Safety Expected Useful Life: 50 years

Project Description: Replace 3 water valves each year for the next 5 years, at a cost of \$24,000 per year including the valve, concrete/gravel/asphalt and labour.

Need for Project: Some valves are broken and don't work. Valves are necessary to be able to turn off water to customer premises in the event of a leak.

Project Funding: Drawdown Water Depreciation Reserve

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	480	960	1,440	2,880	2,880
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	480	960	1,440	2,880	2,880
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	-	24,000	24,000	24,000	72,000	72,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	24,000	24,000	24,000	72,000	72,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	-	24,000	24,000	24,000	72,000	72,000

Project Name: WATER MAIN UPGRADE - NORTHLANDS

Project # 24-12

Department: Water Unit: Water Asset Class Water Distribution mains

Type of Asset: Replacement Reason: Health & Safety Expected Useful Life: 75 years

Project Description: Upgrade 800m of watermain to service new development

Need for Project: Increase diameter and replace old watermain to provide water and fireflow service to new development.

Project Funding: Long-term debt

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	55,000	55,000	55,000	165,000	165,000
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	14,667	14,667	14,667	44,000	44,000
Loan principal	-	-	-	-	-	55,000	55,000	55,000	165,000	165,000
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	124,667	124,667	124,667	374,000	374,000
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	-	1,100,000	-	-	1,100,000	1,100,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	1,100,000	-	-	1,100,000	1,100,000
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	-	1,100,000	-	-	1,100,000	1,100,000

Project Name: FIRE TRUCK BAY HEAT PUMP & BASEBOARD HEATERS

Project # 24-16

Department: Fire Unit: Town Asset Class Heavy equipment

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

Project Description: Replace oil furnace with Heat pump and electric baseboard heaters

Need for Project: Provide cooling in summer, reduce carbon footprint, eliminate need to replace 15-year old oil tank

Project Funding: 50% General Operating Reserve, and 50% Efficiency Nova Scotia Grant

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	4,770	4,770	4,770	4,770	19,080	19,080
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	4,770	4,770	4,770	4,770	19,080	19,080
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project
Capital cost	-	-	-	-	47,700	-	-	-	47,700	47,700
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	23,850	-	-	-	23,850	23,850
Drawdown Reserves	-	-	-	-	23,850	-	-	-	23,850	23,850
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	47,700	-	-	-	47,700	47,700

Project Name: FIRE PUMPER/TANKER

Project # 24-17

Department: Fire Unit: Town Asset Class Vehicles

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 10 years

Project Description: Replace 34 year-old pumper/tanker. Lead time 18 to 24 months

Need for Project: Pumper has required numerous repairs. The electrical system is experiencing issues, and the vehicle is not reliable

Project Funding: Capital grant - County of Annapolis \$525k and \$325k CCBF (formerly Gas Tax)

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	85,000	85,000	85,000	85,000	85,000	425,000	425,000
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	85,000	85,000	85,000	85,000	85,000	425,000	425,000
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	850,000	-	-	-	-	850,000	850,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	525,000	-	-	-	-	525,000	525,000
Drawdown Reserves	-	-	-	325,000	-	-	-	-	325,000	325,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	850,000	-	-	-	-	850,000	850,000

Project Name: SCBA AIR PACK REPLACEMENTS

Project # 24-18

Department: Fire Unit: Town Asset Class Heavy equipment

Type of Asset: New & replacement Reason: End of life asset replacement Expected Useful Life: 10 years

Project Description: Replace 6 SCBA Air Packs @ \$12,000 in 2028/29 and 8 in 2032/33.

Need for Project: Air packs have an expected life span set by the National Fire Protection Agency of 15 years. The Fire Department has the packs certified each year, but must be replaced after 15 years. The first 6 were purchased in 2013 and the next 8 were purchased in 2017.

Project Funding: General Operating Reserve

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	-	7,200	7,200	14,400	14,400
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	7,200	7,200	14,400	14,400
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	-	-	72,000	-	72,000	72,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	-	72,000	-	72,000	72,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	-	-	72,000	-	72,000	72,000

Project Name: ROTATOR ASSEMBLY

Project # 25-01

Department: Sewer **Unit:** Town **Asset Class** Sewer lift stations
Type of Asset: Replacement **Reason:** End of life asset replacement **Expected Useful Life:** 25 years

Project Description: New Rotator assembly for lift station pump

Need for Project: Rebuilt rotator assembly is failing and needs to be replaced. Replacement cost is only \$500 more than rebuild cost.

Project Funding: Drawdown from Sewer Reserve

Carry-over Project no

Additional Operating n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	148	148	148	148	148	740	740
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	148	148	148	148	148	740	740
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	3,700	-	-	-	-	3,700	3,700
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	3,700	-	-	-	-	3,700	3,700
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	3,700	-	-	-	-	3,700	3,700

Project Name: WELL LEVEL SENSOR

Project # 25-02

Department: Water Unit: Water Asset Class Water Pumping equipment
 Type of Asset: Replacement Reason: Critical level of service Expected Useful Life: 20 years

Project Description: Replace water level sensor on Pump 3

Need for Project: current sensor is not working and needs to be replaced

Project Funding: Water Depreciation Reserve

Carry-over Project no

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	450	450	450	450	450	2,250	2,250
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	450	450	450	450	450	2,250	2,250
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project
Capital cost	-	-	-	9,000	-	-	-	-	9,000	9,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	9,000	-	-	-	-	9,000	9,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	9,000	-	-	-	-	9,000	9,000

Project Name: CHLORINE SENSOR

Project # 25-03

Department: Water **Unit:** Water **Asset Class** Water treatment equipment

Type of Asset: New **Reason:** Critical level of service **Expected Useful Life:** 10 years

Project Description: Purchase a new chlorine sensor for the treatment building equipment

Need for Project: Current sensor is old and needs to be replaced to ensure accurate readings of disinfectant. The spare sensor was used this year to replace the sensor at the Old Reservoir, so there is now no spare if the one at the Water Treatment building fails.

Project Funding: Water Depreciation Reserve

Carry-over Project no

Additional Operating Expense new blades

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	450	450	450	450	450	2,250	2,250
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	450	450	450	450	450	2,250	2,250
Capital Budget:	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	4,500	-	-	-	-	4,500	4,500
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	4,500	-	-	-	-	4,500	4,500
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	4,500	-	-	-	-	4,500	4,500

Project Name: CONNAUGHT AVE WATER LINE AND VALVES

Project # 25-04

Department: Water Unit: Water Asset Class Water transmission mains

Type of Asset: Replacement Reason: Critical level of service Expected Useful Life: 75 years

Project Description: Replace the water line and valves at intersection of Connaught Ave & Park St.

Need for Project: Water main continually fails at the intersection

Project Funding: Water Operating Surplus

Carry-over Project no

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	1,333	1,333	1,333	1,333	1,333	6,667	6,667
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	1,333	1,333	1,333	1,333	1,333	6,667	6,667

Capital Budget:	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
	Capital cost	-	-	-	100,000	-	-	-	-	100,000
Funding:										-
Operating	-	-	-	100,000	-	-	-	-	100,000	100,000
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	100,000	-	-	-	-	100,000	100,000

Project Name: UV SENSOR

Project # 25-05

Department: Sewer **Unit:** Town **Asset Class** Sewer treatment plant equipment

Type of Asset: Replacement **Reason:** Critical level of service **Expected Useful Life:** 10 years

Project Description: New UV sensor for UV lights at the Sewage Treatment Plant

Need for Project: Sensor was damaged from all the Duck weed on the lagoon last year and needs to be replaced

Project Funding: Fund from Sewer Reserve

Carry-over Project no

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	450	450	450	450	450	2,250	2,250
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	450	450	450	450	450	2,250	2,250
Capital Budget:	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	4,500	-	-	-	-	4,500	4,500
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	4,500	-	-	-	-	4,500	4,500
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	4,500	-	-	-	-	4,500	4,500

Project Name: FLAIL MOWER

Project # 25-06

Department: Other Public Works **Unit:** Town **Asset Class:** Other equipment
Type of Asset: New **Reason:** Other **Expected Useful Life:** 5 years

Project Description: Purchase used flail mower attachment for tractor

Need for Project: Well field is hard to maintain and becoming over grown. Flail mower would allow us to keep road and well field cut back and reduce damage scratches to vehicles and also could be used on ditches and side of road in the industrial park and other areas of town. The mower would be more efficient than the manual labour associated with whippersnipping the same areas.

Project Funding: Fund from General Capital Reserve

Carry-over Project: no

Additional Operating Expense: Replace blades in 4 years at \$4,000

	Total up to 3/31/2024	Budgeted for 3/31/2025	Total up to 3/31/2025	New Spending					Total	Project Total
				2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	4,000	-	4,000	4,000
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfun	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	3,000	3,000	3,000	3,000	3,000	15,000	15,000
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	3,000	3,000	3,000	7,000	3,000	19,000	19,000
Capital Budget:	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	15,000	-	-	-	-	15,000	15,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	15,000	-	-	-	-	15,000	15,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	15,000	-	-	-	-	15,000	15,000

Project Name: PARKS BARN FENCE

Project # 25-07

Department: Recreation **Unit:** Town **Asset Class** Land improvements
Type of Asset: New **Reason:** Health & Safety **Expected Useful Life:** 25 years

Project Description: Put a chain link fence around the Parks Barn at Rotary Park

Need for Project: A lot of the Parks equipment must be stored outside the barn because of lack of space. The Barn is close to tracks and both the Barn and equipment are hit with theft and vandalism on a regular basis.

Project Funding: Fund from General Capital Reserve

Carry-over Project no

Additional Operating Expense Minor repairs 10-15 years down the road

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	680	680	680	680	680	3,400	3,400
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	680	680	680	680	680	3,400	3,400
Capital Budget:	3/31/2024	3/31/2025	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project
Capital cost	-	-	-	17,000	-	-	-	-	17,000	17,000
Funding:										-
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	17,000	-	-	-	-	17,000	17,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	17,000	-	-	-	-	17,000	17,000

Project Name: SCHOOL ST LIFT STATION SUCTION LINE

Project # 25-08

Department: Sewer **Unit:** Town **Asset Class:** Sewer lift stations
Type of Asset: Replacement **Reason:** Critical level of service **Expected Useful Life:** 25 years

Project Description: Replace both suction lines at the sewer lift station at School Street.

Need for Project: Broken and deteriorating lines must be replaced to prevent environmental contamination

Project Funding: Drawdown \$15,000 from CCBF (Gas Tax) Reserve

Carry-over Project: The 2024/25 budget planned to replace one line at \$4,200. The project was deferred to 2025/26, and the scope increased to cover both lines. The budget also includes the cost of the vacuum truck rental to manage the sewage during construction.

Additional Operating Expense: n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	600	600	600	600	600	3,000	3,000
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	600	600	600	600	600	3,000	3,000
										Project Total
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	
Capital cost	-	-	-	15,000	-	-	-	-	15,000	15,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	15,000	-	-	-	-	15,000	15,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	15,000	-	-	-	-	15,000	15,000

Department: Recreation **Unit:** Town **Asset Class** Land improvements
Type of Asset: New **Reason:** Community quality of life **Expected Useful Life:** 25 years

Project Description: Replace wooden dock with 110 ft concrete dock/boat launch at Riverside Park

Need for Project: The riverbank is muddy, eroding and steep and the existing boat launch is unstable. This makes river access difficult, especially for people with mobility challenges. Currently staff carry boats weighing 50 to 75 lbs multiple times a day to the water in the summer heat. The concrete dock will allow boats to be wheeled from the parking lot to the launch. It will also allow Search & Rescue an access point to launch their rescue boat.

Project Funding: ACOA grant 50%, Rotary Club grant 10%, and the balance funded from the Town Operating Reserve.

Carry-over Project n/a

Additional Operating n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	3,300	3,300	3,300	3,300	3,300	16,500	16,500
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	3,300	3,300	3,300	3,300	3,300	16,500	16,500
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	82,500	-	-	-	-	82,500	82,500
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	41,250	-	-	-	-	41,250	41,250
Drawdown Reserves	-	-	-	33,000	-	-	-	-	33,000	33,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	8,250	-	-	-	-	8,250	8,250
Total funding	-	-	-	82,500	-	-	-	-	82,500	82,500

Department: Roads **Unit:** Town **Asset Class** Streetlights & crosswalks
Type of Asset: New **Reason:** Health & Safety **Expected Useful Life:** 25 years

Project Description: Install high visibility crosswalk lights at six locations: (1) Main St at corner of Bridge St., (2) Main St at corner of Taylor Dr., (3) School St at corner of Main St., (4&5) two at intersecgion of King St and Marshall St., and (6) Commercial St across from North St.

Need for Project: Main Street (Highway 1) runs through the Town and is a source of high traffic. The need for improved crosswalk safety was a key recommendation in the Master Transporation Plan, arising from community surveys and town hall consultations. The above locations are: (1) near high school, Tim Hortons, convenience store, downtown core, (2) near hospital, motel, car dealership, (3) near high school and downtown core, (4 &5) near elementary school, (6) near long-term care and daycare facilities

Project Funding: CCBF (gas tax) grant funds

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to			New Spending					Total	Project Total
	3/31/2024	Budgeted for 2024/25	Total up to 3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfun	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	2,628	2,628	2,628	2,628	10,512	10,512
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	2,628	2,628	2,628	2,628	10,512	10,512
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	65,700	-	-	-	65,700	65,700
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	65,700	-	-	-	65,700	65,700
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	65,700	-	-	-	65,700	65,700

Project Name: FIRE TRUCK BAY INSULATION, LIGHTING, WALLS & CEILING

Project # 25-11

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

Type of Asset: New & replacement **Reason:** Health & Safety **Expected Useful Life:** 40 years

Project Description: Spray foam insulation, envirofoil sheild and layer of rigid foam in ceiling, then construct a drop ceiling. Add studs, insulation and plywood walls to the brick walls of the fire station. Replace lighting with energy efficient lighting

Need for Project: The Fire station truck bay has no insulation, which results in difficult working conditions, and inefficient space heating.

Project Funding: Drawdown CCBF reserves (old gas tax)

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	2,175	2,175	2,175	2,175	8,700	8,700
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	2,175	2,175	2,175	2,175	8,700	8,700
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	87,000	-	-	-	87,000	87,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	87,000	-	-	-	87,000	87,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	87,000	-	-	-	87,000	87,000

Project Name: FIRE DEPT UTILITY TRUCK

Project # 25-12

Department: Fire Unit: Town Asset Class Vehicles
 Type of Asset: Replacement Reason: Health & Safety Expected Useful Life: 10 years

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

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

Project Funding: The Fire Department plans to fund

Carry-over Project n/a

Additional Operating Expense n/a

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

Project Name: FIRE DEPT TANKER TRUCK

Project # 25-14

Department: Fire Unit: Town Asset Class Vehicles

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 10 years

Project Description: Replace 1999 Fire Department Tanker truck

Need for Project: This truck will be 30 years old in 2029/30, and long past the end of its useful life. Therefore necessary to include the vehicle replacement in the 5-Year Plan

Project Funding: A portion of the cost will be funded from the Annapolis County capital reserve fund in trust for Middleton capital costs. The balance will be funded from Long-term debt, repaid over 10 years at an estimated 5% per annum

Carry-over Project n/a

Additional Operating Expense n/a

	Total up to	Budgeted for	Total up to	New Spending					Total	Project
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		Total
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	23,500	23,500	23,500
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	-	-	85,000	85,000	85,000
Loan principal	-	-	-	-	-	-	-	47,000	47,000	47,000
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	155,500	155,500	155,500
Capital Budget:										Project
Capital cost	-	-	-	-	-	-	-	850,000	850,000	850,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	380,000	380,000	380,000
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	470,000	470,000	470,000
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	-	-	-	850,000	850,000	850,000

Project Name: TOWN HALL RENOVATIONS

Project # 25-15

Department: Administration Unit: Town Asset Class Buildings

Type of Asset: Replacement Reason: End of life asset replacement Expected Useful Life: 40 years

Project Description: An assessment was performed by Palmer & Doherty. A total of \$320k of improvements to the Town Hall. In addition, installing a Fire wall between Town Hall and Fire Dept was recommended at an estimated cost of \$52k. The work includes approximately \$100k for installation of 4 heat pumps, as well as \$167k of mechanical and electrical work. The assessment did not include any amounts related to Accessibility requirements.

Need for Project: Major work is required for the heating/cooling system - furnace is currently stuck open. Building insulation, Electrical upgrades to panel and wiring will be required related to energy efficiency improvements. Some work is required for Building Code compliance.

Project Funding: Drawdown capital reserves

Carry-over Project n/a

Additional Operating Expense n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	9,300	9,300	9,300	9,300	37,200	37,200
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	9,300	9,300	9,300	9,300	37,200	37,200
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	-	372,000	-	-	-	372,000	372,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	372,000	-	-	-	372,000	372,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	372,000	-	-	-	372,000	372,000

Project Name: STP PUMP REPLACEMENT

Project # 25-16

Department: Sewer **Unit:** Town **Asset Class:** Sewer treatment plant equipment

Type of Asset: Replacement **Reason:** Critical level of service **Expected Useful Life:** 10 years

Project Description: Replace a broken submersible pump at the Sewer Treatment Plant. Replacement is marginally more expensive than the cost to repair. Council approved 6/16/25 as RFD 027-2025

Need for Project: Pump failed. Mechanic advised that the bearing and bearing housing assembly were damaged by a foreign object and there is leakage around the motor and gears. Cost to repair is \$7,430 plus HST. Cost to replace is \$11,106 plus HST. Both options require rental of hoist to lower the pump into the chamber @ \$500/day, plus misc parts. Pump is >5 year old.

Project Funding: Fund from Sewer Capital Reserve

Carry-over Project: n/a

Additional Operating: n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	1,500	1,500	1,500	1,500	1,500	7,500	7,500
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	1,500	1,500	1,500	1,500	1,500	7,500	7,500
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	15,000	-	-	-	-	15,000	15,000
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	15,000	-	-	-	-	15,000	15,000
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	15,000	-	-	-	-	15,000	15,000

Project Name: WATER METER REPLACEMENTS

Project # 25-17

Department: Water **Unit:** Water **Asset Class** Water meters

Type of Asset: New & replacement **Reason:** Critical level of service **Expected Useful Life:** 20 years

Project Description: Purchase five 1" meters @ \$340, two 1.5" meters @ \$1,350, and two 3" meters @ \$2,300, for a total of \$9,400 including non-rebateable HST.

Need for Project: Replace 3 broken 1" meters, install new 1.5" meter at new development Main Stret and replace two 3" meters that are expected to fail this year, (NSCC and Hospital). This will leave two spare 1" meters and one spare each of the other two sizes. Order lead time is 4 to 6 weeks. Water metering is critical for billing, so important to have spares.

Project Funding: Fund from Water Depreciation Reserve

Carry-over Project n/a

Additional Operating n/a

Annual Operating Impact:	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	470	470	470	470	470	2,350	2,350
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	470	470	470	470	470	2,350	2,350
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	Project Total
Capital cost	-	-	-	9,400	-	-	-	-	9,400	9,400
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	9,400	-	-	-	-	9,400	9,400
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	9,400	-	-	-	-	9,400	9,400

Project Name: ACCOUNTING SOFTWARE

Project # 25-18

Department: Administration **Unit:** Town **Asset Class:** Computer technology

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

Project Description: Replace existing municipal accounting software, migrate historical accounting information to new software package, and operate two systems in parallel for one year. Project will require extensive planning, lengthy tender process, duplication of most accounting activities to identify and resolve integration issues, staff training, IT consulting.

Need for Project: The Town currently uses a municipal accounting software package called Microsoft Dynamics GP. We have been advised that GP will not be fully supported after March 31, 2029, and limited to major software updates only until March 31, 2031.

Project Funding: Capital out of Revenue

Carry-over Project: n/a

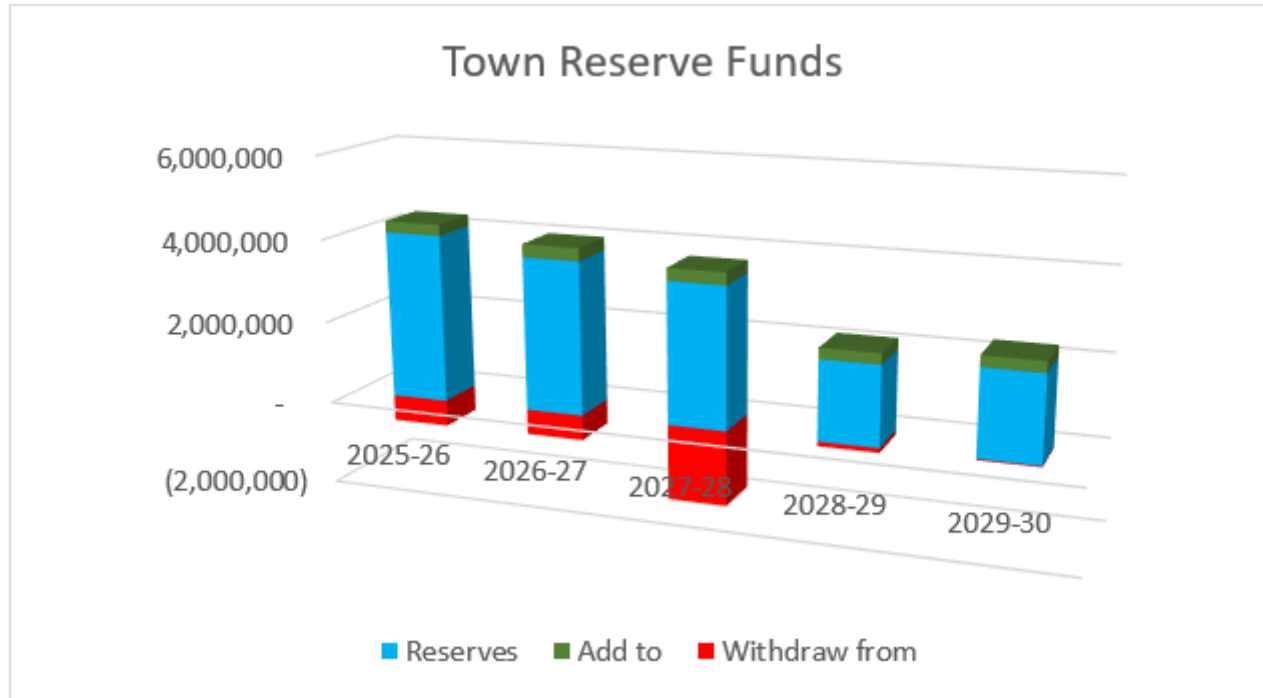
Additional Operating Expense: Annual maintenance fee should be comparable to existing fee

	Total up to 3/31/2024	Budgeted for 2024/25	Total up to 3/31/2025	New Spending					Total	Project Total
				2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	-	-	-	-	-	-	-
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	-	-	-	10,000	70,000	80,000	80,000
Loan principal	-	-	-	-	-	-	-	-	-	-
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	10,000	70,000	80,000	80,000
										Project Total
Capital Budget:	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30	Total	
Capital cost	-	-	-	-	-	-	50,000	300,000	350,000	350,000
Funding:										-
Operating	-	-	-	-	-	-	50,000	300,000	350,000	350,000
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	-	-	-	-	-	-	-	-	-	-
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total funding	-	-	-	-	-	-	50,000	300,000	350,000	350,000

Section 8

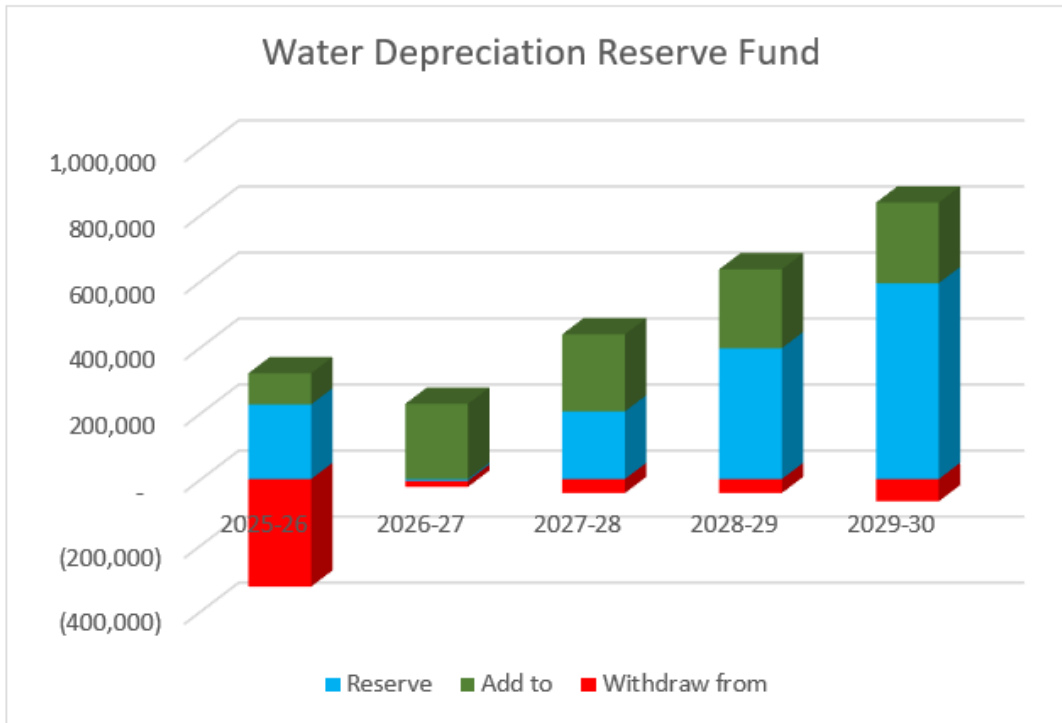
Reserve Activity and Budget Discussion

Budget Impact on Town Reserves



- Blue represents what we have in reserve funds
- Red represents us taking money out (primarily for community center)
- Green represents us putting money in (primarily gas tax and interest income)
- By 5th year, our reserves have gone from \$3.7m to \$3.1m

Budget Impact on Water Reserve



- Blue represents what we have in reserve funds
- Red represents us taking money out (primarily for hydrants, water meters, watermain replacements and in 2027/28 for the reservoir)
- Green represents us putting money in (mandatory contribution of depreciation on new reservoir)

- By 5th year, our reserves have increased from almost \$200k to almost \$300k

2025-2026 Budget



- Version 2 presented a \$239,207 deficit
- After making Council's suggested changes from July 3rd, the deficit decreased to \$221,643, which was addressed by:
 - The 2024-2025 forecasted surplus of approximately \$57,953
 - Using Operating Reserves of approximately \$163,691
- Grants were reduced in the Version 3 budget
- Tax rates are held steady at the 2024-2025 rates
- NOTE: as a result of using operating reserves to balance the budget, two of the estimated 25-26 Financial Condition Indicators went from green to yellow, and the overall assessment went from green to yellow (see slide 67)



Budget Outlook – 2026-2027

2025-2026 Projected Deficit (Before Transfers)	(221,643)
Additional Tax Revenue (apartment complex)	155,000
RCMP Adjustment	27,000
Increased Assessments	100,000
Add Kings Transit for full year	(60,000)
Remove Education Budget Error from 2024-2025	45,000
Remove add'l pothole expenses in 25/26 only	25,000
Add back transfer to sewer reserve	(50,000)
2026-2027 Projected Surplus	20,357

*Assumes education increase, VWRM increase and RCMP increase are the same as 2025-2026

**Assumes assessed values increase \$100K (2025-26 was \$175K)

***Assumes County continues to provide \$20,000 grant for recreation



NOVA SCOTIA
**Attorney General
Justice**
Office of the Minister

PO Box 7, Halifax, Nova Scotia, Canada B3J 1T0 • Telephone 902 424-4044 • JustMin@novascotia.ca

June 25, 2025

Via email: gsmith@town.middleton.ns.ca

Dear Mayor Gail Smith,

Today marks a pivotal moment for the future of policing in Nova Scotia. Following an extensive and inclusive process that began in September 2023, the Government of Nova Scotia is releasing the outcomes of the Comprehensive Policing Review (the “Review”). I write to you in your role as Mayor of Town of Middleton to share details of the Review, including the Report from Deloitte and Government’s response entitled, *Shaping the Future: Policing in Nova Scotia*, [here](#).

This Review represents one of the most significant evaluations of our policing system in recent history, and I want to express my deepest gratitude to the more than 6,900 Nova Scotians who participated directly, as well as the hundreds of police officers, municipal leaders, and system partners who generously contributed their time, insights, and lived experiences.

As you know, in Nova Scotia, the responsibility for policing is shared. Municipalities are responsible for funding and maintaining an adequate, efficient and effective police service within their jurisdiction, including staffing, equipment and facilities. The Province is responsible for setting policing standards and oversight.

The result of the Review is clear and compelling: the status quo is not an option. Citizens have a right to feel safe in their communities and they are demanding more. They are right: under-resourcing and inconsistent policing levels across the Province cannot continue.

We are committed to working collaboratively with municipalities to build a stronger system of public safety where every Nova Scotian—regardless of where they live—has access to high-quality, modern policing services.

Deloitte has recommended a path forward that will ensure policing in Nova Scotia is consistent, responsive, community-focused and equipped to meet evolving needs. Based on extensive research and analysis, Deloitte recommends the implementation of foundational changes and the expansion of the provincial police, being the RCMP. Deloitte didn’t take this process lightly and their detailed report lays out the reasons for their recommendations. All Nova Scotians

deserve to have safe communities, supported by visible officers who can respond promptly and effectively to the full spectrum of public safety issues.

The province intends to adopt six foundational recommendations that will serve as the cornerstone of a renewed policing model in Nova Scotia. We will be taking immediate actions to address each one and we will increase our investment in provincial systems to support these changes, as well as make the necessary changes to the Nova Scotia *Police Act*.

The foundational changes are:

1. **Unified Records Management System:** A single, province-wide records management system for all police agencies to improve data sharing, coordination, and oversight, and to support evidence-based decision-making.
2. **Enhanced Police Resourcing:** Ensuring that police services across the province are adequately resourced to increase visibility, responsiveness, and meaningful engagement with the communities they serve.
3. **Layered Policing Model:** Introducing deployment of Community Safety Officers and Special Constables allowing for more effective responses to a range of public safety needs, while enabling sworn officers to focus on core policing duties.
4. **Establishment of Community Safety Boards:** Providing civilian oversight and governance across the full spectrum of public safety services, including law enforcement, Community Safety Officers and Special Constables, enhancing transparency, accountability and community trust.
5. **Provincial Policing Standards:** Augmenting existing standards and introducing new ones to ensure consistent, high-quality service delivery across Nova Scotia. New standards will also include training requirements for all officers in cultural competency and the experiences of vulnerable populations.
6. **A New Billing Framework:** We will implement a revised billing framework for municipalities served by the RCMP, promoting financial sustainability, transparency, and enabling reinvestment into local, community-driven safety initiatives for municipalities policed by the RCMP.

Deloitte has also recommended an expansion of the provincial police service. We know that there are many communities in which the RCMP detachment is under-resourced. A plan to appropriately resource detachments will be supported by the establishment of a new billing framework and working collaboratively with 'H' Division and municipalities to assess current need.

This vision of policing in Nova Scotia will require both provincial and municipal action. We are committed to working collaboratively with the RCMP and municipalities to build a stronger system of public safety where every Nova Scotian—regardless of where they live—has access to high-quality, modern policing services.

This summer, I will be meeting with you to discuss your municipality's role in policing and how we can work together to align with the new provincial framework. These conversations will help us chart a path that reflects local needs and realities without compromising public safety. I look

forward to these conversations and to building a stronger, safer Nova Scotia together.

Thank you for your continued leadership and dedication to public safety.

With respect and appreciation,



Becky Druhan
Attorney General and Minister of Justice

cc. Ashley Crocker, Chief Administrative Officer



Nova Scotia Department of Justice

Comprehensive Nova Scotia Policing Review

Final Report

June 2025

Disclaimer

This document has been prepared solely for the Department of Justice, Government of Nova Scotia (herein referred to as 'DOJ').

In preparing the content, Deloitte has relied upon materials obtained from DOJ, System Partners and in the public domain (the "data and Information"), discussions with policing specialists in global jurisdictions of interest ("jurisdictional interviews") and a public survey, focus groups and interviews to a total of 7,000+ Nova Scotians engaged (the "engagement").

Within the context of this document, "Provincial Police Service" refers to either the RCMP, or establishment of a Provincial Police Service, or both.

No opinion, counsel, or interpretation is intended in matters that require legal or other appropriate professional advice. It is assumed that such opinion, counsel, or interpretations have been, or will be, obtained from the appropriate professional sources. To the extent that there are legal issues relating to compliance with applicable laws, regulations, and policies, we assume no responsibility.

We do not assume any responsibility or liability for losses incurred by any party as a result of the circulation, publication, reproduction or use of this analysis contrary to its intended purpose.

The analysis must be considered as a whole; selecting portions of the analysis, or the factors considered by it, without considering all factors and analyses together could create a misleading view of the issues related to the analysis.

Observations are made on the basis of economic, competitive and general business conditions prevailing as at the date hereof. In the analyses, we have made assumptions with respect to the operating performance, general business, and economic conditions and other matters, many of which are beyond our control, including government and regulation.

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List of acronyms

Term	Definition				
AI	Artificial Intelligence	HRP	Halifax Regional Police	PRIME	Police Records Information Management Environment
AOP	Additional Officer Program	IDENT	Identification	PROS	Police Reporting and Occurrence System
APD	Amherst Police Department	IES	Integrated Emergency Services	PSP	Public Safety Portal
ARPS	Annapolis Royal Police Service	IPTA	Involuntary Psychiatric Treatment Act	PSSD	Public Safety and Security Division from DOJ
BC	British Columbia	JEIN	Justice Enterprise Information Network	RCMP	Royal Canadian Mounted Police
BPS	Bridgewater Police Service	K-9	Canine Unit	RMS	Records Management System
CAD	Computer Aided Dispatch	KPS	Kentville Police Service	SCEU	Street Crime Enforcement Unit
CAO	Chief Administrative Officer	LECA	Law Enforcement Complaints Agency	SiRT	Serious Incident Response Team
CCGs	Community Consultative Groups	LOE	Letter of Expectation	SOP	Standard Operating Procedure(s)
CBRPS	Cape Breton Regional Police Service	MCC	Mass Casualty Commission	SPS	Stellarton Police Service
CISNS	Criminal Intelligence Service Nova Scotia	MHMCT	Mental Health Mobile Crisis Team	SPVM	Service de Police de la Ville de Montréal
CO	Commanding Officer	MOU	Memorandum of Understanding	SQ	Sûreté du Québec
CPIC	Canadian Police Information Centre	MPSA	Municipal Police Service Agreement	TPS	Truro Police Service
CQA	Community Quadripartite Agreement	MYFP	Multi Year Financial Plan	WPS	Westville Police Service
CRCC	Civilian Review Complaints Commission	NB	New Brunswick	RACI	Responsible, Accountable, Consult, Inform
CSO	Community Safety Officer(s)	NGRP	New Glasgow Regional Police		
CTA	Community Tripartite Agreement	NS	Nova Scotia		
DANCOS	District Advisory Non-Commissioned Officers	NSAPG	Nova Scotia Association of Police Governance		
DHW	Department of Health & Wellness	NSEMO	Nova Scotia Emergency Management Office		
DOJ	Department of Justice	OAMH	Office of Addictions and Mental Health		
DOSD	Department of Opportunities & Social Development	OCC	Operations Communications Centre		
ED&I	Equity, Diversity and Inclusion	OPCC	Office of the Police Complaints Commissioner		
ERT	Emergency Response Team	OPP	Ontario Provincial Police		
FAQ	Frequently Asked Questions	PRB	Police Review Board		
FNIPP	First Nations and Inuit Policing Program	PFM	(The Alberta) Police Funding Model		
FTE	Full-Time Employees	PIP	Police Information Portal		
GNS	Government of Nova Scotia	PPS	Public Prosecution Service		
HRM	Halifax Regional Municipality	PPSA	Provincial Police Service Agreement		
		PRB	Police Review Board		



Executive summary

The impact of a new police model in Nova Scotia

The Comprehensive Policing Review explores leading practices in Canadian and global jurisdictions, assesses the current state of policing in Nova Scotia and provides policing model options and model-agnostic foundational changes to improve policing services in the province. Please note, this is the Final Comprehensive Nova Scotia Policing Review report, additional materials prepared for in the development of this report are considered confidential due to Public Safety.

Reason

As further documented in the [Turning the Tide Together: Final Report of the Mass Casualty Commission](#) (Final Report of the Mass Casualty Commission) and previous studies in Nova Scotia, **policing is changing rapidly with new forms of crime, advanced technologies and shifting expectations from Nova Scotians that police services foster and safeguard community safety and instill principles of interoperability and continuous learning***. Officers are increasingly being asked to conduct tasks beyond the traditional responsibilities of police including responding to increasingly high levels of wellness calls, supporting emergency services as climate change impacts weather patterns and proactive policing of emerging types of crime with new technologies and methods. Policing in Nova Scotia is not meeting the pace of change required, as evidenced by examples such as siloed ways of working amongst policing services, oversight bodies and associated provincial departments; a lack of specialized capabilities within the province; disjointed technical architecture; and the mixed satisfaction of current state policing amongst communities engaged.

Impact

The Department of Justice (DOJ) has been on a journey to improve policing in the province with a significant degree of change in recent months including (but not limited to): the release of updated provincial policing standards; the establishment of the police audit process; and the tracking of Wortley recommendations to remove street checks. The Mass Casualty Commission has also drawn attention to further recommendations to improve the safety of Nova Scotians, many of which are being implemented. These advancements have allowed for systems-level change to be considered, in which a **transformed policing model in Nova Scotia will help enable a safe and secure province that is agile and resilient in the face of significant change**. This review considers and leverages previous work conducted but intentionally **looks ahead to improve the impact and future of policing**.

Risk

Without change to how policing services are provided in Nova Scotia, the following risks may be realized:

- Potentially reduced public safety in Nova Scotia due to increased pressures on the current model or relying on MOUs that cannot meet the operational needs of multiple large-scale events.
- Information gaps for proactive and responsive policing due to antiquated technical architecture and inefficiencies that can be solved with technology and AI.
- Unnecessary costs incurred for the province and municipalities due to a lack of pay-for-services agreements and duplication of efforts.
- Inability to meet the needs of communities due to capacity, affordability and silos of policing and government services.
- Limited oversight due to siloed complaints structures and a lack of protection for visibly diverse officers.

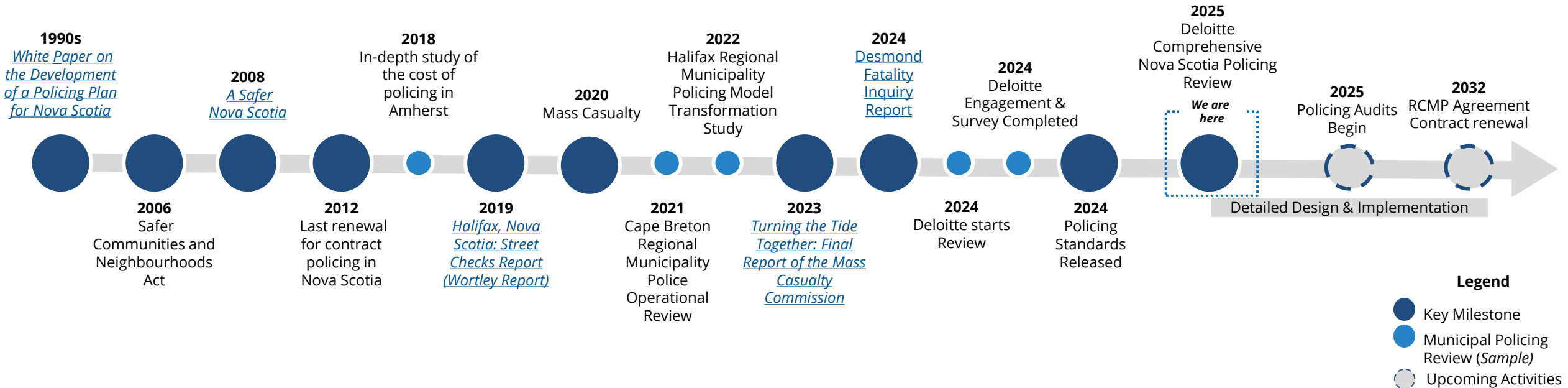
**Final Report of the Mass Casualty Commission, Volume 5, Policing*

Background and context | The impetus for change

The Department of Justice has, in recent years, implemented a significant degree of change including but not limited to the removal of street checks, implementation of revised *NS Policing Standards* and the establishment of the police audit process. Similarly, the Government of Nova Scotia, the RCMP and policing services have begun implementing recommendations from the Turning the Tide Together: Final Report of the Mass Casualty Commission. **This Comprehensive Policing Review** was developed to look forward and continue the systems-level pace of change to improve policing services in Nova Scotia.

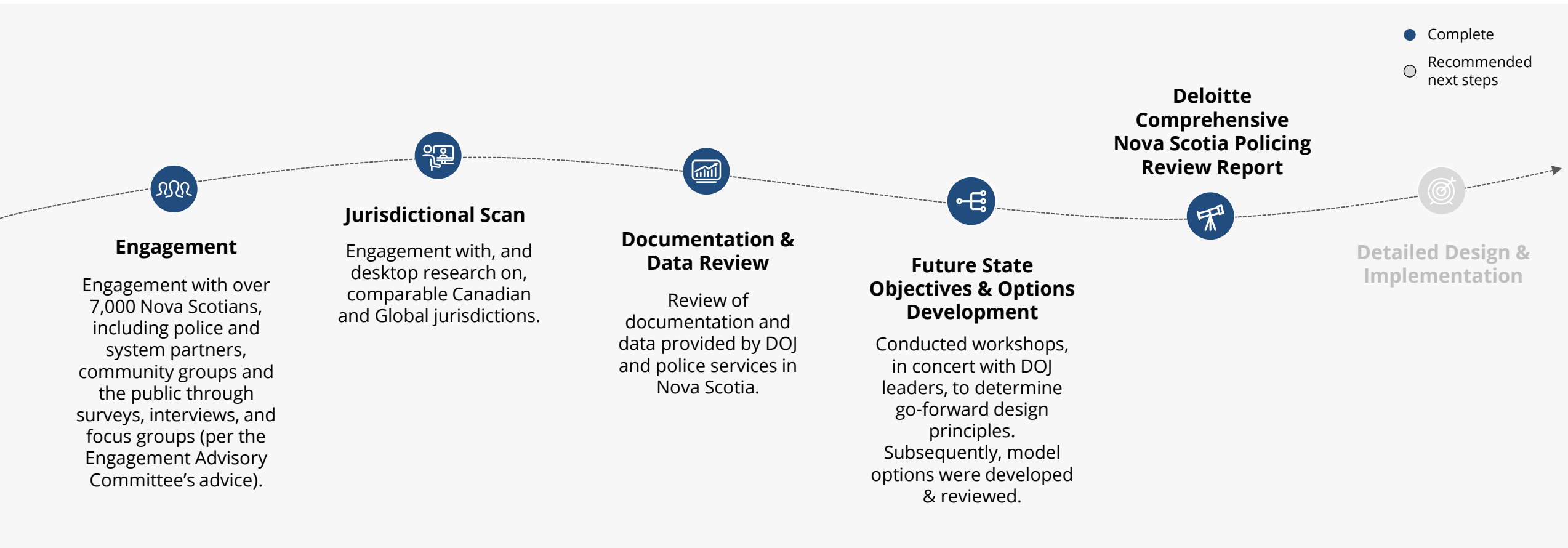
The mass casualty of 2020 was not only a historic event with a legacy of trauma for Nova Scotians, but Canadians at large, resulting in a loud call for change and action. In addition to the mass casualty, there has been a growing recognition by the Department of Justice (DOJ), the public and system partners that policing needs to be reformed within the province to drive appropriate public safety and meet the needs of the community, resulting in multiple surveys, studies and reviews since the 1990s. This report intentionally considers and/or leverages the recommendations by the Mass Casualty Commission and the intensive work and consultation to define them. The reports that came before this and extensive mixed-method research and engagement were utilized to design model options for the future of policing in Nova Scotia. This report focuses on moving forward with a new operating model to improve the impact of policing services for all Nova Scotians.

The high-level trajectory of key milestones for policing in Nova Scotia demonstrate the impetus and appetite for systems-level change to improve policing services:



Approach to the Comprehensive Nova Scotia Policing Review

Below provides a high-level summary to our approach.



Key themes and sample insights from engagement

Over 7,000 Nova Scotians were engaged over the course of this work, via interviews, workshops and an on-line survey.

Overall, people shared that there was a need for....



Increased police presence and participation in community events for relationship-building.



Increased training, including cultural awareness/competency, and diversity within the police workforce.



Integrated response to mental health calls.



Enhanced intake, triage, and transparency of complaints.



Enhanced interoperability and streamlined data and information sharing amongst police services.



Enhanced clarity on the role and responsibility of police.

The following is a sample of key insights across each group:

System Partners

- There is an appetite across RCMP and municipal police services for a single, centralized Records Management System (RMS) to improve real time interoperability.
- Many system partners note the need for improved training and onboarding for all officers interacting with historically marginalized communities.

Community Groups

- African Nova Scotian and Indigenous communities highlighted the need for police services to address systemic issues and work toward building trust and inclusivity.
- The majority of focus group participants called for cultural competency training for police officers to enhance understanding and respect for diverse communities.

The Public

- Respondents call for more foot and bicycle patrols in high-crime areas and during peak times to encourage crime prevention.
- Respondents from urban centers called for specialized units within police services to address mental health related calls.

Jurisdictional Scan Summary

Many jurisdictions across Canada and internationally have initiated reviews of their policing operating models and/or legislation due to local and sector-wide pressures to modernize, integrate and streamline the role of police in today's communities. The jurisdictional scan explored related policing operating models, trends and innovations in comparable jurisdictions across Canada and around the world relevant to Nova Scotia.

Approach:

An informational review, open-source research and semi-structured interviews were conducted to capture innovative strategies and lessons learned across Canada and globally. The research was grounded in a proven operating model framework to assess trends and group findings thematically to inform future recommendations.

Findings of note:

Integrated Mental Health Crisis Response Teams

RCMP detachments in Alberta and Saskatchewan pair together mental health professionals and front-line officers to provide mindful responses to wellness crises.

Indigenous Reconciliation Advanced through Police Reform

Police reform can be a mechanism for advancing reconciliation, with British Columbia engaging early with Indigenous communities, while both Saskatchewan and Manitoba are exploring First Nations policing models.

Addressing Resourcing Issues with Educational Incentives

The Service de Police de la Ville de Montréal (SPVM) provides reimbursement for the full cost of police training for graduates of the École Nationale de Police du Québec for a commitment to serve with the SPVM over 5 years.

Police Act Updates

The province of Saskatchewan introduced *An Act to Amend the Police Act, 1990* in 2022, which allows the Corrections, Policing, and Public Safety Minister greater direct authority in day-to-day municipal police agency operations and gave the province more flexibility to designate police services.

Tiered Policing

There is a rising trend to employ an independent police service to supplement RCMP in rural and remote communities (e.g., Saskatchewan Marshals Service and Alberta Sheriffs).

A Variety of Service Agreements

PPSAs and MPSAs are not the only contractual arrangements available for provinces to shape service agreements, with British Columbia also using Municipal Police Unit Agreements and establishing the Tsawwassen Quadripartite Agreement.

A Shift towards Community-Oriented Policing

Across Canadian and international policing, there is a greater emphasis on community-oriented policing models, from Manitoba empowering Community Safety Officers to the Australian Capital Territory (ACT) Police's community-focused policing model.

More Equitable Funding Models

Alberta has introduced a funding model that requires urban municipalities with population more than 5,000 and all rural municipalities to pay a portion of provincial policing costs. This regulation increases provincial police funding, equity, and accountability between smaller and larger contracting municipalities.

Unified RMS Systems

All police services in British Columbia operate on PRIME. This has contributed to faster response times, a higher degree of integration among police services, and has improved the culture of information sharing across the province.






Top-down and Bottom-up Reform

Operating model transitions in both the United Kingdom and Finland reveal the importance of considering how the local level will be impacted even with more centralized police structures.

Current State Summary: Key challenges and opportunities

This summary outlines key challenges that are driving opportunities for improvement to Nova Scotia's policing model.




KEY CHALLENGES

- 
Increasing Cost of Policing
 Policing operating costs continue to rise, exacerbated by inflation, a rapidly growing population to serve and the modernization of crime, which is particularly burdensome for rural areas with smaller tax bases.
- 
Community Expectations of Police Visibility & Associated Budget Impacts
 There is high demand for police visibility locally and is a challenge due to cost, expansive geographic areas, and constrained resources given vacancies. Municipalities are often unable to adjust budgets within the requested timeline, without impacting other critical municipal programming.
- 
Funding Model Flexibility
 With community needs and expectation of the role of police evolving, funding models for police services have not adapted to reflect the changing complexity of day-to-day policing and associated costs.
- 
Outdated Technology & Data Management Practices
 Aging and duplicative dispatch and RMS systems are hampering consistency and integration of police services and limiting data management practices.
- 
Evolution of Scope for Police Services and Definition of 'Core Policing'
 Police-work is evolving, and crime is getting more complex. Day-to-day policing has expanded to include responding to mental health and addictions calls for service, pulling officers away from core and proactive policing.

OPPORTUNITIES FOR IMPROVEMENT

- 
Consider Other Policing Models
 Consider other policing models that enhance service delivery, public safety, interoperability and reduces duplication.
- 
Embrace Layered Policing
 Extend, introduce and mandate layered policing positions to supplement core police officers (e.g., community safety officers, Sheriffs, etc.)
- 
Enhance Technology Use & Centralize Key Enabling Technology
 Move towards unified RMS and Dispatch technologies across agencies for better consistency, reporting, and information sharing across jurisdictions.
- 
Expand Training Integration & Facilities
 Develop joint training programs across all agencies and expand training facility capacities for integrated in-service training.
- 
Formalize Service Sharing Agreements
 Transition from informal to formal agreements (MOUs) for clearer policing service delivery of shared services.
- 
Introduce Data Management Standards
 Introduce data management standards for all police agencies, including guidelines on data retention, storage, and usage.

ADDITIONAL ENABLING CONSIDERATIONS

- 
Leverage Policing Standards for Accountability
 Revise the provincial policing standards to help ensure consistent service levels across communities and hold agencies accountable.
- 
Redesign the Police Funding Model
 Regardless of the future policing model, amendments to the police funding model are recommended to enable cost effectiveness for municipalities and to increase model flexibility.
- 
Review the *Police Act* for Enabling Amendments
 Review the Nova Scotia *Police Act* to clarify policing responsibilities to enhance public safety, including relevant changes to enhance governance and oversight body independence.

Current State Summary: Personnel, population served and geographic coverage

The data below highlights the significant variation of numbers of sworn police officers by both population and geography. Data was collected via interview and/or submission. Data has been confirmed by all police leaders.

Comparison of personnel and sworn officers across population and geographic coverage

Policing Service	Number of Personnel*	Number of FTE Sworn Officers	Population Served**	Geographic Area (sq km)	FTE Sworn Officers per Population	FTE Sworn Officers per sq km
Amherst Police Department	47	27	9,700	12	0.0028	2.2500
Annapolis Royal Police Service	11	4.5	530	2	0.0085	2.2500
Bridgewater Police Service	41	24	8,800	14	0.0027	1.7143
Cape Breton Regional Police Service	268	200	105,000	2,500	0.0019	0.0800
Halifax Regional Police Service	779	565	439,900	5,475	0.0013	0.1032
Kentville Police Service	22	19	6,630	17	0.0029	1.1176
New Glasgow Regional Police Service	46	33	12,500	10	0.0026	3.3000
Stellarton Police Service	16	15	4,000	9	0.0038	1.6667
Truro Police Service	51	35	13,000	38	0.0027	0.9211
Westville Police Service	9	6	3,500	14	0.0017	0.4286
RCMP "H" Division	1,447	960	476,100	47,193	0.0020	0.0203
Total	2,737	1,888.5	***			
Provincial Average (Weighted)					0.0030	1.2590

*Note: Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

** Note: All population statistics were sourced from data from the 2021 Census of Canada and rounded to the closest one hundred.

***Note: Due to some overlapping jurisdictions, the sum of the population served would exceed the population of Nova Scotia in 2021.

The operating model options were developed with six design principles in mind

The following design principles were leveraged to guide the development of the foundational changes and operating model options.

Context

The following six design principles were leveraged to help shape and inform the development of the foundational changes and operating model options.

These principles were informed by prior reviews and leading approaches in policing and provide a framework for designing effective and efficient operating models options that advance appropriate public safety and align with the goals, needs, and priorities of system partners and the citizens of Nova Scotia.

Alignment to design principles is identified across each operating model option in the subsequent sections.

Overview of design principles



Interoperability | Promotes the ability of police services to effectively communicate, share information, and collaborate with each other at a local, regional, provincial, federal level. It aims to break down the barriers and silos that may exist between different police services, enabling them to work together efficiently and enhance public safety.



Equitable Access | Promotes the ability for all Nova Scotians to have equitable access to policing services and receive a consistent level of service delivery.



Service Optimization | Promotes the optimization of resources, processes, and technology within police services for improved service delivery. This includes enhancements to public facing services, ensuring more efficient, effective, and user-friendly experiences for the public.



Operational Effectiveness | Promotes the optimization of resources, collaboration, investments in training and technology, and performance measurement to maximize the effectiveness and efficiency of police operations.



Community & Officer Informed | Promotes the importance of actively involving both the community and police officers in decision-making processes, policies, and practices. It recognizes that effective policing requires collaboration, transparency, and mutual understanding between law enforcement services and the communities they serve.



Officer Safety & Wellbeing | Promotes the physical, mental, and emotional health of police officers, enabling career fulfillment and supporting overall quality of life.

N.B. Design principles are listed in no specific order or prioritization.

Foundational changes to improve policing in Nova Scotia

To improve policing services in Nova Scotia, DOJ can implement the following foundational changes.

The following changes are considered foundational to improving policing services in Nova Scotia, irrespective of the preferred policing option. These changes are considered essential to laying the groundwork for the successful implementation of a new police operating model.



Standardize technology and information sharing

It is pertinent for public safety that police services transition to a single RMS and that standardized practices are implemented provincially for the use of technology and exchange of information across policing services, at minimum.



Ensure appropriate police staffing across Nova Scotia

Explore solutions to enhance visibility and community engagement through appropriate staffing of police resources across the province.



Adopt layered policing to support community policing initiatives

Layered policing integrates sworn police officers with other service providers with differentiated authorities, such as Community Safety Officers, civilianization of administrative roles, etc. Jurisdictions are adopting layered policing to build and maintain relationships with community, provide operational support to community policing initiatives, generate cost efficiencies, and mitigate recruitment and retention challenges faced by sworn officers.



Revamp police oversight systems for greater community involvement

It is critical that communities continue to be involved and have oversight of their policing services. A model that enables strong community involvement and enables effective collection and resolution of concerns and issues needs to be developed and implemented.



Add to, and strengthen policing standards

Augment and add new provincial policing standards to improve service delivery consistency across the province.



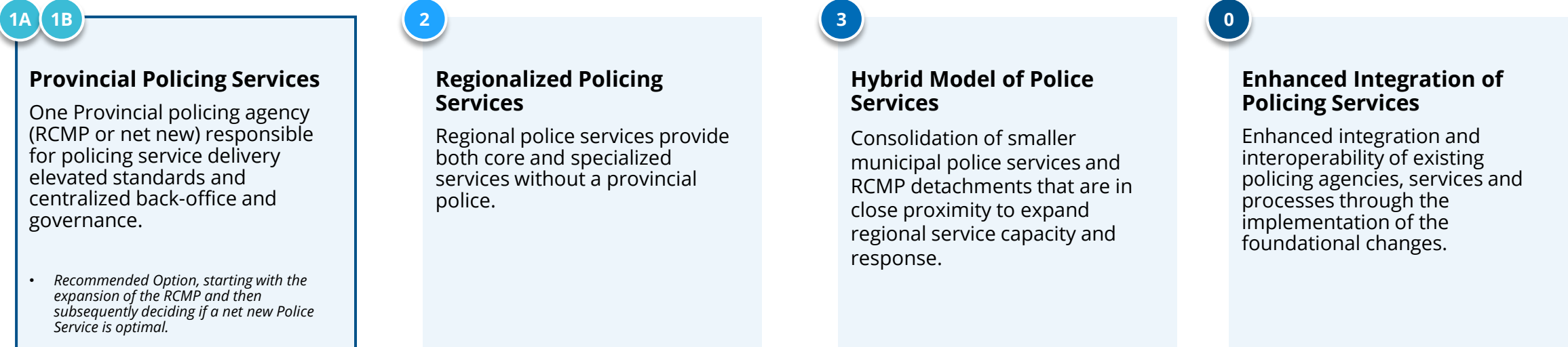
Explore alternative funding/billing models for municipalities policed by RCMP

Consider alternative funding models that better meet the needs of the province and ensures fairness in resource allocation across communities. E.g., Alberta, Québec, etc.

Overview of police model options

The Executive Summary outlines the systems-level police model options grounded in leading practices and is reflective of public and system partner priorities. Subsequent slides include a summary of model-agnostic foundational changes and high-level visual representation of each operating model with further details within the body of the report.

Based on extensive engagement with system partners, the public, community groups and comparable jurisdictions, findings from the current state analysis and leading industry practices, **three police operating model options have been identified** for DOJ to accelerate their efforts to improve policing services in Nova Scotia. In addition, foundational changes were identified, in 'Enhanced Integration of Policing Services', that can be implemented to improve current state policing services, irrespective of the preferred police model. Based on the analysis in this report, and other supporting work products, option 1 is the recommended option.



Foundational changes serve as a baseline to improve policing services. They have been integrated across each police model option within this Report.

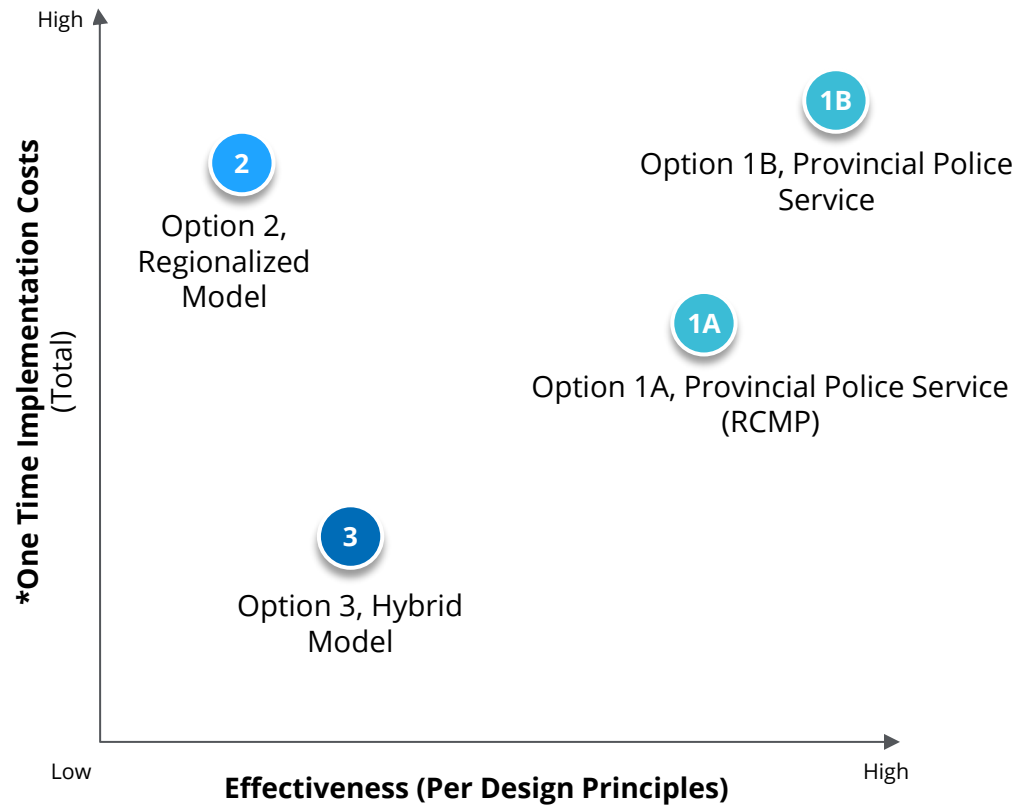
Overview of the high-level, relative comparison of the policing model options

The policing model options were compared based on their alignment to the six design principles, estimated operating costs and implementation cost considerations.

	1 Provincial Policing Services	2 Regionalized Policing Services	3 Hybrid Model of Police Services	0 Enhanced Integration of Policing Services
Overall alignment to the design principles	<p>High – One provincial police service will lead consistent and standardized operations (including specialized services), technology, and data capabilities with two regional services. Centralized oversight of services and resources will optimize police visibility and deployment flexibility across the province.</p>	<p>Minimal – Regional oversight of services, with surge capacity and planning for critical response being coordinated across services. While services may be equitable and optimized at a regional level, there will be less consistency province-wide.</p>	<p>Minimal to Moderate – Consolidation of smaller policing services creates additional change in consistency of services and resource allocation flexibility. Investments in a provincial RMS and call centre will heighten operational awareness and information sharing. Layered policing advances community needs.</p>	<p>Minimal - Policing services remain relatively status quo, with small, incremental progress in integrating teams and building operational, technology and data capabilities, mainly through foundational changes.</p>
Implementation cost considerations	<p>Medium cost – Mid-range implementation costs to centralize oversight, leadership, visibility and back-office while maintaining local and regional representation. The purchase and implementation of policing technologies can create efficiencies for officers (e.g., traffic cameras, GenAI automation).</p> <p>Recommended Option, starting with the expansion of the RCMP and then subsequently deciding if a net new Police Service is optimal.</p>	<p>High cost - Extensive costs to replace the provincial police will include the purchase of infrastructure, equipment and fleet in addition to building capability through the recruitment and upskilling of personnel and/or lateral entry of officers, particularly for specialized services, and the need to establish an integrated critical response.</p>	<p>Low to Medium cost – Additional implementation costs will be incurred as back-office operations are centralized, such as a single RMS and call center with regional dispatch. Consolidation of smaller services will reduce executive salaries and duplication of efforts, but savings will be limited.</p>	<p>Low cost - Key costs will be the implementation of foundational changes and additional integrations, particularly training and integrated units. This model will be the least costly to implement due to the scale of change.</p>

Option Comparison: Magnitude of Effectiveness to one-time implementation costs

One-time implementation costs for each police operating model range in magnitude of costs and effectiveness are estimated below. Given the clear difference in effectiveness, per design principles, option 1, inclusive of the enhanced integration of policing services contained in option 0 are recommended.



Key Insights

- The **Provincial Police Service Models** (Option 1A & 1B, RCMP or other) are best aligned to Design Principles, and are thus the recommended option.
- The **Provincial Police Service, RCMP** (Option 1A) model will incur fewer costs and risks due to agreements with Public Safety Canada. The **provincial police service, other** (Option 1B) will potentially provide the Province with increased oversight and decision-making opportunities.
- The **Regionalized Model** (Option 2) will have the highest infrastructure and technologies costs and high training and recruitment costs across the regions. It also is lower in alignment to Design Principles due to reduced interoperability and potential for specialized capability gaps.
- The **Hybrid Model** (Option 3) will have the fewest costs but will also be the least effective of the models and drive the least amount of change.

***Key Cost Categories:** Implementation Services, Human Resources, Training, Professional Services, Comms & Public Engagement, Information, Technology & Cybersecurity, Armory, Fleet & Equipment Capital, Facilities & Infrastructure, Risk based Contingency.



1

Introduction and approach



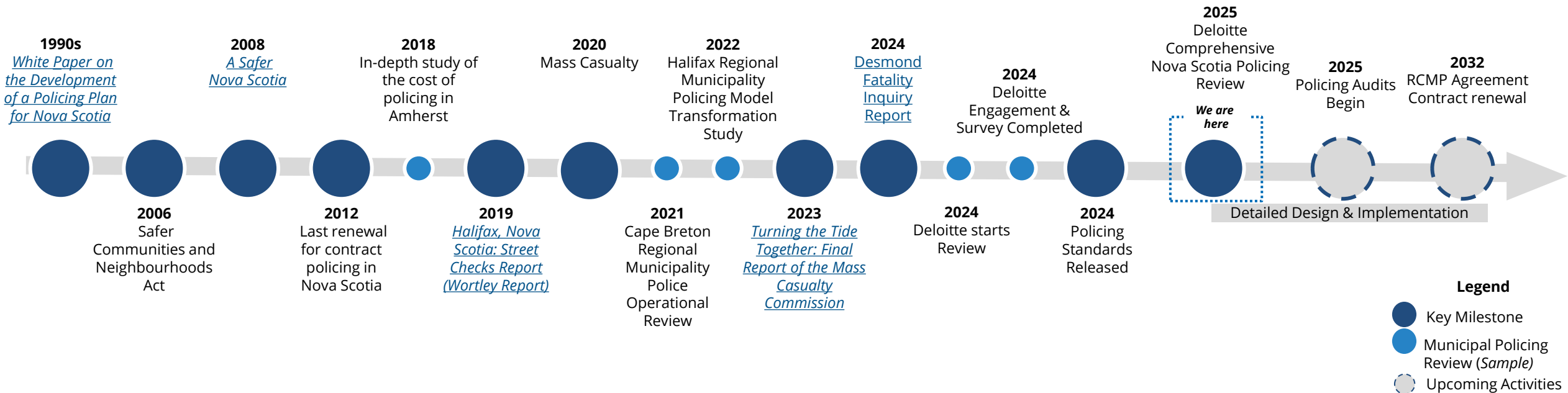
1.1 Background and context

Background and context | The impetus for change

The Department of Justice has, in recent years, implemented a significant degree of change including but not limited to the removal of street checks, implementation of revised *NS Policing Standards* and the establishment of the police audit process. Similarly, the Government of Nova Scotia, the RCMP and policing services have begun implementing recommendations from the *Turning the Tide Together: Final Report of the Mass Casualty Commission*. This comprehensive policing review was developed to look forward and continue the systems-level pace of change to improve policing services in Nova Scotia.

The mass casualty of 2020 was not only a historic event with a legacy of trauma for Nova Scotians, but Canadians at large, resulting in a loud call for change and action. In addition to the mass casualty, there has been a growing recognition by the Department of Justice (DOJ), the public and system partners that policing needs to be reformed within the province to drive appropriate public safety and meet the needs of the community, resulting in multiple surveys, studies and reviews since the 1990s. This report intentionally considers and/or leverages the recommendations by the Mass Casualty Commission and the intensive work and consultation to define them, the reports that came before this and extensive mixed-method research and engagement to design model options for the future of policing in Nova Scotia. This report focuses on moving forward with a new operating model to improve the impact of policing services for all Nova Scotians.

The high-level trajectory of key milestones for policing in Nova Scotia demonstrate the impetus and appetite for systems-level change to improve policing services:



Background and context | Provincial change drivers

The following sample of change drivers have created pressures and/or influenced the need to conduct a review of policing services in Nova Scotia to improve services in the future. A change driver is an event or factor that initiates or accelerates the process of change within policing services in the province.

Change Driver

Description

Turning the Tide Together, 2020 (*Final Report of the Mass Casualty Commission*)

Following the mass casualty of 22 Nova Scotians in April 2020, the families of victims and members of the public called for an inquiry which led to subsequent recommendations on how to improve policing in Nova Scotia. The Mass Casualty Commission (MCC) conducted comprehensive research and engagement with a variety of community groups and representatives across the province to develop a series of recommendations, which DOJ, the RCMP and police services across the province are in the process of implementing.

Overrepresentation of African Nova Scotian in police street checks within the Halifax Regional Municipality, 2019 (*The Halifax, Nova Scotia: Street Checks Report- "Wortley Report"*)

The Wortley Report, released in 2019, examined the relationship between race and street checks in Halifax Regional Municipality and stated that Black people, including African Nova Scotians, were grossly over-represented in police street check statistics. Recommendations from the Wortley report, namely those that highlighted the need to increase transparency, accountability and to improve police-community relations, provided insight into the barriers being experienced by many Nova Scotians and opportunities to mend community relationships. On September 7, 2024, the NS RCMP apologized for the historic use of street checks and other harmful interactions. On November 29, 2019, the HRP apologized for street checks and historical mistreatment.

Upcoming Senior Officer retirements

There are several senior and leadership positions amongst the police services that are of the age to retire over the next few years. With a culture of informal and relationship-driven ways of working in the province, particularly at Executive levels, it will be critical to address interoperability to continue collaborating and leverage the opportunity of a new policing model to advance a culture shift that prioritizes equitable services across Nova Scotia.

Rapid Population Growth

Nova Scotia has experienced a notable population growth since 2015 largely due to immigration and interprovincial migration, significantly outpacing the national average. The policing model will need to be flexible to accommodate for population growth through the number of officers (improved recruitment and retention, additional investment) and agile in meeting the shifting needs of the public as communities grow.

Release of revised NS Policing Standards

The DOJ has advanced several policing initiatives to accompany police service delivery reform in Nova Scotia; this includes the September 2024 release of the *NS Policing Standards* which defines base level service delivery standards across the province. This also includes the establishment of the Public Safety Audit Unit to measure all police services against the standards and to help ensure public safety.

Background and context | Macro change drivers

A sample of macro-level change drivers, that are influencing the need for change in the way policing services are delivered, are summarized below. A change driver is an event or factor that initiates or accelerates the process of change within policing services in the province.

Change Driver

Description

Increasing volumes of mental health calls and demand on police to respond to social issues

There is growing demand and expectation on police to respond to complex social issues including but not limited to homelessness, mental health and wellness calls. In many instances, the police are called to support as there are insufficient alternatives, creating a strain on police capacity for “core police services”.

Shifting perceptions and expectations of policing services

Public perceptions of police is heavily influenced by crises, events and misconduct reporting in the media. The murder of George Floyd in 2020 in the United States created an abrupt shift in public opinion of police in North America, their role in the community as well as perceptions of public safety. With greater strain on the relationship between the public and police, there have been an increasing number of inquiries on the use of public funds for policing services.

Sworn officer recruitment and retention barriers and challenges

Over the course of this review, many barriers and challenges to recruitment and retention of sworn officers were identified, including but not limited to: able bodied requirements creating barriers for persons with disabilities; unpaid cadet training creating barriers with those of lower socio-economic means; biases and tokenism creating barriers for diverse candidates, cadets and officers; and a public perception of the culture of policing with media attention on misconduct cases affecting recruitment. Chronic under-resourcing of police agencies and detachments has caused significant officer burnout and barriers to retention.

Release of NS Policing Standards

The DOJ has advanced several policing initiatives to drive police service delivery reform in Nova Scotia; this includes the September 2024 release of the *NS Policing Standards* which defines base level service delivery standards across the province. This also includes the establishment of the Public Safety Audit Unit to measure all police services against the standards and to help ensure public safety.



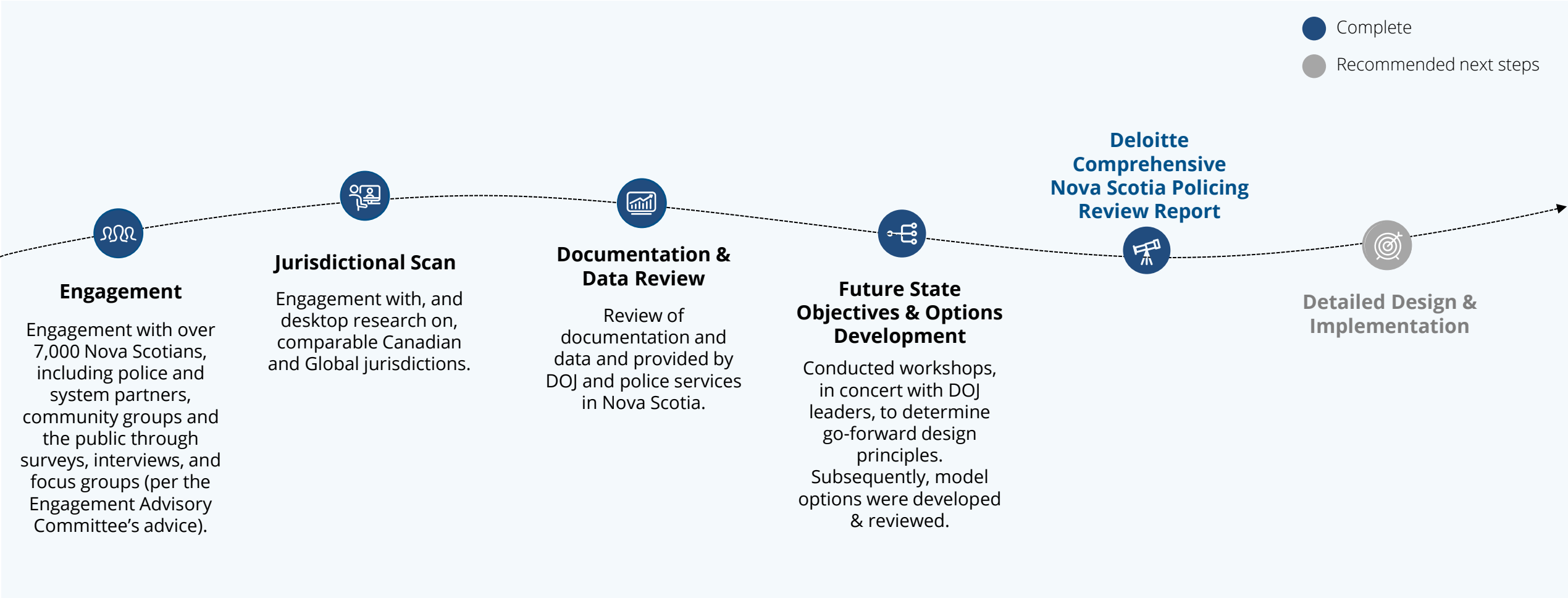
1.2

Approach and methodology

Approach to the Comprehensive Nova Scotia Policing Review

Below provides a high-level summary to our approach.

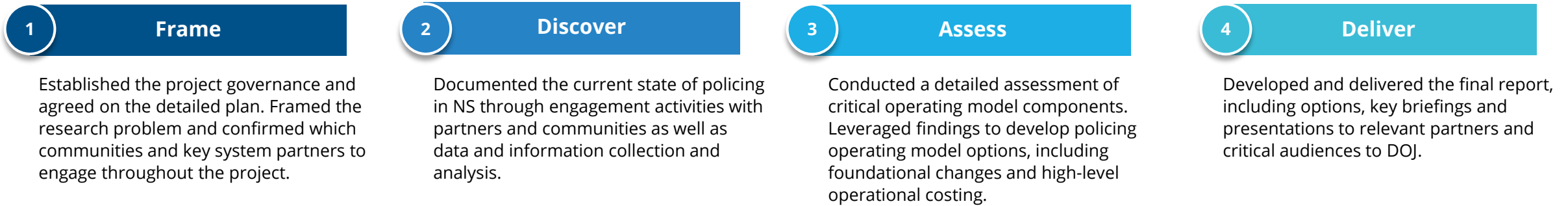
- Complete
- Recommended next steps



Approach and methodology | Project approach

The Comprehensive Policing Review followed the approach outlined below to develop an understanding of the current state of policing in Nova Scotia and deliver preliminary opportunities and operating model options to improve policing services.

The Nova Scotia Comprehensive Policing Review was conducted across four phases:



High-level milestones:



Approach and methodology | Project methodology

The methodology for the Comprehensive Nova Scotia Policing Review includes engagement with police system partners, community groups and the public through surveys, interviews, and focus groups, as well as a jurisdictional scan, a documentation and data review, site visits and record management system demonstrations.

1 Engagement

To gather perspectives on policing in Nova Scotia:

- Issued a public survey which generated responses from over 6,700 Nova Scotians.
- Recruited a network of 33 trusted community and organizational leaders to be facilitators and engage their respective communities. The facilitators represented 16 organizations and conducted a total of 35 engagement sessions with over 240 participants across the province.
- Engaged over 150 policing system partners, including leadership, frontline officers, and civilian staff from municipal police services and RCMP H Division, Government of Nova Scotia departments (e.g., Department of Opportunities & Social Development, Emergency Management Office, etc.), and Municipal and Town CAOs.
- Issued a survey to Municipal and Town CAOs which generated 37 responses.
- Issued a survey to Municipal Boards of Police Commissioners and Police Advisory Boards which generated 26 responses.

2 Jurisdictional Scan

- Engaged with representatives from British Columbia, Alberta, Saskatchewan, Manitoba, Québec and Ontario to discuss and identify leading practices, trends, and insights nationally.
- Engaged with representatives from Deloitte's global policing and public safety network in Finland, United Kingdom, Australia and Ireland to discuss and identify emerging trends and lessons learned.
- Conducted desktop research on the selected national and global jurisdictions.

3 Documentation & Data Review

- Conducted a review of police service documentation and data pertaining to calls for service, operating expenses, police board reports, organizational structure, personnel and sworn officers, and professional conduct and complaints.
- Police service profiles were developed based on engagement, and data and documentation provided by police services. Profiles were subsequently validated with all police services.
- Reviewed internal current state documentation (e.g., annual reports, annual budgets, governance documents, *NS Policing Standards*, *NS Police Act*, service agreements, etc.).
- Conducted external scanning and desk-top research to identify policing and public safety trends and use cases across other jurisdictions.

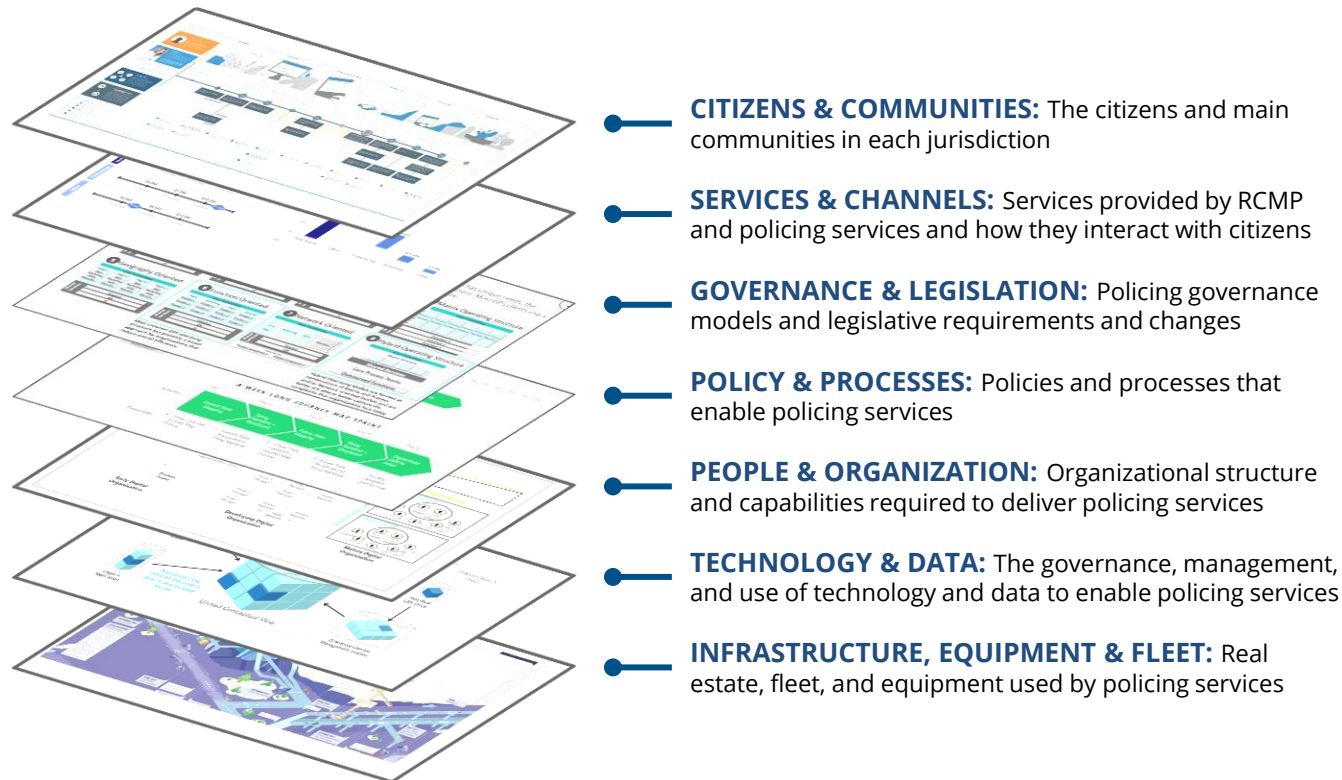
4 Site Visits & Demonstrations

- Conducted site visits and walkthroughs of the following facilities:
 - RCMP H Division Operations Communications Centre
 - RCMP H Division Digital Forensics Services
 - RCMP H Division training facility
 - Halifax Integrated Emergency Services
 - Nova Scotia Emergency Management Coordination Centre
- Record management system demonstrations were facilitated by RCMP H Division and Halifax Regional Police Service on PROS and Versadex, respectively.

The dedication from police system partners, community groups, and the public in facilitating engagement, sharing of documents, site visit planning, and system walkthroughs demonstrates the commitment for, and importance of the Comprehensive Nova Scotia Policing Review.

Approach and methodology | Policing operating model framework

The operating model framework defines 7 key layers of a policing operating model. These layers have been used in a structured manner to frame current state analysis and the development of the policing model options and foundational changes.



When developing policing model options for DOJ, the operating model components of the policing environment were taken into consideration holistically to understand the interconnection of public safety and policing services. This approach allowed for the exploration of potential impacts that changes may have on operations, organizational culture, governance, and citizens.



2

Engagement overview

Seven thousand (7,000)+ Nova Scotians engaged

Throughout this engagement, over 7,000 Nova Scotians were engaged virtually and in-person, across the province to share their perspectives on the state of policing.

6,700+

Public survey responses

The public survey was released to the Nova Scotian public from July 10th – July 31st 2024 to determine effectiveness, satisfaction and areas for improvement for policing across Nova Scotia. The public was asked to reflect on overall perspectives of safety, presence of officers in the community, what good policing looks like and more.

240+

Community participants

Community engagement was conducted through a network of trusted community leaders throughout August and September 2024 with 16 community organizations over 35 sessions with over 240 participants across the province.

Engagement methods included:

- One-on-one interviews
- Focus group discussions
- Written Submissions

150+

System partners

Over 150 system partners have been engaged through the following methods to share perspectives and insights relating to policing services in the province. This includes Municipal Police Chiefs, Deputy Chiefs and RCMP H Division Leadership, Frontline officers, departments with the Government of Nova Scotia e.g., Emergency Management Office and the Office of Equity & Anti-Racism Initiatives, CAOs from Municipalities and Towns, Municipal Police Boards and Police Advisory Boards and more.

Engagement methods included:

- One-on-one interviews and focus group discussions
- Surveys to CAOs and Municipal Police Boards and Police Advisory Boards
- Virtual demonstrations of RMS solutions
- Site visits



The Comprehensive Policing Review acknowledges the contribution of the 33 community leaders who volunteered their time and spaces to conduct community engagement and capture perspectives on policing on behalf of this review.



2.1 Research & Key Findings

Key themes and sample insights from engagement

Overall, people shared that there was a need for....



Increased police presence and participation in community events for relationship-building.



Increased training, including cultural awareness, and diversity within the police workforce.



Integrated response to mental health calls.



Enhanced intake, triage, and transparency of complaints.



Enhanced interoperability and streamlined data and information sharing amongst police services.



Enhanced clarity on the role and responsibility of police.

The following is a sample of key insights across each group:

System Partners

- There is an appetite across RCMP and municipal police services for a single, centralized RMS.
- Many system partners note the need for improved training and onboarding for all officers interacting with historically marginalized communities.

Community Groups

- African Nova Scotian and Indigenous communities highlighted the need for police services to address systemic issues and work toward building trust and inclusivity.
- The majority of focus group participants called for cultural competency training for police officers to enhance understanding and respect for diverse communities.

The Public

- Respondents call for more foot and bicycle patrols in high-crime areas and during peak times to encourage crime prevention.
- Respondents from urban centers called for specialized units within police services to address mental health related calls.

System partner engagement and virtual demonstrations of RMS systems

Engagement with system partners involved interviews, focus groups, group discussions, virtual and in-person demonstrations, site visits, and document review and analysis.

Key Themes:

- There is a desire for a single province-wide records management system. There are currently three different records management systems in use by police across Nova Scotia, creating barriers to information sharing.
- Community needs are changing, and police services emphasized that they are responding to more and more non-criminal calls for service often related to wellness, mental health, and addictions.
- System partners emphasized that it is important for police to build strong connections in communities, and suggested improved training and onboarding for officers, especially those working with historically marginalized communities.
- It was noted that vacancies, and difficulties in recruiting and retaining police, can affect the ability of police to properly respond to the needs of communities.
- Partners and the public described confusion and ambiguity in regard to the processes of complaints against police.
- System partners described the increasing cost of policing as a barrier, particularly in rural communities.



2.2 Jurisdictional Scan Summary

Jurisdictional Scan Summary

Many jurisdictions across Canada and internationally have initiated reviews of their policing operating models and/or legislation due to local and sector-wide pressures to modernize, integrate and streamline the role of police in today's communities. This jurisdictional scan explores related policing operating models, trends and innovations in comparable jurisdictions across Canada and around the world relevant to Nova Scotia.

Approach:

An informational review, open-source research and semi-structured interviews were conducted to capture innovative strategies and lessons learned across Canada and globally. The research was grounded in a proven operating model framework to assess trends and group findings thematically to inform future recommendations.

Findings of note:

Integrated Mental Health Crisis Response Teams

RCMP detachments in Alberta and Saskatchewan pair together mental health professionals and front-line officers to provide mindful responses to wellness crises.

Indigenous Reconciliation Advanced through Police Reform

Police reform can be a mechanism for advancing reconciliation, with British Columbia engaging early with Indigenous communities, while both Saskatchewan and Manitoba are exploring First Nations policing models.

Addressing Resourcing Issues with Educational Incentives

The Service de Police de la Ville de Montréal (SPVM) provides reimbursement for the full cost of police training for graduates of the École Nationale de Police du Québec for a commitment to serve with the SPVM over 5 years.

Police Act Updates

The province of Saskatchewan introduced *An Act to Amend the Police Act, 1990* in 2022, which allows the Corrections, Policing, and Public Safety Minister greater direct authority in day-to-day municipal police agency operations and gave the province more flexibility to designate police services.

Tiered Policing

There is a rising trend to employ an independent police service to supplement RCMP in rural and remote communities (e.g., Saskatchewan Marshals Service and Alberta Sheriffs).

A Variety of Service Agreements

PPSAs and MPSAs are not the only contractual arrangements available for provinces to shape service agreements, with British Columbia also using Municipal Police Unit Agreements and establishing the Tsawwassen Quadripartite Agreement.

A Shift towards Community-Oriented Policing

Across Canadian and international policing, there is a greater emphasis on community-oriented policing models, from Manitoba empowering Community Safety Officers to the Australian Capital Territory (ACT) Police's community-focused policing model.

More Equitable Funding Models

Alberta has introduced a funding model that requires urban municipalities with populations less than 5,000 and all rural municipalities to pay a portion of provincial policing costs. This regulation increases provincial police funding, equity, and accountability between smaller and larger contracting municipalities.

Unified RMS Systems

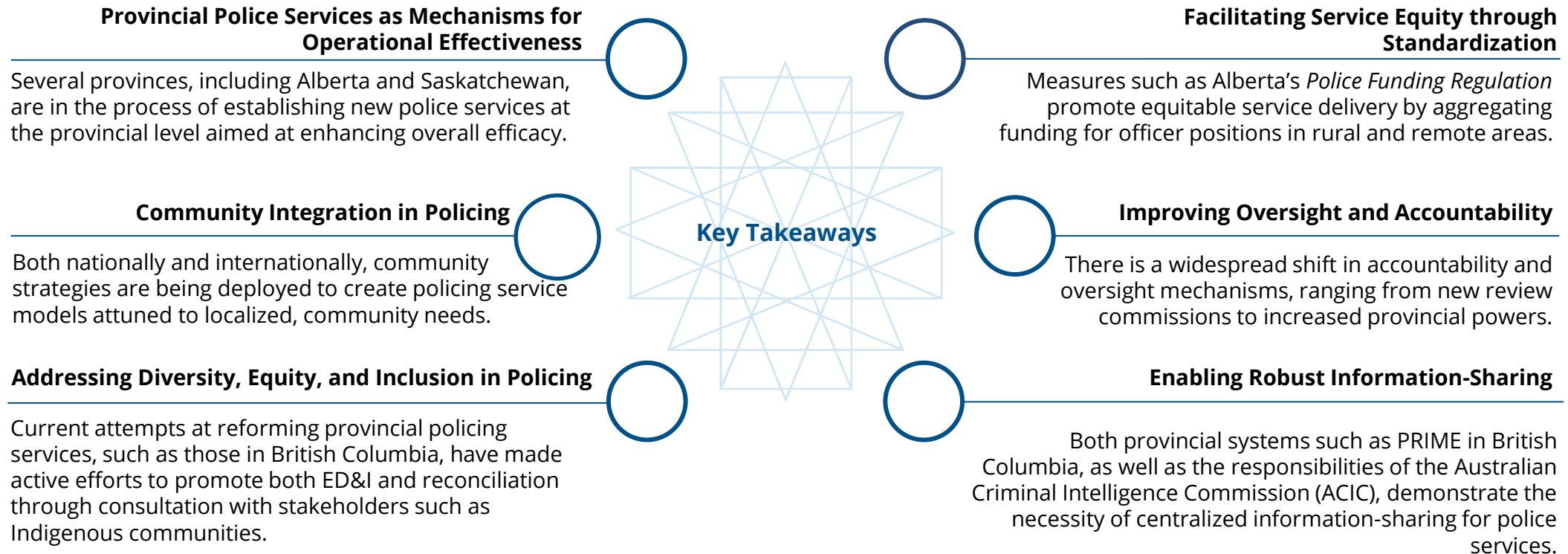
All police services in British Columbia operate on PRIME. This has contributed to faster response times, a higher degree of integration among police services, and has improved the culture of information sharing across the province.

Top-down and Bottom-up Reform

Operating model transitions in both the United Kingdom and Finland reveal the importance of considering how the local level will be impacted even with more centralized police structures.

Jurisdictional Scan Key Takeaways

The jurisdictional scan reveals several significant key takeaways to be leveraged in the policing review, including those related to operational effectiveness, interoperability, and service equity as central to the province of Nova Scotia’s decision criteria.





2.3 Current State Summary

Nova Scotia's policing environment

Policing in Nova Scotia is delivered by a multi-jurisdictional network of police agencies and public safety partners. There are over ~2,500 personnel dedicated to delivering over ~\$400M worth of policing services to Nova Scotians each year.

Overview of Policing in Nova Scotia

Policing in Nova Scotia is part of a complex public safety system that includes multiple police agencies, governments, and system partners.

The RCMP is the largest police agency in the province, responsible for Federal Policing, Contract Policing (PPSA, MPSA, and FNIPP), and Specialized Services. While the RCMP provides Provincial policing services, and Municipal policing services for several Municipalities under the MPSA, there are 10 other independent Municipal Police Agencies of varying sizes that operate throughout the province.

Structure of Policing

RCMP 'H' Division Federal Policing, PPSA, MPSA, and Specialized Services	<ul style="list-style-type: none"> RCMP – Regular Members (990) RCMP – Civilian Members (79) RCMP – Public Service Employees (378)
Large municipal agencies (e.g., more than 100 employees)	<ul style="list-style-type: none"> Halifax Regional Police (565) Cape Breton Regional Police Service (200)
Medium municipal agencies (e.g., more than 25 employees)	<ul style="list-style-type: none"> Truro Police Service (48) New Glasgow Regional Police Service (46) Bridgewater Police Service (41) Amherst Police Department (38)
Small municipal agencies (e.g., fewer than 25 employees)	<ul style="list-style-type: none"> Kentville Police Service (19) Stellarton Police Service (15) Annapolis Royal Police Service (11) Westville Police Service (9)

Total Cost of Policing in Nova Scotia

Determining the total cost of policing* in Nova Scotia is complex without accessing detailed operating budgets from all policing agencies and programs. Given this complexity and based on a combination of data provided as well as a review of public records, we have provided an estimate of the cost of policing in 2022-23, including the respective share funded by the province of Nova Scotia.

The province is responsible for contributing 40% of the total cost of policing, or \$160M in 2022-23. The province's largest expenditures are related to Contract Policing (PPSA, MPSA, and FNIPP). Another significant expenditure is the Additional Officer Program (AOP), accounting for approximately \$16.7M annually.

The remaining 60%, or \$240M, is subsidized by the Government of Canada and Municipalities directly that choose to operate their own Municipal Police Agency or enter into an MPSA with the Government of Canada.

**Estimated Total Cost of Policing (2022-23)



*Note: Provincially-funded special projects related to policing and public safety are not included in summary of operating expenditures. Relevant information was requested from the NS Dept of Finance but not yet received at point of submission of this report.

**Note: Data provisioning limitations prevent a more precise estimate. Given this, 2022-23 was the most complete year of documented expenditures and is used above to provide an estimate of costs. Data sources include RCMP Budget Requests, Municipal Police Agency Budget Requests, Municipal Government Websites, and province of Nova Scotia Budget.

Provincial Context

Nova Scotia's population is experiencing unprecedented growth, with a population of approximately 1.07 million and a growth rate of 3.10% in 2023. The province's growing population has had an impact on a growing crime rate as well, where crime is evolving and becoming more complex. Local expectations of the role of police in communities has influenced the reliance on police as a 24/7 accessible service, further amplified in rural communities.

Population Overview



A population of ~1.07M and growing – The province has experienced a notable population growth since 2015 largely due to immigration and interprovincial migration, significantly outpacing the national average. In 2023, the population growth rate for Nova Scotia was 3.1%, compared to the national rate of 2.8%.



A geographical diverse population – The urban-rural population split in Nova Scotia is approximately 60% urban and 40% rural, respectively; with 48% of the overall provincial population residing in the Halifax Regional Municipality.



49 Municipalities & Towns – Nova Scotia is made up of 49 Municipalities and Towns, with 10 municipalities being serviced by their own municipal police agency.



Nova Scotia has an aging population – As the population of Nova Scotia increases, the median age has also been steadily increasing from 38.7 in 2001 to 45.7 in 2023. This is largely a result of a growing number in the 65+ Age group (12.2% in 2001, 19.9% in 2023).

Provincial Crime Rate* Snapshot

6.45K

Per 100K
Population

In 2022, the crime rate in Nova Scotia was 6.45K per 100K population, surpassing the 2022 national crime rate of 6.23K per 100K population. This indicates that there are some province-specific influences differentiating the province from the norm in Canada.

65.7k

Incidents in
2022

The total number of incidents reported increased from 54.5K in 2018, to 65.7K in 2022. Anecdotal insight from engagement has indicated the growing reliance on police to respond to mental health calls, the Covid-19 pandemic and other factors have contributed to the rise of incidents reported.

8,938

Incidents of
Mischief in 2022

In 2022, the top call type for service across agencies was incidents of mischief (8,938). With officers responding to incidents outside of traditional, core-policing such as mental health calls that may not have a specific call type, broad call types such as mischief are used in place.

*The following context has been documented for consideration while assessing incident report data:

- Crime rates reported are a result of the total intake of calls by population in a given jurisdiction. Not all incidents reported require an officer being dispatched to respond to the crime, e.g., Returning a lost wallet, and not all calls are for unique incidents, instances of multiple calls reporting a vehicle collision.
- Call type frequencies reported are not directly indicative of where officers are spending the majority of their time. During engagement, insight gathered as part of this review has indicated that it is becoming more complex for officers to approximate how much time will be spent responding the calls based on call type.
- Call volumes in rural Nova Scotia are influenced by travelling time from out of region.

Nova Scotia's policing landscape

The province currently has 11 police agencies serving Nova Scotians – 10 municipal police agencies and the RCMP, which serves 39 municipalities and as the provincial police agency.

RCMP in Nova Scotia



Royal Canadian Mounted Police

“H” Division

1,447
Employees

53
Detachments

39
Municipalities Served

13
Indigenous Communities Served

Police Agencies in Nova Scotia



Halifax Regional Police



Cape Breton Regional Police Service



Truro Police Service



New Glasgow Regional Police Service



Bridgewater Police Service



Amherst Police Department



Kentville Police Service



Stellarton Police Service



Westville Police Service



Annapolis Royal Police Service

Large municipal agencies (e.g., more than 100 employees)

- Halifax Regional Police (565)
- Cape Breton Regional Police Service (230)

Medium municipal agencies (e.g., more than 24 employees)

- Truro Police Service (48)
- New Glasgow Regional Police Service (46)
- Bridgewater Police Service (41)
- Amherst Police Department (38)

Small municipal agencies (e.g., fewer than 25 employees)

- Kentville Police Service (19)
- Stellarton Police Service (15)
- Annapolis Royal Police Service (11)
- Westville Police Service (9)



Source: Mass Casualty Commission: Structure of policing (2022); https://masscasualtycommission.ca/files/documents/Commission-Presentation_Structure-of-Policing-in-Nova-Scotia-in-April-2020.pdf

Note: Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Personnel, population served and geographic coverage across policing services

Data was collected via interview and/or submission. Data has been confirmed by all police leaders.

Comparison of personnel and sworn officers across population and geographic coverage						
Policing Service	Number of Personnel*	Number of FTE Sworn Officers	Population Served**	Geographic Area (sq km)	FTE Sworn Officers per Population	FTE Sworn Officers per sq km
Amherst Police Department	47	27	9,700	12	0.0028	2.2500
Annapolis Royal Police Service	11	4.5	530	2	0.0085	2.2500
Bridgewater Police Service	41	24	8,800	14	0.0027	1.7143
Cape Breton Regional Police Service	268	200	105,000	2,500	0.0019	0.0800
Halifax Regional Police Service	779	565	439,900	5,475	0.0013	0.1032
Kentville Police Service	22	19	6,630	17	0.0029	1.1176
New Glasgow Regional Police Service	46	33	12,500	10	0.0026	3.3000
Stellarton Police Service	16	15	4,000	9	0.0038	1.6667
Truro Police Service	51	35	13,000	38	0.0027	0.9211
Westville Police Service	9	6	3,500	14	0.0017	0.4286
RCMP "H" Division	1,447	960	476,100	47,193	0.0020	0.0203
Total	2,737	1,888.5	***			
Provincial Average (Weighted)					0.0030	1.2590

*Note: Personnel numbers include sworn officers, civilian staff, administrative staff, etc.






** Note: All population statistics were sourced from data from the 2021 Census of Canada and rounded to the closest one hundred.

***Note: Due to some overlapping jurisdictions, the sum of the population served would exceed the population of Nova Scotia in 2021.

Key challenges and opportunities for improvement to Nova Scotia's policing model

This summary outlines key challenges that are driving opportunities for improvement to Nova Scotia's policing model.




KEY CHALLENGES

- 
Increasing Cost of Policing
 Policing operating costs continue to rise, exacerbated by inflation, a rapidly growing population to serve and the modernization of crime, which is particularly burdensome for rural areas with smaller tax bases.
- 
Community Expectations of Police Visibility & Associated Budget Impacts
 There is high demand for police visibility locally but is a challenge due to cost, expansive geographic areas, and constrained resources given vacancies. Municipalities are often unable to adjust budgets within the requested timeline, without impacting other critical municipal programming.
- 
Funding Model Flexibility
 With community needs and expectation of the role of police evolving, funding models for police services have not adapted to reflect the changing complexity of day-to-day policing and associated costs.
- 
Outdated Technology & Data Management Practices
 Aging and duplicative dispatch and RMS systems are hampering consistency and integration of police services and limiting data management practices.
- 
Evolution of Police Scope of Services and Definition of 'Core Policing'
 Police-work is evolving, and crime is getting more complex. Day-to-day policing has expanded to include responding to mental health and addictions calls for service, pulling officers away from core and proactive policing.

OPPORTUNITIES FOR IMPROVEMENT

- 
Consider Other Policing Models
 Consider other policing models that enhance service delivery, public safety, interoperability and reduces duplication.
- 
Embrace Layered Policing
 Introduce and mandate layered policing positions to supplement core police officers (e.g., community safety officers, Sheriffs, etc.)
- 
Enhance Technology Use & Centralize Key Enabling Technology
 Move towards unified RMS and Dispatch technologies across agencies for better consistency, reporting, and information sharing across jurisdictions.
- 
Expand Training Integration & Facilities
 Develop joint training programs across all agencies and expand training facility capacities for integrated in-service training.
- 
Formalize Service Sharing Agreements
 Transition from informal to formal agreements (MOUs) for clearer policing service delivery of shared services.
- 
Introduce Data Management Standards
 Introduce data management standards for all police agencies, including guidelines on data retention, storage, and usage.

ADDITIONAL ENABLING CONSIDERATIONS

- 
Leverage Policing Standards for Accountability
 Revise the provincial policing standards to help ensure consistent service levels across communities and hold agencies accountable.
- 
Redesign the Police Funding Model
 Regardless of the future policing model, amendments to the police funding model are recommended to enable cost effectiveness for municipalities and to increase model flexibility.
- 
Review the *Police Act* for Enabling Amendments
 Review the Nova Scotia *Police Act* to clarify policing responsibilities to enhance public safety, including relevant changes to enhance governance and oversight body independence.



2.4 Considerations for police model options

Summary of key considerations for police model options

The following key themes identified throughout engagement informed the development of police model options.

Summary of key considerations

- **Police participation in community events** | Individuals engaged called for increased participation from police officers in their communities to attend events to build relationships with community members and establish trust.
- **Integrated response to mental health calls** | Many stakeholders engaged believe that police do not have the capacity or sufficient training to independently handle mental health calls for service and suggest that social workers or mental health professionals should be involved in these situations
- **Increased transparency for complaints** | Transparency and accountability with respect to ongoing complaints are critically important to restoring trust with the public and providing support for internal complaints.
- **Streamline data sharing within services** | There is an appetite across police services, as identified through system partner engagement, for one single RMS and CAD system to streamline information sharing and to provide equitable visibility for dispatch and records management across all services.
- **Increase diverse officer representation** | Many stakeholders reflected on the importance of accessibility, visible and cultural diversity within the police workforce, and that employing officers that reflect the diversity of the communities they serve helps build trust and confidence among the public from shared lived experiences.
- **Increased cultural awareness** | Several community groups engaged called for increased cultural awareness and community-specific training for officers policing their communities to support building trust.
- **Police presence in communities** | Those engaged provided varied responses to police presence in communities, where some called for increase presence to deter crime and others expressed anxiousness to see more uniformed and armed officers in their neighbourhoods.
- **Training opportunities** | In order for officers to be equipped to respond to the evolving nature of crime and have the right context to support individuals and communities, there were several recommendations for training captured through engagement.
- **Establishing the role of police** | The engagement demonstrated a robust public perception that the role of police extends beyond core policing to community policing and supporting health and social needs. Officers engaged identified concerns about being a 'gap-fill' for a lack of social, health and public services.

Key considerations for police model options (1 of 3)

The following key themes identified throughout engagement informed the development of police model options.

	<p>Police participation in community events</p>	<p>Integrated response to mental health calls</p>	<p>Increased transparency for complaints</p>
<p>Description</p>	<p>Individuals engaged called for increased participation from police officers in their communities to attend events to build relationships with community members and establish trust.</p>	<p>Many stakeholders engaged believe that police do not have the capacity or sufficient training to independently handle mental health calls for service and suggest that social workers or mental health professionals should be involved in these situations.</p>	<p>Transparency and accountability with respect to ongoing complaints are critically important to restoring trust with the public and providing support for internal complaints.</p>
<p>Considerations for Operating Model Options & Foundational Changes</p>	<p>Advance layered policing so that specific public safety roles (e.g., Community Safety Officers) are focused on building trust and relationships with communities, in part by actively participating in community events.</p>	<p>Assess, design and pilot alternative service delivery models in collaboration with social service and healthcare partners (e.g., Dept. of Health and Wellness, Office of Addictions and Mental Health, Dept. of Opportunities & Social Development, service providers, etc.) to establish integrated crisis and wellness response teams as part of layered policing.</p>	<p>Simplify the complaints reporting process by establishing a single point of entry, ensuring that all complaints are efficiently triaged to the appropriate governing body. This will allow complainants to submit their concerns once, reducing unnecessary referrals back to the police service. Additionally, investing in a complaints management system could improve transparency and further streamline the overall complaints process.</p>

Key considerations for police model options (2 of 3)

The following key themes identified throughout engagement will inform research and information gathering to present options for operating models.

	<p>Streamline data sharing within services</p>	<p>Increase diverse officer representation</p>	<p>Increased cultural awareness</p>
<p>Description</p>	<p>There is an appetite across police services, as identified through system partner engagement, for a single RMS and CAD system to streamline information sharing and to provide equitable visibility for dispatch and records management across all services.</p>	<p>Many stakeholders reflected on the importance of accessibility, visible and cultural diversity within the police workforce, and that employing officers that reflect the diversity of the communities they serve helps build trust and confidence among the public from shared lived experiences.</p>	<p>Several community groups engaged called for increased cultural awareness and community-specific training for officers policing their communities to support building trust.</p>
<p>Considerations for Operating Model Options & Foundational Changes</p>	<p>Implement a single RMS platform to be used by all police services in the province and revise policies and procedures to ensure that services are equipped to document information in a centralized system.</p>	<p>Tailor recruitment strategies to reduce barriers that individuals from diverse communities may be facing and foster a culture of celebrating representation and diversity in police services.</p>	<p>Provide cultural competency training for police officers to enhance understanding and respect for diverse communities and cultural norms as part of their onboarding to new areas and work towards an ambition of having officers with lived experience and language capabilities engaging with associated communities.</p>

Key considerations for police model options (3 of 3)

The following key themes identified throughout engagement will inform research and information gathering to present options for operating models.

Police presence in communities

Description

Those engaged provided varied responses to police presence in communities, where some called for increase presence to deter crime and others expressed anxiousness to see more uniformed and armed officers in their neighbourhoods.

Considerations for Operating Model Options & Foundational Changes

Advance layered policing and leverage public safety roles (e.g., Community Safety Officers, etc.) to provide increased visibility in communities to deter crime and support community relationship building; these roles can be unarmed and in uniform or plain-clothed per community preference.

Training opportunities

In order for officers to be equipped to respond to the evolving nature of crime and have the right context to support individuals and communities, there were several recommendations for training captured through engagement.

Revise and scale training opportunities for scenario-based training reflective of community priorities, thereby better equipping officers to support the communities and citizens they serve. Consider co-production or first voice facilitation of training to further build trust with communities.

Establishing the role of police

The engagement demonstrated a robust public perception that the role of police extends beyond core policing to community policing and supporting health and social needs. Officers engaged identified concerns about being a 'gap-fill' for a lack of social, health and public services.

Advance layered policing to leverage public safety roles (e.g., Community Safety Officers, etc.) to support non-emergency calls for service and be present in communities, while allowing sworn officers capacity to primarily focus on core policing functions. Partner with other government departments (e.g., DHW, OAMH, DOSD) to advance alternative service delivery models.



3

Policing context in Nova Scotia



3.1

Context of policing in Nova Scotia

A high-level overview of the context of policing in Nova Scotia

There are a total of 11 police services in Nova Scotia – 10 municipal police services and the RCMP, which serves 39 municipalities and as the provincial police service.

High-level Summary of Nova Scotia's Policing Context

- **In Nova Scotia, GNS is responsible for establishing policing service delivery standards** as per the statements made by Minister of Justice in conjunction with the release of the new standards: "These new standards represent a significant step forward in our commitment to safer communities".
- **The RCMP is contracted as the provincial police service in Nova Scotia.** The service is governed by the Provincial Police Service Agreement and is distinct from the RCMP Federal policing, which is not subject to the analysis of this report.
- **Municipalities are responsible for providing policing services** as outlined the *NS Police Act*: "Every municipality is responsible for the policing in municipality and for providing and maintaining an adequate, efficient and effective police department at its expense in accordance with its needs." **Municipalities can choose to form their own police service, partner with another municipality for a regional service, or contract the RCMP.**
- **Services provided by the RCMP for provincial policing in Nova Scotia are governed by the RCMP Act and the PPSA.** Other contracts that govern policing in the province include the MPSA and FNIPP, both policed by the RCMP.
- **Contract policing in Nova Scotia includes a cost-share component with the Federal government,** who pays 30% of most costs under the PPSA, either 10% or 30% of most costs in MPSAs, and 52% of most costs under the FNIPP. The remaining cost-share portions are funded by either GNS or municipalities.
- **There are a total of 11 police services in Nova Scotia** – 10 municipal police services and the RCMP, which serves 39 municipalities and as the provincial police service. Making up a total of 1,309 municipal police officers and 936 RCMP officers serving a population of ~1M.
- Per the *NS Police Act*, **police services are responsible for providing the following core services:** crime prevention, law enforcement, assistance to victims of crime, emergency and enhanced services, and public order maintenance. In addition to these core services, **police services are also responsible for providing specialized services** either by themselves or through formal or informal agreements with the RCMP or other police services. Outside of this, the Province further invests in Policing via the Additional Officer Program (AOP), which supports additional resources directly.
- **With 48% of the overall provincial population concentrated in the Halifax Regional Municipality,** the highest number of calls for services are received by the Halifax Regional Police and Halifax Regional District RCMP.
- **RCMP in 'H' Division has primary policing responsibility for approximately 85% of the geographic area of Nova Scotia,** making up over 40% of the total population.
- Municipalities receiving policing services from a **municipal police service are governed by a Municipal Board of Police Commissioners; or a Police Advisory Board if they receive policing services from the RCMP.**
- **There are four oversight and governance authorities responsible for investigating allegations of professional misconduct and complaints;** the Serious Incident Response Team, the Office of the Police Complaints Commissioner, the Police Review Boards and the Civilian Review Complaints Commission.

* The role of the RCMP as the federal police will not be explored further for the scope of this review.

An overview of Nova Scotia's police services

The province currently has 11 police services serving Nova Scotians – 10 municipal police services and the RCMP, which serves 39 municipalities and as the provincial police service. Additional information regarding each agency, provided by the respective agency, can be found in the Appendix of this document.

RCMP in Nova Scotia



Royal Canadian Mounted Police

“H” Division

1,447
Employees

53
Detachments

39
Municipalities Served

13
Indigenous Communities Served

Police Agencies in Nova Scotia



Halifax Regional Police



Cape Breton Regional Police Service



Truro Police Service



New Glasgow Regional Police Service



Bridgewater Police Service



Amherst Police Department



Kentville Police Service



Stellarton Police Service



Westville Police Service



Annapolis Royal Police Service

Large municipal agencies (e.g., more than 100 employees)

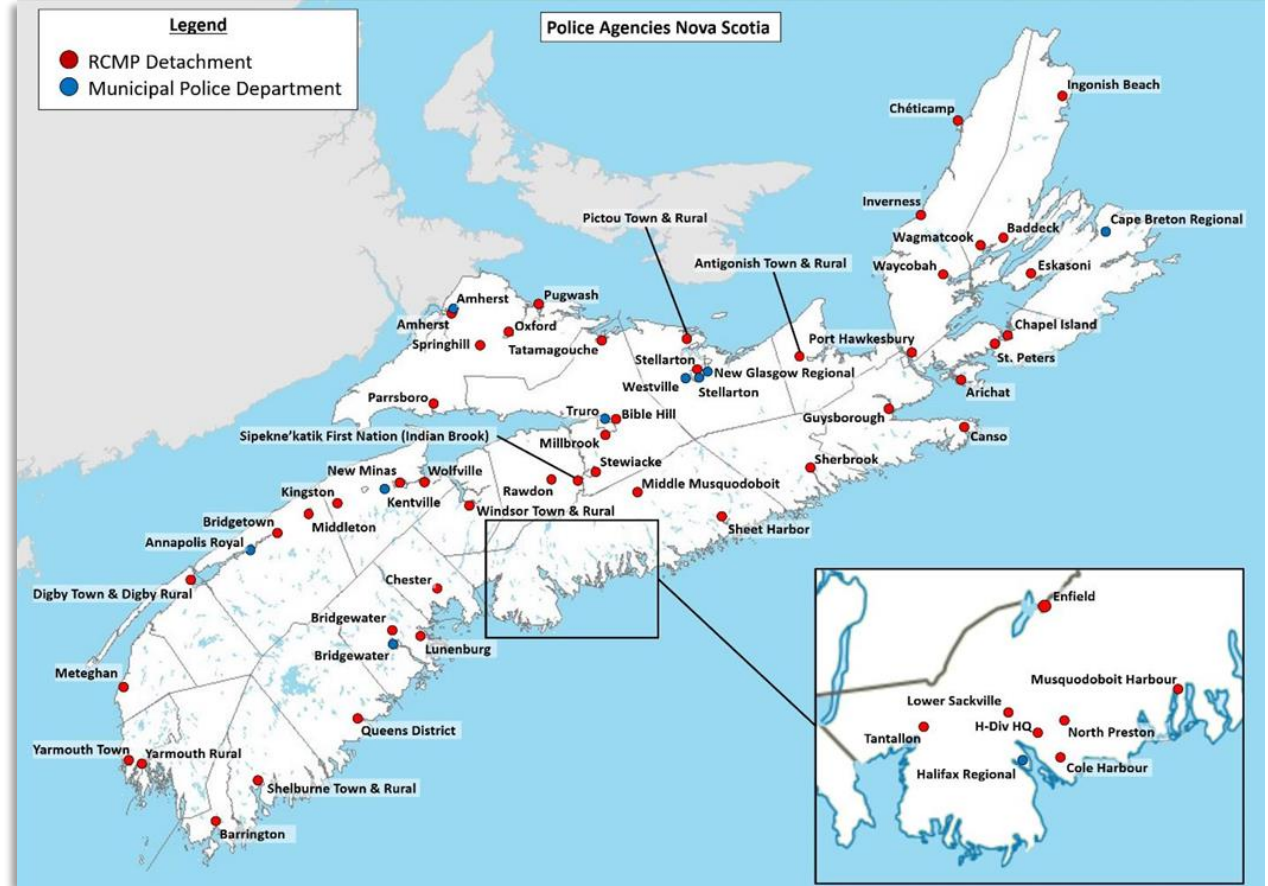
- Halifax Regional Police (565)
- Cape Breton Regional Police Service (230)

Medium municipal agencies (e.g., more than 24 employees)

- Truro Police Service (48)
- New Glasgow Regional Police Service (46)
- Bridgewater Police Service (41)
- Amherst Police Department (38)

Small municipal agencies (e.g., fewer than 25 employees)

- Kentville Police Service (19)
- Stellarton Police Service (15)
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- Westville Police Service (9)



Source: Mass Casualty Commission: Structure of policing (2022); https://masscasualtycommission.ca/files/documents/Commission-Presentation_Structure-of-Policing-in-Nova-Scotia-in-April-2020.pdf

Note: Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Policing First Nations and Indigenous communities in Nova Scotia

A First Nations or Inuit community may have its own police service under a self-administered agreement through the First Nations and Inuit Policing Program (FNIPP). The community may also enter a tripartite agreement (CTA) with the RCMP or a quadripartite agreement (CQA) to use another community's police service.

First Nations and Indigenous Policing Program (FNIPP)

- The FNIPP was created in 1991 and updated in 1996. The program's policy sets out to provide First Nations and Inuit communities access to police services that were professional, effective, culturally appropriate, and accountable to the communities they serve.
- The FNIPP Framework Agreement provides the mechanism for provinces and the federal government to cost-share policing costs within FNIPP communities whose policing services are typically provided by the RCMP. Costs are usually shared between the federal government (52%) and provincial/territorial governments (48%) and is managed by Public Safety Canada.
- The FNIPP supports Self-Administered Police Service Agreements (SA) where a First Nation or Inuit police service is authorized under PT policing legislation to provide day-to-day policing services to a First Nation or Inuit community, however there are not currently any self-administered police services for First Nations communities in Nova Scotia.
- Community Tripartite Agreements (CTAs) are signed under the umbrella of First Nations Community Policing Services (FNCPs) framework agreements, which are between the federal, provincial/territorial governments and First Nations community. There are currently 7 CTAs in Nova Scotia.
- Community Quadripartite Agreements (CQAs) are agreements between the federal, provincial/territorial, municipal governments, and the First Nations community and to deliver policing services. In Nova Scotia, the Membertou First Nation Quadripartite Agreement states that the Cape Breton Regional Police will be responsible for delivering policing services to the community of Membertou.
- Approximately 62%* of First Nations communities in Nova Scotia have FNIPP agreements, with others receiving services provided by the PPSA.

Nova Scotia First Nations and their Policing Providers	
First Nation	Policing Provider
Acadia	RCMP - PPSA
Annapolis Valley	RCMP - PPSA
Bear River	RCMP - PPSA
Eskasoni	RCMP – CTA Detachment
Glooscap	RCMP - PPSA
Membertou	CBRPS – CQA Detachment
Millbrook	RCMP – CTA Detachment
Paqtnkek	RCMP - PPSA
Pictou Landing	RCMP – CTA Detachment
Potlotek	RCMP – CTA Detachment
Sipekne'katik	RCMP – CTA Detachment
Wagmatcook	RCMP – CTA Detachment
We'koqma'q	RCMP – CTA Detachment

The FNIPP is currently being reviewed by Public Safety Canada as a national program; however, **foundational changes** (such as layered policing) **and elements of the model options can provide additional supports beyond the CTA/CQAs and help alleviate programmatic challenges.**

*Source: [Evaluation of the First Nations and Inuit Policing Program](#)

Governance and oversight of policing services

Municipal Boards of Police Commissioners, Police Advisory Boards, and Community Consultative Groups govern police services in the province.



The *NS Police Act* requires that municipalities receiving policing services from a municipal police department must establish a Municipal Board of Police Commissioners, or a Police Advisory Board if they receive policing services from the RCMP. In First Nations communities, Community Consultative Groups work with police and communities to set priorities for community policing programs. DOJ supports police boards by offering regular training to new board members and the Nova Scotia Association of Police Governance is moderately active on social media and in organizing annual workshops and/or conferences.

Municipal Boards of Police Commissioners

- A total of 11 Municipal Boards of Police Commissioners exist across the province and aim to meet the following objectives:
 - Determine, in consultation with the Chief, the priorities and objectives of the police service.
 - Recommend the administrative policies and organizational direction for the effective management of the police service.
 - Contribute to public confidence in policing.
- Section 44 of the *NS Police Act* requires Municipal Board of Police Commissioners to consist of five or seven members:
 - A five-member board must consist of:
 - Two members of council,
 - Two members who are neither members of council nor employees of the municipality; and
 - One member appointed by the Minister.
 - A seven-member board must consist of:
 - Three members of council,
 - Three members who are neither members of council nor employees of the municipality; and
 - One member appointed by the Minister.
- Section 49 of the *NS Police Act* stipulates that boards “must hold a board meeting at least every three months”.

Police Advisory Boards

- A total of 36 police advisory boards exist across the province and seek to provide advice and guidance on key areas of strategic importance to RCMP Detachment Commanders.
- Section 57 of the *NS Police Act* requires Police Advisory Boards to consist of five or seven members:
 - A five-member advisory board must consist of:
 - Two members of council,
 - Two members who are neither members of council nor employees of the municipality; and
 - One member appointed by the Minister.
 - A seven-member advisory board must consist of:
 - Three members of council,
 - Three members who are neither members of council nor employees of the municipality; and
 - One member appointed by the Minister.
- Section 63 of the *NS Police Act* stipulate that advisory boards “must hold a board meeting at least every three months”.

Community Consultative Groups

- The role of Community Consultative Groups (CCGs) is to:
 - Promote positive dialogue between the police of jurisdiction and the members of the community.
 - Identify and advocate for the community’s policing priorities.
 - Identify desirable attributes for police officers who could be assigned to work in the community.
 - Provide enhanced awareness to the police of the community’s culture, traditions, and local practices.
 - Work with the police of jurisdiction to develop a Letter of Expectation (LOE) and crime prevention strategies.
 - Identify areas of collaboration between the police and community to address community safety.
 - Annual reporting to the Provincial Government.
- CCGs are designed to include diverse members from the community: Elders, women, 2SLGBTIQA+, and youth; and can include between three (3) and ten (10) members.
- The LOE is created in collaboration with police, the Chief and Council, and reflects the community’s safety priorities and goals, and expectations concerning the type of working relationship with the police of jurisdiction.

See [Appendix C](#) for a complete list of Municipal Boards of Commissioners and Police Advisory Boards in the province.

Oversight and governance of professional misconduct and complaints

Police services in Nova Scotia are subject to civilian oversight as it pertains to allegations of professional misconduct and internal and/or public complaints.



In Nova Scotia, there are four oversight and governance authorities responsible for investigating allegations of professional misconduct and complaints: the Serious Incident Response Team (SiRT), the Office of the Police Complaints Commissioner (OPCC), the Police Review Board (PRB) and the Civilian Review Complaints Commission (CRCC).

Serious Incident Response Team (SiRT)

- SiRT has been operational in Nova Scotia since 2012, with a mandate to investigate all matters that involve death, serious injury, sexual assault and intimate partner violence or other matters of public interest that may have arisen from the actions of any municipal police officer or RCMP officer.
- SiRT is civilian-led, and independent of government and police. Ensuring a transparent and independent way to investigate serious incidents involving police.
- If the complaint submitted to SiRT does not meet its mandate, the complaint is referred to the associated Chief of the Municipal Police Service or Commanding Officer (RCMP).

Office of the Police Complaints Commissioner (OPCC)

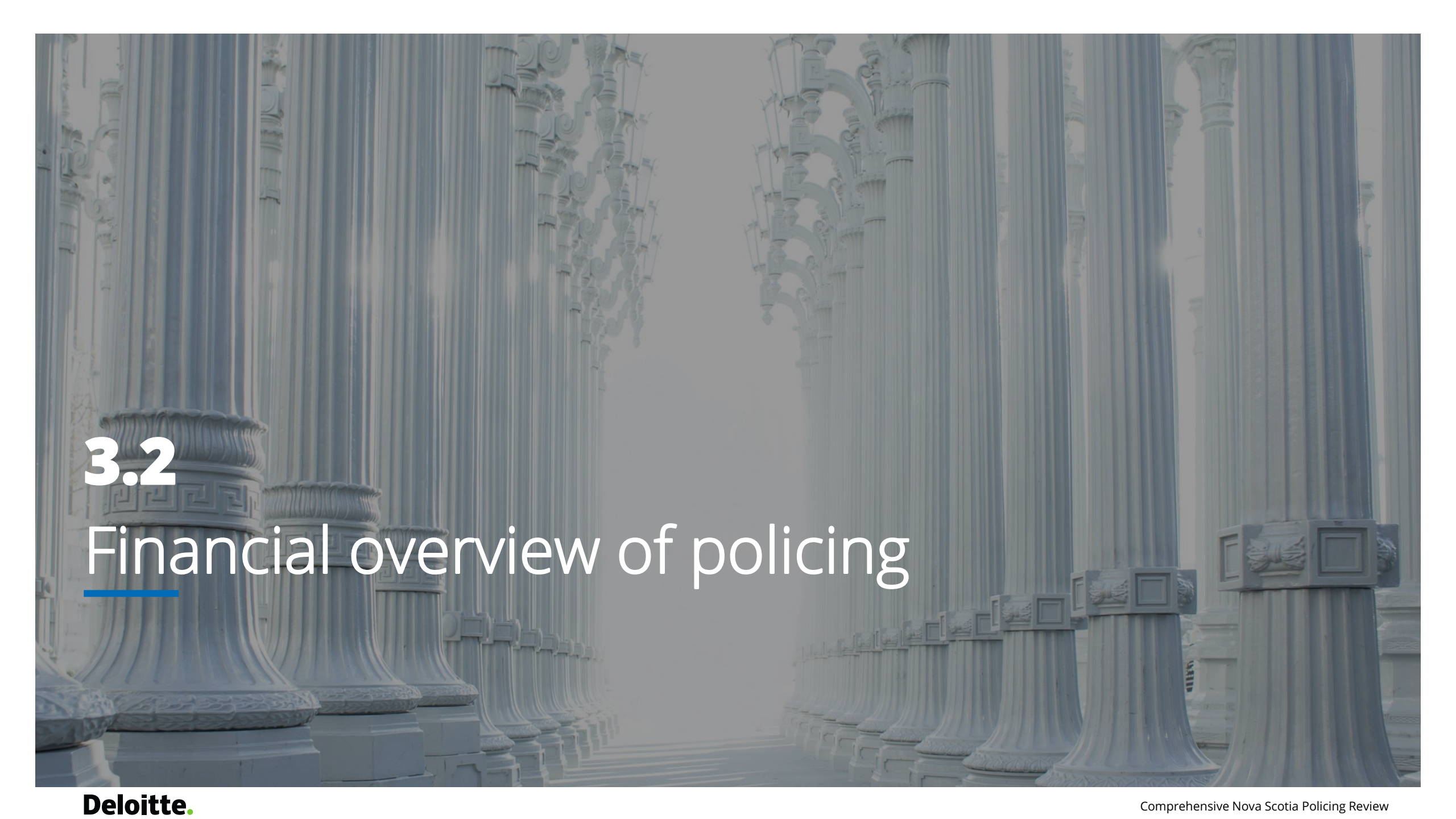
- The Office of the Police Complaints Commissioner (OPCC) investigates complaints by citizens alleging misconduct by municipal police officers.
- The office of the OPCC refers complaints regarding municipal police officers to the Chief of the associated police service and monitors the investigation to ensure timeliness.
- A complainant who is not satisfied with the decision made by the police service following an investigation may request that the Commissioner refer the complaint to the Police Review Board (PRB).
- The OPCC may determine if the complaint has merit or is an abuse of process, subsequently providing support to the PRB if appropriate.
- The OPCC is an arms-length service that is funded by the Nova Scotia government.

Police Review Board (PRB)

- The Police Review Board has the responsibility for deciding appeals from complainants or police officers dissatisfied with decisions of police services upon referral from the OPCC.
- The *NS Police Act* (Section 13.1) stipulates that the Police Review Board is "composed of not fewer than three persons appointed by the Governor-in-Council". As of December 2023, there were a total of 12 members; with a Police Complaints Commissioner appointed in June 2024.
- A decision of the Police Review Board is final, although subject to possible judicial review in the Supreme Court of Nova Scotia.
- The most recent report by PRB indicates that 8 public complaints were referred in 2023.

Civilian Review and Complaints Commission (CRCC)

- The Civilian Review and Complaints Commission for the RCMP (CRCC) is an independent service. Created by Parliament in 1988, the Commission ensures that public complaints made about the conduct of RCMP members are examined fairly and impartially.
- The Commission receives complaints from the public and conducts reviews when complainants are not satisfied with the RCMP's handling of their complaints. The Commission is not part of the RCMP.



3.2

Financial overview of policing

Overview of contract policing with the RCMP – PPSA, MPSA, or the FNIPP

Contract policing in Nova Scotia includes a cost-share component with the Federal government, who pays 30% of most costs under the PPSA, either 10% or 30% of most costs in MPSAs, and 52% of most costs under the FNIPP. The remaining cost-share portions are funded by the province and municipalities.

Services provided by the RCMP are governed by the RCMP Act and are subject to the contractual agreement between the federal and provincial governments in the form of PPSA, MPSA, and FNIPP:

Provincial Police Service Agreement (PPSA)

A Multi-Year Financial Plan (MYFP) is submitted annually to the province, which includes:

- Forecasted expenditures related to operation of the provincial police service
- RCMP’s determination of need to maintain adequate level of policing
- Cost impacts of salary increases, equipment purchases, new positions, administration, etc.

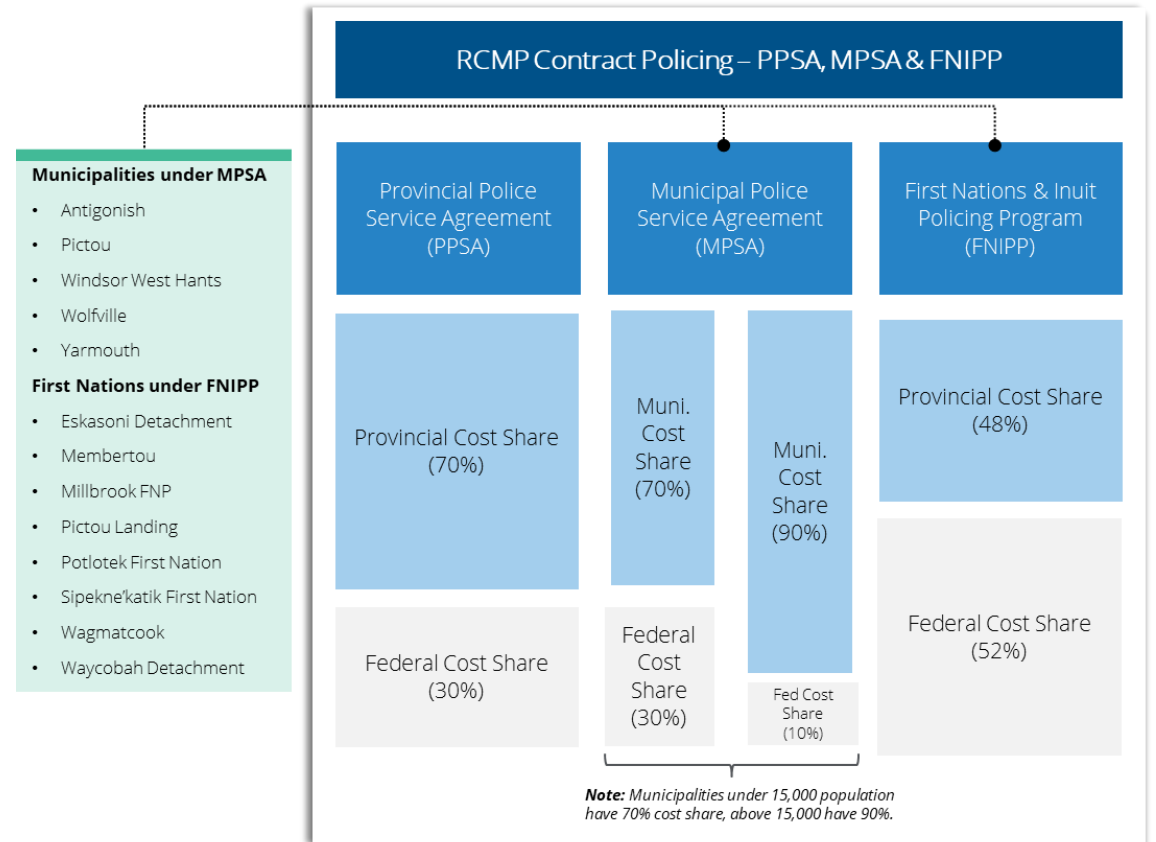
Upon receipt of the MYFP, the Department of Justice reviews and analyzes the submission in consultation with RCMP ‘H’ Division before finalizing internal recommendations. The budget is then submitted to the Minister of Justice for final approval through the Government budget.

Municipal Police Service Agreement (MPSA)

There are currently five municipalities in Nova Scotia with MPSAs to contract the RCMP as their policing service provider. MPSA contracts are direct contracts between Municipalities and Public Safety Canada. Note: While the province does not bill MPSAs for their policing services, it does bill for their portion of shared services (e.g., Operational Communications Centre and District Advisory Non-Commissioned Officers).

First Nations & Inuit Policing Program (FNIPP)

The FNIPP was created as a contribution program in 1991 to enhance the effectiveness of policing services in First Nation and Inuit communities in terms of cultural relevance and responsiveness to the public safety need of communities. The objectives of this funding are to support policing services that are professional, dedicated and responsive to the communities they serve. Currently there are 8 First Nations communities under this program in Nova Scotia – 7 CTAs with RCMP and 1 CQA with CBRPS.



Further details are provided on the following page

Police costing mechanism in Nova Scotia

Under the PPSA, provincial governments are responsible for paying 70% of the policing services cost, while the Federal government pays the remaining 30%.

Police Costing Mechanism

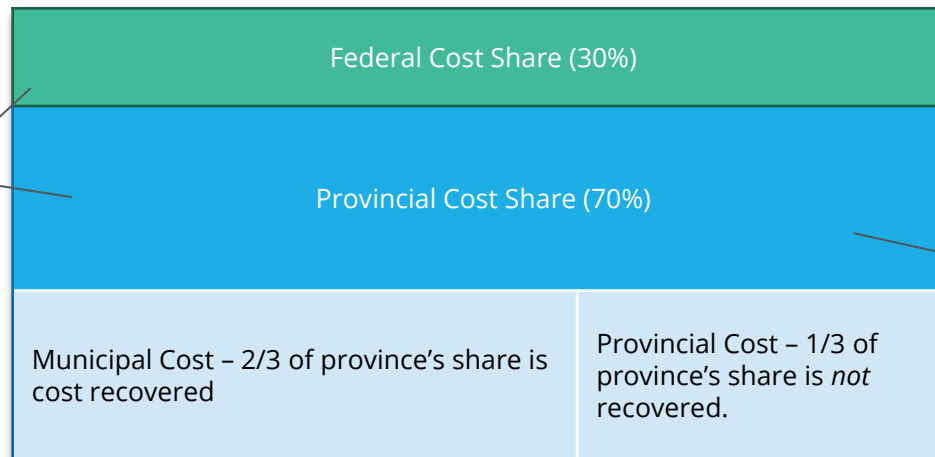
The province invoices municipalities directly for all policing services provided by the RCMP. All municipalities that utilize the RCMP as their service provider, and do not have an MPSA are governed by the Provincial Police Service Agreement (PPSA) – currently 34 municipalities.

The RCMP invoices the province quarterly, the province pays the RCMP, and then the province recovers from municipalities under the PPSA for services and for OCC and Advisory NCOs for MPSAs.

PPSA Cost Sharing

The PPSA policing costs are shared with the federal government through a 70% - 30% cost share arrangement. There are two population thresholds for municipalities eligible to be policed under the PPSA that result in potential change of administration- 5,000 and 15,000.

Provincial Police Service Agreement (PPSA) Cost Recovery



Provincial Cost Share Recovery

Of the 70% cost-share the province is responsible for, the province only recovers approximately 2/3 from municipalities.

- The impact of the 2/3 is determined by the number of police officers assigned in a municipality and are billed 'per-officer' (e.g., if a municipality has 3 officers attributed to its jurisdiction, they will be billed for 3 x per-officer rate).
- The remaining 1/3 is the province's contribution.

Overview of the estimated operating cost of policing in Nova Scotia

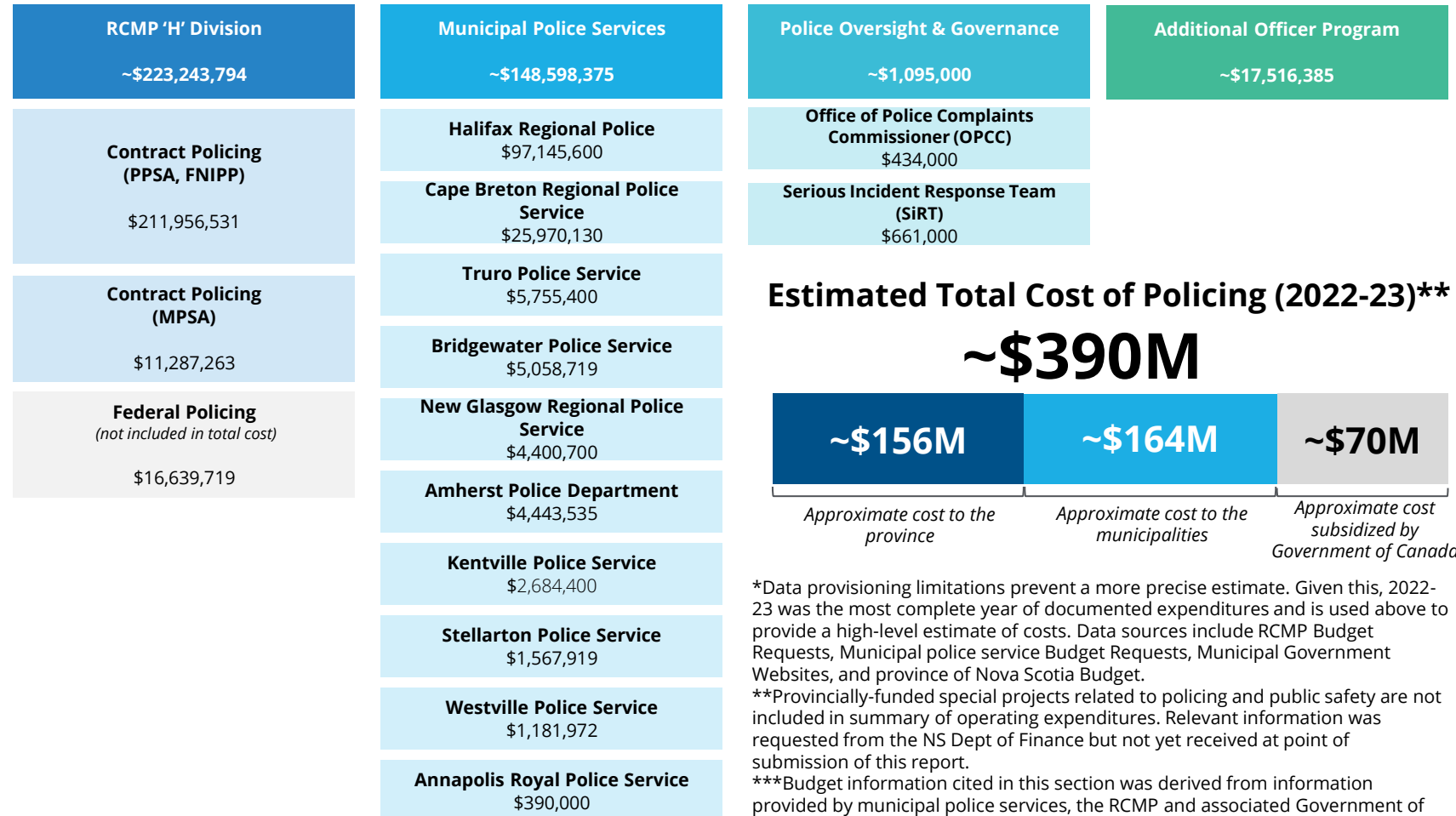
The high-level estimated total cost of policing in Nova Scotia is assumed to be ~\$390M*. Below is a breakdown of policing costs using 2022-23 results to illustrate the magnitude.

Total Cost of Policing in Nova Scotia

Determining the total cost of policing* in Nova Scotia is complex without accessing detailed operating budgets from all policing services and programs. Given this complexity, we have provided an estimate of the cost of policing in 2022-23, including the respective share funded by the province of Nova Scotia.

The province is responsible for contributing ~40% of the total cost of policing, or ~ \$156M in 2022-23, in which two-thirds of costs are charged back to municipalities. The province's largest expenditures are related to **Contract Policing (PPSA, MPSA, and FNIPP)**.

Estimated Operating Cost of Policing*** (2022-23)



*Data provisioning limitations prevent a more precise estimate. Given this, 2022-23 was the most complete year of documented expenditures and is used above to provide a high-level estimate of costs. Data sources include RCMP Budget Requests, Municipal police service Budget Requests, Municipal Government Websites, and province of Nova Scotia Budget.

**Provincially-funded special projects related to policing and public safety are not included in summary of operating expenditures. Relevant information was requested from the NS Dept of Finance but not yet received at point of submission of this report.

***Budget information cited in this section was derived from information provided by municipal police services, the RCMP and associated Government of Nova Scotia departments in support of the Review.



4

Assessment of the current state police operating model



4.1

Key current state challenges and opportunities for improvement

Summary of current state challenges and opportunities for improvement

This summary outlines key challenges that are driving opportunities for improvement associated with Nova Scotia's current policing model.

Key Challenges

- **Desire for increased visibility and presence** – 46% of survey respondents indicated that they never, or rarely see police present in their area and 63% of respondents prefer or strongly prefer more police presence in their community to discourage crime. There were calls for more traffic enforcement and the presence of police during peak times for criminal activity.
- **Improved handling of mental health and social issues** – Many survey respondents and community groups believe that police are not adequately trained to handle mental health crises and suggest that social workers or mental health professionals should be involved in these situations. There is also concern about the police's treatment of individuals experiencing homelessness and a call for more compassionate-based approaches.
- **Funding model flexibility** – With community needs and expectation of the role of police evolving, funding models for police services have not adapted to reflect the changing complexity of day-to-day policing and associated costs.
- **Inter-service information sharing** – Having three different RMS systems amid a number of other public safety databases is a significant barrier to integrated response and timely information gathering within the province.
- **Evolution of policing services and definition of 'core policing'** – Police-work is evolving, and crime is becoming more complex. Day-to-day policing has expanded to include responding to mental health and addictions calls for service, pulling officers away from core responsibilities and proactive policing.
- **Increasing cost of policing** – Policing operating costs continue to rise, exacerbated by inflation, a rapidly growing population to serve and the modernization of crime, which is particularly burdensome for rural areas with smaller tax bases.

Opportunities for Improvement



Introduce layered policing – There is a strong desire for community policing, where officers are seen as part of the community, building relationships with residents, and being approachable. Jurisdictions in Canada and globally have advanced against this need by leveraging related public safety roles, such as Community Safety Officers (CSOs), to attend community events, engage in early prevention and intervention, conduct foot patrols, support police with non-emergency calls for service and integrate with social services to enhance capabilities to respond to wellness calls enabling both efficiency and effectiveness.



Transition to a single provincial records management system – There is significant precedent, nationally and globally, to transition to a single, provincial RMS for improved and efficient information sharing enabling a higher degree of integration between police services.



Expand training integration and facilities – Current training is completed in small groups, when capacity constraints allow, as opposed to on an integrated, mandatory basis. Invest in building instructor and facility capacity to enhance integrated, mandatory training opportunities.



Increase efforts to recruit visible minority officers – Nationally, and globally police services are focusing on approaches that attract a more diversified police service. There is a need to be more inclusive and understanding of cultural customs and reduce barriers for individuals from visible minority communities to become police officers.



Introduce technology and data management standards – Technological infrastructure without data infrastructure is ineffective. With the rapid advancement of technology in policing, enabling the efficient use of police officers, there is a need to introduce standards for information capture within public safety databases and digital evidence management systems in addition to the use of operational technologies.



Streamline governance and oversight processes – The current volume of police boards does generally not allow for any individual board to be exposed to trends and to hold the police services to account. By decreasing the total number of police boards the remaining boards will have a broader view and a stronger voice.

Key challenges & opportunities for improvement | Citizens & Communities

Identified below are a sample of the Welkom's current state challenges and opportunities for improvement per the Citizens & Communities operating model layer.

Key Challenges

- **General dissatisfaction with policing services** – Roughly 50% of survey respondents expressed dissatisfaction with the current state of policing, citing issues such as slow response times, lack of visible police presence, and perceived ineffectiveness in handling crime, especially property crimes, traffic violations, and serious incidents like assaults and drug-related crimes.
- **Desire for increased visibility and presence** – 46% of survey respondents indicated that they never, or rarely see police present in their area and 63% of respondents prefer or strongly prefer more police presence in their community to discourage crime. There were calls for more traffic enforcement and the presence of police during peak times for criminal activity.
- **Cost of policing is increasing** – Many municipalities referred to the increasing cost of policing as a key barrier, especially in rural communities with a low tax base for police funding.
- **Addressing racial biases** – Community representatives expressed distrust in police due to negative experiences related to profiling, biases, and poor handling of situations. Additionally reflecting on the generational and community trauma these incidents incur.
- **Meeting community expectations** – Community representatives called for tailored training so that officers understand their needs within interactions and officers noted the challenge of meeting the expectations for not only police visibility with larger geographic boundaries to patrol and respond to incidents, but to be trained in the many needs of different cohorts.
- **Disconnect between police leadership and community priorities** – Some officers identified that Detachment Commander vacancies create a leadership gap that reduces the strategic implementation of local and community needs.

Opportunities for Improvement

- **Increase police visibility and presence** – Respondents call for more foot and bicycle patrols in high-crime areas and during peak times to encourage crime prevention, including further traffic enforcement to address speeding and other traffic violations. This can also be advanced with traffic cameras and associated technologies.
- **Enhance community policing efforts** – There is a strong desire for community policing, where officers are seen as part of the community, building relationships with residents, and being approachable. Respondents want police to engage more with youth, attend community events, and be seen as allies rather than enforcers particularly for early prevention and intervention. Many community members suggest a shift towards more community-oriented policing and reallocating resources towards social services.
- **Recognition and awareness of community cultural diversity** – African Nova Scotian and Indigenous communities highlighted the need for police services to address systemic issues, reduce ethnic-based assumptions and work toward building trust and inclusivity. Fostering community relationships may include attending local events, engaging with youth, and being visibly present in neighborhoods, but also demonstrating inclusive behaviour and efforts to balance institutional power dynamics.
- **Using a trauma-informed approach** – Community groups noted the benefit of additional training for officers to respond to calls using a trauma-informed approach, improved de-escalation strategies and collaboration with community partners, such as mental health professionals.
- **Representation of local priorities in policing services** – Rural Municipal CAOs suggested that DOJ explore policing models that incorporate local and regional needs, in which all services are not fully centralized in Halifax.
- **Assess resource forecasting for officers** – There is an opportunity to assess sworn officer head count need province-wide as many Municipal CAOs referred to staffing shortages due to vacancies and limited number of funded positions as a key barrier to policing in their community.
- **Adapt to population growth and diversity** – Nova Scotia's growing population and changing demographic will require police services to continue to ensure that police officers meet the needs of the communities they serve (e.g., language, culture, etc.).

Key challenges & opportunities for improvement | Services & Channels

Identified below are a sample of the current state challenges and opportunities for improvement per the Services & Channels operating model layer.

Key Challenges

- **Improved handling of mental health and social issues required** – Many survey respondents believe that police are not adequately trained to handle mental health crises and suggest that social workers or mental health professionals should be involved in these situations. There is also concern about the police's treatment of individuals experiencing homelessness and a call for more compassionate-based approaches.
- **Increasing number of calls for service related to mental health and addictions**– A very high percentage of calls for service and time spent in a police officer's shift is related to mental health events, homelessness, addiction, and transport and security of patients waiting to be treated in hospitals.
- **Consistency of services delivery varies** – Many rural and urban respondents and representatives from municipal police services and the RCMP noted the inconsistency in police service delivery across the province, especially in rural communities.
- **Access to ALERT Ready** – Alert Ready is owned and operated by NSEMO, however does not have dedicated resources or 24/7 operations. RCMP and HRP are the only police agencies that have opted into direct access to manage Akert Ready functions despite opportunities to do so.
- **Officers of the Street Crime Enforcement Unit are often assigned to vacation coverage** – Many RCMP SCEU officers noted that they are often assigned to cover vacation and/or other non-SCEU related work, creating a backlog and pause in investigation activities.
- **No standard Computer Aided Dispatch (CAD) system** – Use of different CADs across the province, digital and non-digital, lead to varying call types and priority levels, hindering interoperability between police services.
- **Capacity and resources at call centres varies** – Secondary locations for call centres (e.g., back-up facilities) have varying levels of maturity and capacity to support if there are outages or high level of call volumes.

Opportunities for Improvement

- **Support for mental health response** – Survey respondents from urban centers called for specialized units within police services to address mental health related calls and to establish partnerships with social workers and mental health workers for integrated response when responding to vulnerable populations.
- **Improve response times for serious incidents** – Survey respondents from both rural and urban geographies called for improved response times to incidents. Many recommended additional neighborhood patrols and improved coordination and information sharing with partners e.g., hospitals.
- **Expand direct access to ALERT Ready** – There is an opportunity to encourage or require the remaining 9 police services to opt-in to direct access to the ALERT Ready system.
- **Standardized shift schedules** – Some RCMP officers noted that standardized shift schedules would enhance resource sharing and coverage, police visibility, and enable surge capacity within communities.
- **Continued collaboration with system partners for integrated response** – Through engagement, system partners have expressed interest and identified opportunities with additional funding support for increased collaboration and integrated response to provide services (e.g., mental health calls).
- **Public education on the role of police** – Promote a comprehensive understanding of the role of police tailored to particular community groups through educational videos, school assemblies, community group meetings etc. This public education should be inclusive and accessible: e.g., sign translation, accessible fonts, visible diversity amongst the speakers.

Key challenges & opportunities for improvement | Governance & Legislation

Identified below are a sample of the current state challenges and opportunities for improvement per the Governance and Legislation operating model layer.

Key Challenges

- **Increased transparency and accountability** – Members of the public and visibly diverse officers identified a concern regarding transparency of ongoing investigations of complaints filed for and against officers, leading to mistrust that the system will not hold officers accountable to poor treatment of citizens or will not protect officers against unjust complaints.
- **High board vacancy rates impede ability to gain momentum** – Long-term vacancies and high turnover rates on police boards and advisory boards impact ability to gain momentum and address community priorities. Many participants noted not having a Provincially appointed representative on their board.
- **The process to appoint a provincial representative is lengthy** – Participants described the need for a more formalized and efficient process to appoint Provincial representatives on police boards. For those who are appointed, there are minimal to no channels to share back priorities to DOJ.
- **More diversity and community representation on police boards and advisory boards is needed** – Participants described the need for more diverse membership on police boards and advisory boards, with suggestions for designating seats to enhance community representation.
- **Police officers are spending an increasing amount of time in hospitals due to obligations outlined in IPTA** – IPTA requires presence by police officers and does not support sustainability or appropriate use of police resources.

Opportunities for Improvement

- **Increased transparency of police complaints and investigations of misconduct** – Community members called for increased transparency to the public on ongoing cases and to ensure citizens are informed on the status of the complaints made against officers. Following investigations of misconduct, respondents called to ensure that officers are held accountable for their actions. There is also an opportunity to ensure appropriate transfer between oversight authorities so that complaints are not automatically handed back to the chief of police, thereby creating a perception of a lack of accountability.
- **Re-evaluate the need for a provincially appointed representative on police boards** – Many board members reported vacancies in the Provincially appointed board positions. This presents an opportunity to remove the role and responsibility of Provincially appointed representatives on police boards and make space for needed diversity and/or capabilities.
- **Examine peace officer role outlined in IPTA** – The Department of Justice and the Office of Addictions and Mental Health are working collaboratively to identify possible solutions.
- **Training and education for police boards and advisory boards** – There is an opportunity to standardize training and education for police boards and advisory boards to enhance governance and oversight across the province.
- **Intake coordination between oversight authorities** – There is an opportunity to coordinate intake and/or triage of initial complaints or disputes to respective bodies so there is clarity among the public and police officers attempting to file a complaint.
- **Formalize “handshake agreements” and inter-service MOUs** – Establish official and documented agreements for policing service delivery and pay-for-services.
- **Amend responsibilities within the NS Police Act** – Although the *NS Police Act* was not overtly discussed, amendments to the *NS Police Act* in alignment with the preferred policing models recommended to reduce confusion regarding responsibilities for policing in the province.

Key challenges & opportunities for improvement | Policy & Processes

Identified below are a sample of the current state challenges and opportunities for improvement per the Policy & Processes operating model layer.

Key Challenges

- **Police officers spend a significant amount of time on administrative tasks, including manual workarounds** – Frontline officers referred to the manual workarounds associated with the process for creating and/or updating files in RMS. For example, police officers provided the example of having to manually scan and upload photos of their notes for each incident.
- **Ambiguity pertaining to proper process to share complaints** – There is some ambiguity among the public and within police services on the proper processes and forums to share complaints or to action dispute resolution.
- **Confusion on roles and responsibilities during joint response** – Further clarity is required amongst police and system partners as it relates to roles and responsibilities when jointly responding to crimes and incidents. This includes role clarity while working with other government departments and overlapping jurisdictional boundaries. For example, responding to a mental health crises and transporting clients to hospitals, as well as responding to mid-level crimes that are interprovincial (e.g., Amherst, NS and Sackville, NB) or responding to large-scale incidents.
- **Investigative skills and knowledge of proper protocol varies** – There is some inconsistency in awareness of proper protocol or process by officers when interacting with system partners, such as public prosecution or health providers, leading to delays.

Opportunities for Improvement

- **Streamline administrative processes and reduce manual entry**– Streamline processes to reduce administrative burden (e.g., enable app features, allowing police officers to log photos and notes directly in RMS) and manual workarounds, freeing up capacity for police officers to spend on core policing.
- **Clarify roles and responsibilities in *NS Policing Standards* and integrated response** – There is an opportunity for the DOJ to consider clarifying the roles and responsibilities of police services outlined in the Policing Standards or through formal RACI (Responsible, Accountable, Consulted, Informed) frameworks.
- **Further clarification on process to submit complaints** – Many public respondents and system partners alluded to there being confusion around the proper channels to submit complaints related to police and called for ‘single door’ intake.
- **Evolving role of policing and needs of the community will require adaptable policies and processes** – Changing demographics, the evolution of crime, the role that technology continues to play in today’s world and more will heavily impact policies and procedures for policing. Routine assessments are recommended to ensure that policies and processes align to meet the needs of current day community, police services and system partners and SOPs should be designed to be agile and resilient.

Key challenges & opportunities for improvement | People & Organization

Identified below are a sample of the current state challenges and opportunities for improvement per the People & Organization operating model layer.

Key Challenges

- **Lack of training and resources** – Survey respondents and communities engaged identified experiences where they perceived that the police lacked appropriate training and awareness in areas such as mental health, de-escalation techniques, and interacting with groups, such as survivors, historically marginalized communities and persons with disabilities, with awareness and sensitivity to needs.
- **High vacancy rates** – Many services noted that there are a significant amount of ‘soft’ and ‘hard’ vacancies for frontline officers across the province, contributing to growing overtime requests and employee burnout. This is especially challenging for integrated teams as vacancies limit ability to complete their tasks.
- **Recruitment challenges** – The recruitment of police officers is a challenge across the province. Many officers referred to the concern that policing is not considered a desirable career due to the attention to misconduct and inappropriate behaviour by certain officers. Additionally, women, visibly diverse persons, Indigenous peoples, and persons experiencing disabilities identified a range of recruitment barriers, which contribute to reducing the pool of ED&I candidates.
- **Interservice transitions** – Some officers within the province have moved to different police agencies with more competitive benefits and/or shift schedules. This is creating a perception that police services are competing for the same provincial talent.
- **Workload management** – Frontline officers are struggling to maintain their shift workload due to the increasing number of vacancies, administrative duties, and mandatory training and education requirements.
- **Lengthy recruitment cycles** – There are challenges with processing recruitment applications in a timely manner due to administrative inefficiencies, causing some potential cadets and recruits to withdraw interest in the application.
- **Common shift schedules** – Some officers noted that not having a common shift schedule with neighboring police services can create gaps in staffing and impede surge capacity.

Opportunities for Improvement

- **Improve officer training and resources** – Respondents and community members called for extensive training on mental health, de-escalation, bias reduction and cultural sensitivity for officers, especially when responding to non-threatening situations with vulnerable populations.
- **Provide accessibility training for officers** – Participants expressed a desire for more training for officers regarding the needs of persons with disabilities and reducing able-bodied assumptions. Additionally, participants called to ensure policing services were made more accessible as well, such as non-verbal reporting to 9-1-1.
- **Increasing efforts to recruit visible minority officers** – Diversifying recruitment approaches to be more inclusive and understanding of cultural customs, colonial histories and reducing barriers for individuals from visible minority communities to become officers.
- **Streamline recruitment process** – There are opportunities to refine recruitment processes to get applications processed more efficiently and advance recruits through training and deployed in a timely manner.
- **Increase training capacity** – Increase police training capacity within the province for all services to support resource demands and integrated training. For example, the RCMP received the highest number of applicants in a decade last year, with 17,672 (2023/24) regular member applications, resulting in 40 troops of 32 cadets per year.
- **Increase collaboration with service delivery partners** – There is an opportunity to explore how non-criminal calls for service can be supported by alternative service delivery partners / roles (e.g., Community Safety Officer, social workers).
- **Joint training delivery** – Develop joint training opportunities (e.g., use of force) with RCMP and municipal police services to participate in together.
- **Review forecasting procedures** – Update forecasting procedures. RCMP officers noted that the GDP RM analysis uses data that is out of date and results in resourcing requirements can be inaccurate at time of completion.
- **Invest in retention incentives** – To improve retention efforts, services may consider investing funds to offer signing bonuses, as well as to pay for cadet training with the agreement that once graduated, the recruit will serve in the municipal service for a minimum fixed term. This bonus approach may also prove beneficial to retain experienced officers and reduce barriers to those of lower socioeconomic experiences.

Key challenges & opportunities for improvement | Technology & Data

Identified below are a sample of the current state challenges and opportunities for improvement per the Technology & Data operating model layer.

Key Challenges

- **Multiple RMS Systems** – The existence of three separate RMS systems, along with numerous other public safety databases, presents a significant barrier to interoperability, integrated response, and timely information sharing between police services across the province. Many system partners expressed interest in a single provincial RMS, Computer-Aided Dispatch (CAD), and consolidated dispatch centres to enhance inter-service investigations and response. Furthermore, select calls for service data purges in PROS after 2 years, making historical data challenging to track and maintain for reporting and trend analysis.
- **Outdated vehicle technology** – Frontline technology, such as in-car operating, navigation, and mapping systems, is outdated and inefficient, leading some officers to rely on mobile applications like Google Maps instead. The use of outdated systems also restricts officers' ability to work from their vehicles or upload digital evidence to CADs, which can contribute to increased overtime. Additionally, the absence of comprehensive officer tracking across all services results in siloed and incomplete visibility of officer locations within the province.
- **Radio communication channels** – There is a challenge with routine access via radio communications systems between municipal services and the RCMP. Many municipal services who collaborate closely with neighbouring RCMP detachments find the process of patching through to shared radio channels on a request basis to be cumbersome.
- **Limited services opted Into Alert Ready** – Not all police services have opted into direct access to manage Alert Ready functions despite opportunities to do so. This creates additional risk for managing alert communications to the public during emergencies. Alert Ready is owned and operated by NSEMO, however does not have dedicated resources or 24/7 operations.
- **CADs report incident types differently** – The use of multiple CAD systems by various services, combined with limited system integration, makes it difficult to report crime statistics consistently across the province. Incident types are not standardized, leading to inconsistencies in reporting and data collection.

Opportunities for Improvement

- **Leverage technology to improve accountability** – Several community groups called to implement camera surveillance in communities and for police officers to wear body cameras for evidence and accountability. Communities engaged and visibly diverse officers called for body worn cameras to promote appropriate and safe interactions by the officer and the public.
- **Transition to a single RMS** – There is interest from system partners to transition to one, centralized RMS that would benefit officers across the province and improve information sharing across jurisdictions.
- **Opting into Alert Ready** – Direct access to the Alert Ready service is accessible for all police services in the province to opt-into, with the NS Emergency Management Office (EMO) offering routine training. Police services using the service directly will streamline the right people with the right information making decisions on sending communications and alleviate bottlenecks and resource constraints at the EMO.
- **Standardizing information requests from system partners** – A number of system partners rely on information from police services to deliver services (e.g., The Public Prosecution Service (PPS)). Standardizing information requests and/or identifying a system partner liaison position to support with information gathering and filling in blanks, particularly to alleviate the challenge of officer turn-over on case files.
- **Streamline administrative work using technology** – There is an opportunity to reduce the administrative burden placed on officers (e.g., completing Information to Obtain (ITO) paperwork or transferring notes to the CAD system) by reviewing applications that enable speech-to-text, note summary functions and others to expedite completion of routine forms.
- **Explore opportunities for Artificial Intelligence (GenAI) in policework** – Further investigation into how GenAI and automation might be able to create efficiencies for police officers.

Key challenges & opportunities for improvement | Infrastructure, Equipment & Fleet

Identified below are a sample of the current state challenges and opportunities for improvement per the Infrastructure, Equipment & Fleet operating model layer.

Key Challenges

- **Outdated infrastructure** – Combined with the rising maintenance and repair cost for infrastructure upkeep, some municipal infrastructure dedicated for police-use is out of date or are now too small to handle capacity (e.g., holding cells and detachment buildings).
- **Time spent on transportation** – Transportation to holding cells, court, hospitals, and penitentiaries removes officers from the community with greater impact observed in rural communities, where officers are more likely required to travel further to more urban centres where key infrastructure like hospitals are located.
- **Access to technology** – Currently, some municipal police agencies do not have access to in-vehicle computers and/or do not have computer-aided dispatch systems.

Opportunities for Improvement

- **Expand training facility capacity** – Additional training facilities and trainer capacity is required to provide integrated training to all interested policing services.
- **Integration with community partners** – Collaborating with neighbouring police services and/or other service providers within the community or jurisdiction will allow the opportunity to share resources, including for example holding cells, administrative offices or fleet.
- **Additional marked vehicles to increase visibility** – Additional marked police vehicles patrolling high traffic areas and communities for increase police visibility can support crime prevention and feeling of safety for the public.
- **Layered policing** – Through layered policing and the development of enhanced Special Constable/ Community Safety Officer Programs, non-police personnel could assist in responding to social concerns.



5

Police operating model options



5.1

Foundational changes

Foundational changes to improve policing in Nova Scotia

To improve policing services in Nova Scotia, DOJ can implement the following foundational changes.

The following **changes are considered foundational to improving policing services in Nova Scotia, irrespective of the preferred policing model(s)**. These changes are considered essential to laying the groundwork for the successful implementation of a new police operating model.



Standardize technology and information sharing

It is pertinent for public safety that police services transition to a single RMS and that standardized practices are implemented provincially for the use of technology and exchange of information across policing services, at minimum.



Ensure appropriate police staffing across Nova Scotia

Explore solutions to enhance visibility and community engagement through appropriate staffing of police resources across the province.



Adopt layered policing to support community policing initiatives

Layered policing integrates sworn police officers with other service providers with differentiated authorities, such as Community Safety Officers, civilianization of administrative roles, etc. Jurisdictions are adopting layered policing to build and maintain relationships with community, provide operational support to community policing initiatives, generate cost efficiencies, and mitigate recruitment and retention challenges faced by sworn officers.



Revamp police oversight systems for greater community involvement

It is critical that communities continue to be involved and have oversight of their policing services. A model that enables strong community involvement and enables effective collection and resolution of concerns and issues needs to be developed and implemented.



Add to, and strengthen policing standards

Augment and add new provincial policing standards to improve service delivery consistency across the province.



Explore alternative funding/billing models for municipalities policed by RCMP

Consider alternative funding models that better meet the needs of the province and ensures fairness in resource allocation across communities. E.g., Alberta, Québec, etc.



5.2

Police operating model options

Overview of police model options

Based on extensive engagement with system partners, the public, community groups and comparable jurisdictions, findings from the current state analysis and leading industry practices, **three police operating model options have been identified** for DOJ to accelerate their efforts to improve policing services in Nova Scotia. In addition, foundational changes identified, in 'Enhanced Integration of Policing Services', that were identified that can be implemented to improve current state policing services, irrespective of the preferred police model. Based on the analysis in this report, and other supporting work products, option 1 is the recommended option.

1A 1B

Provincial Policing Services

One Provincial policing agency (RCMP or net new) responsible for policing service delivery elevated standards and centralized back-office and governance.

- *Recommended Option, starting with the expansion of the RCMP and then subsequently deciding if a net new Police Service is optimal.*

2

Regionalized Policing Services

Regional police services provide both core and specialized services without a provincial police.

3

Hybrid Model of Police Services

Consolidation of smaller municipal police services and RCMP detachments that are in close proximity to expand regional service capacity and response.

0

Enhanced Integration of Policing Services

Enhanced integration and interoperability of existing policing agencies, services and processes through the implementation of the foundational changes.

Foundational changes serve as a baseline to improve policing services. They have been integrated across each police model option within this Report.

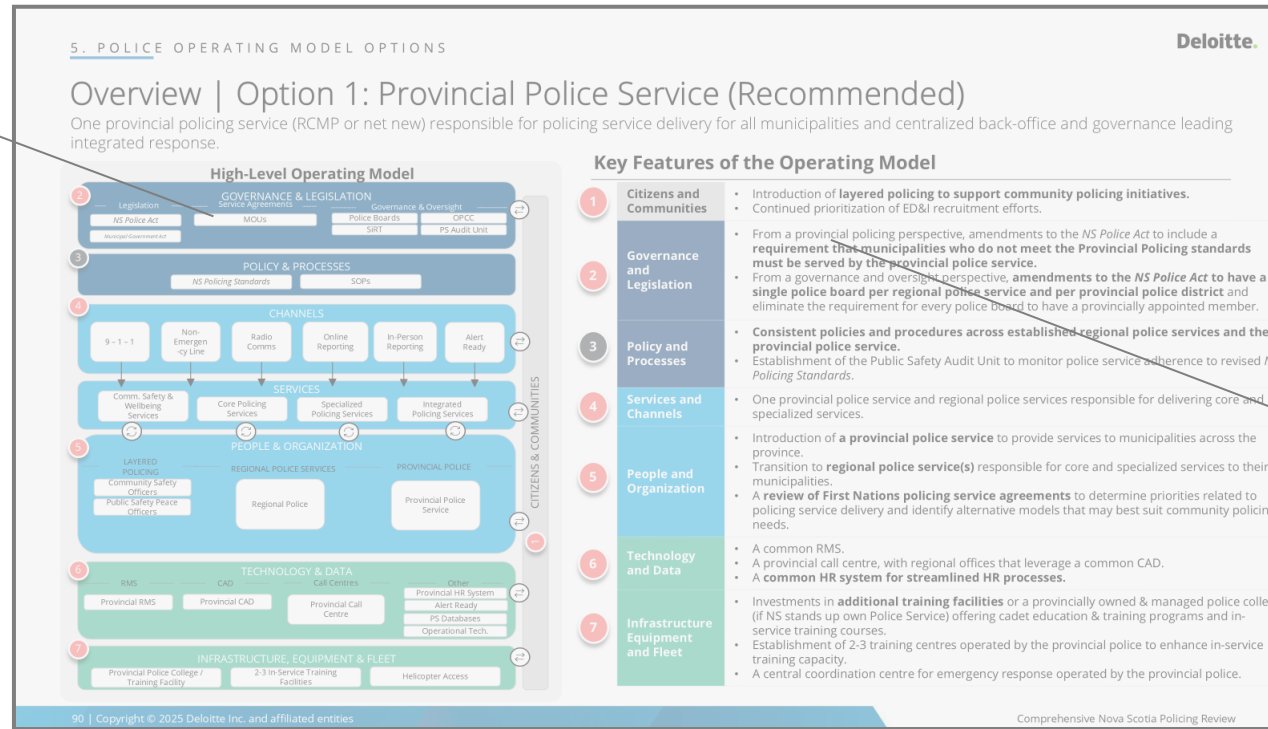
How to read the high-level operating model option summaries

A high-level summary was developed for each operating model option to showcase key features of the operating model across the seven layers of the police operating model framework. The summary also indicates key changes from status quo and the operating model option alignment to the design principles.

High-level Operating Model

A single view of seven operating model layers:

- **Citizens & communities:** Community safety and wellbeing initiatives that drive public safety.
- **Services & channels:** Services provided by police services and how they interact with citizens.
- **Governance & legislation:** Policing governance and oversight authorities and legislative requirements.
- **Policy & processes:** Policies and processes that enable policing services.
- **People and organization:** Policing organizational structure(s) and capabilities to deliver policing services.
- **Technology & data:** The governance, management and use of technology and data to enable policing services.
- **Infrastructure, equipment, & fleet:** Real-estate, equipment, and fleet used by police services.



Key Features of the Operating Model

An overview of the key features of the operating model across the seven layers of the police operating model framework. Bolded text are highlighted features of each operating model.

Key highlights | Option 1: Provincial Policing Service (Recommended)

Key highlights for this option include the introduction of layered policing, establishment of a provincial police service (RCMP or new provincial policing service) and regional police services, a single provincial RMS, a provincial call centre, a single provincial CAD, a common HR system, a provincially owned and managed police college, and implementation of the foundational changes.

Key Highlights

- ✓ Implementation of **layered policing** to support community policing initiatives and non-emergency calls for service (e.g., foot patrol, hospital transfers, wellness checks, etc.). This can be advanced through roles such as Community Safety Officers.
- ✓ Establish that the **provincial police service will provide services to municipalities across the province** and be responsible for providing core and specialized services to municipalities that do not meet the NS Policing Standards.
- ✓ Transition to a **single provincial RMS** for improved information sharing, collaboration and data integrity across police services.
- ✓ Establishment of a **provincial call centre**, with regional offices that leverage a **common computer-aided dispatch (CAD) solution**.
- ✓ A common **HR system** for streamlined HR processes.
- ✓ If NS Provincial Police Service is stood up, this would require the development of **additional training facilities or a provincially owned and managed police college** that offers cadet education and training programs and in-service training courses.
- ✓ Implementation of the **foundational changes**.

Alignment to Design Principles (High)



Interoperability | Promotes the ability of police services to effectively communicate, share information, and collaborate with each other at a local, regional, provincial level. It aims to break down the barriers and silos that may exist between different police services, enabling them to work together efficiently and enhance public safety.



Equitable Access | Promotes the ability for all Nova Scotians to have equitable access to policing services and receive a consistent level of service delivery.



Service Optimization | Promotes the optimization of resources, processes, and technology within police services for improved service delivery. This includes enhancements to public facing services, ensuring more efficient, effective, and user-friendly experiences for the public.



Operational Effectiveness | Promotes the optimization of resources, collaboration, investments in training and technology, and performance measurement to maximize the effectiveness and efficiency of police operations.



Community & Officer Informed | Promotes the importance of actively involving both the community and police officers in decision-making processes, policies, and practices. It recognizes that effective policing requires collaboration, transparency, and mutual understanding between law enforcement services and the communities they serve.



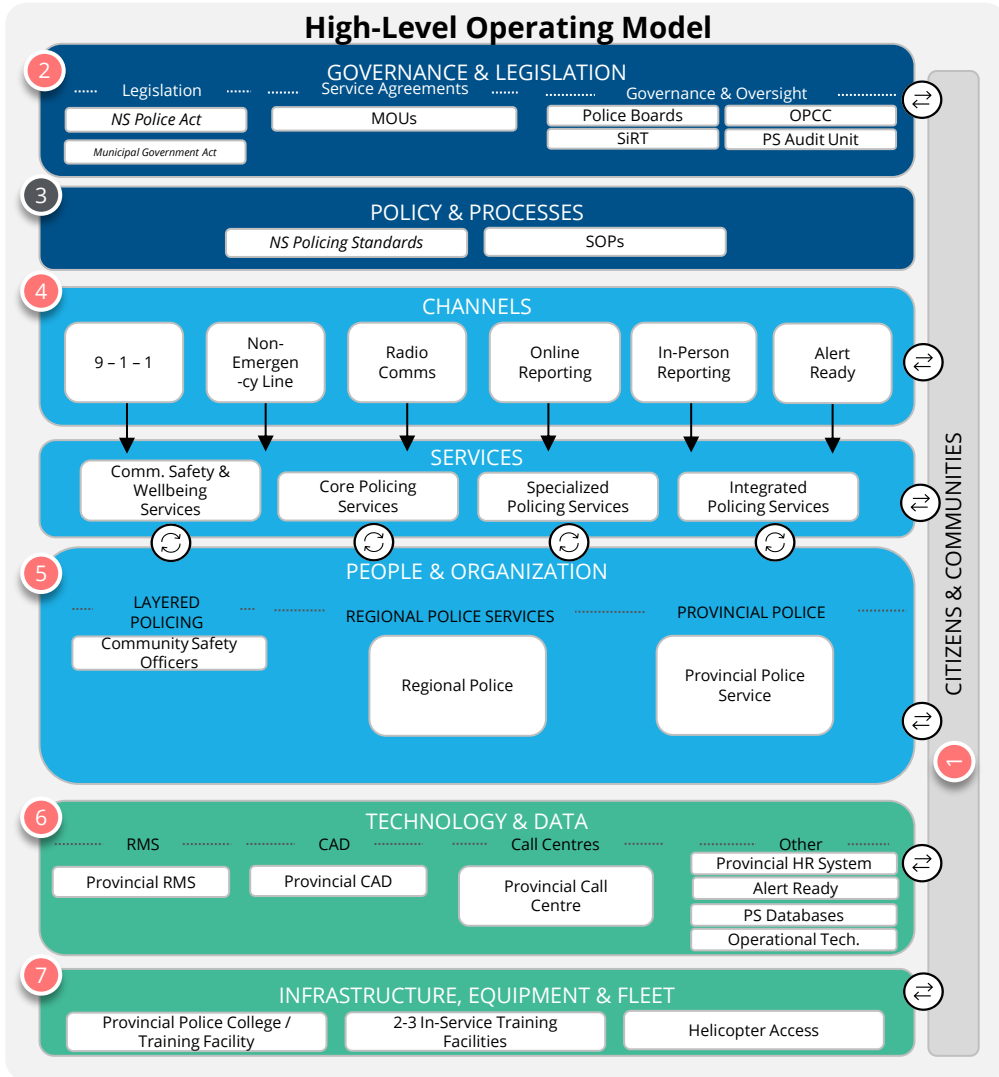
Officer Safety & Wellbeing | Promotes the physical, mental, and emotional health of police officers, enabling career fulfillment and supporting overall quality of life.

Key risks/challenges:

- Increases criticality of relationship with the RCMP, inclusive of the current Federal Policing whitepaper.
- Shifting directly to a full provincial police service would have significant costs and complexity, while managing actively public safety.
 - Please note, it is recommended that the province first transition to this option with the RCMP, leaving a decision to shift to a provincial police service to later date.

Overview | Option 1: Provincial Police Service (Recommended)

One provincial policing service (RCMP or net new) responsible for policing service delivery for all municipalities and centralized back-office and governance leading integrated response.



Key Features of the Operating Model

1 Citizens and Communities	<ul style="list-style-type: none"> Introduction of layered policing to support community policing initiatives. Continued prioritization of ED&I recruitment efforts.
2 Governance and Legislation	<ul style="list-style-type: none"> From a provincial policing perspective, amendments to the <i>NS Police Act</i> to include a requirement that municipalities who do not meet the Provincial Policing standards must be served by the provincial police service. From a governance and oversight perspective, amendments to the NS Police Act to have a single police board per regional police service and per provincial police district and eliminate the requirement for every police board to have a provincially appointed member.
3 Policy and Processes	<ul style="list-style-type: none"> Consistent policies and procedures across established regional police services and the provincial police service. Establishment of the Public Safety Audit Unit to monitor police service adherence to revised <i>NS Policing Standards</i>.
4 Services and Channels	<ul style="list-style-type: none"> One provincial police service and regional police services responsible for delivering core and specialized services.
5 People and Organization	<ul style="list-style-type: none"> Introduction of a provincial police service to provide services to municipalities across the province. Transition to regional police service(s) responsible for core and specialized services to their municipalities. A review of First Nations policing service agreements to determine priorities related to policing service delivery and identify alternative models that may best suit community policing needs.
6 Technology and Data	<ul style="list-style-type: none"> A common RMS. A provincial call centre, with regional offices that leverage a common CAD. A common HR system for streamlined HR processes.
7 Infrastructure Equipment and Fleet	<ul style="list-style-type: none"> Investments in additional training facilities or a provincially owned & managed police college (if NS stands up the NS Provincial Police Service) offering cadet education & training programs and in-service training courses. Establishment of 2-3 training centres operated by the provincial police to enhance in-service training capacity. A central coordination centre for emergency response operated by the provincial police.

Key highlights | Option 2: Regionalized Policing Services (Not Recommended)

Key highlights for this option include the introduction of layered policing, establishment of 3-4 regional police services, a single provincial RMS, a provincial call centre, a single provincial CAD, and implementation of the foundational changes. Costs will be incurred by regions (municipalities) instead of a cost-share between levels of government.

Key Highlights

- ✓ Implementation of **layered policing** to support community policing initiatives and non-emergency calls for service (e.g., foot patrol, hospital transfers, wellness checks, etc.). This can be advanced through roles such as Community Safety Officers.
- ✓ Establishment of **regional police services** responsible for the delivery of core and specialized services, with no provincial police service.
- ✓ Transition to a **single provincial RMS** for improved information sharing, collaboration and data integrity across police services.
- ✓ Establishment of **a provincial call centre**, with regional offices that leverage **a common computer-aided dispatch (CAD) solution**.
- ✓ Implementation of applicable **foundational changes**.

Alignment to Design Principles (Minimal)



Interoperability | Promotes the ability of police services to effectively communicate, share information, and collaborate with each other at a local, regional, provincial level. It aims to break down the barriers and silos that may exist between different police services, enabling them to work together efficiently and enhance public safety.



Equitable Access | Promotes the ability for all Nova Scotians to have equitable access to policing services and receive a consistent level of service delivery.



Service Optimization | Promotes the optimization of resources, processes, and technology within police services for improved service delivery. This includes enhancements to public facing services, ensuring more efficient, effective, and user-friendly experiences for the public.



Operational Effectiveness | Promotes the optimization of resources, collaboration, investments in training and technology, and performance measurement to maximize the effectiveness and efficiency of police operations.



Community & Officer Informed | Promotes the importance of actively involving both the community and police officers in decision-making processes, policies, and practices. It recognizes that effective policing requires collaboration, transparency, and mutual understanding between law enforcement services and the communities they serve.



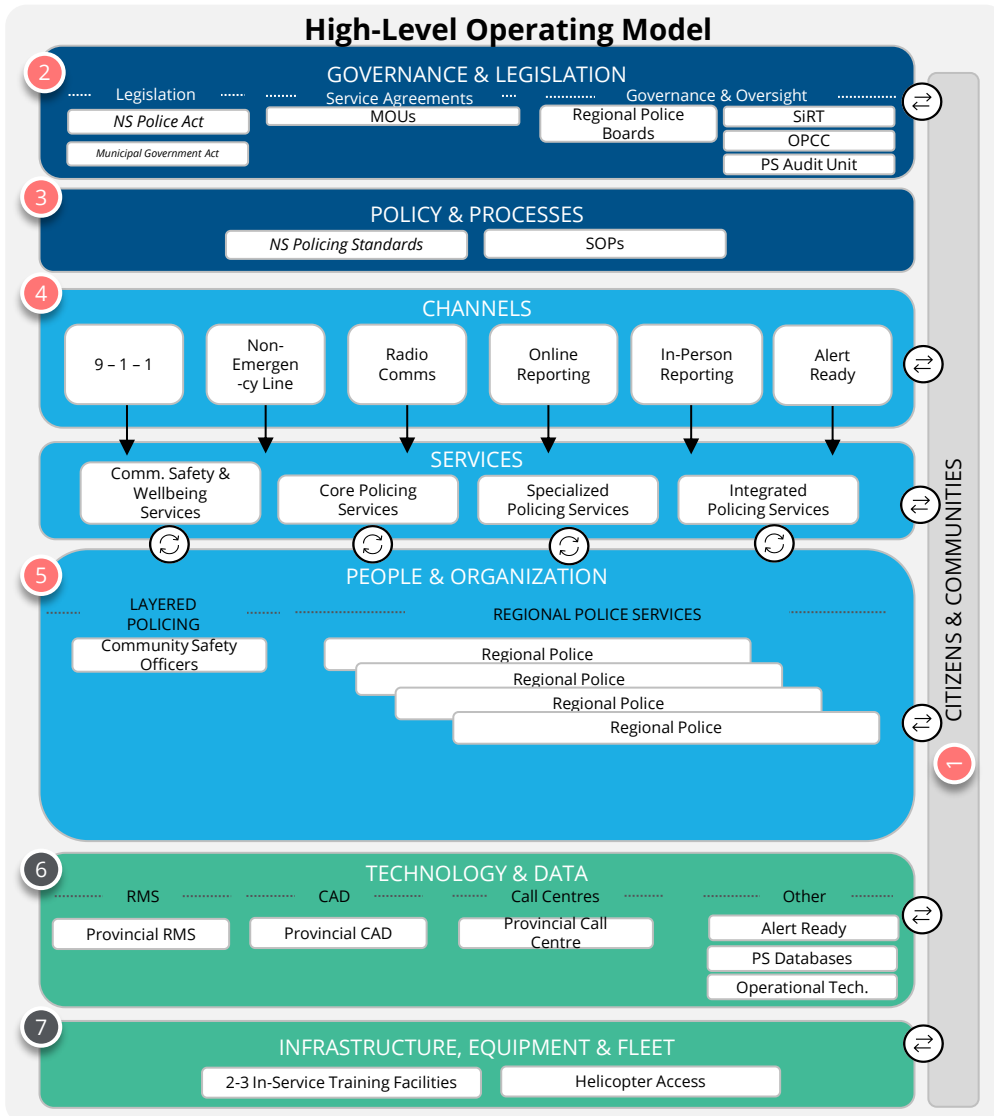
Officer Safety & Wellbeing | Promotes the physical, mental, and emotional health of police officers, enabling career fulfillment and supporting overall quality of life.

Key risks/challenges:

- This option reduces, however continues to enable the challenges that exist today, inclusive of duplication of services, lack of integration, lack of ability to achieve economies of scale for technological and data infrastructure investment, etc.
- This option would require the stand up of significant policing infrastructure inclusive of forensic capabilities, specialized crime units, etc., as the RCMP would be exiting the province
- This option puts significant cost burden on municipalities.

Overview | Option 2: Regionalized Policing Services (Not Recommended)

Regionalized policing model where regional police services provide both core and specialized services.



Key Features of the Operating Model

● Indicates key change

1	Citizens and Communities	<ul style="list-style-type: none"> Introduction of layered policing to support community policing initiatives. Continued prioritization of ED&I recruitment efforts to ensure that police officers meet the needs of the communities they serve (e.g., language proficiency, cultural competency, etc.).
2	Governance and Legislation	<ul style="list-style-type: none"> From a governance and oversight perspective, amendments to the NS Police Act to have a single police board per region and eliminate the requirement for every police board to have a provincially appointed member. From a layered policing perspective, amendments to the NS Police Act to expand the scope of related public safety roles. Updated Municipal Government Act that specifies the requirement for municipalities to contract a Regional Police Service to deliver core and specialized services.
3	Policy and Processes	<ul style="list-style-type: none"> Consistent policies and procedures across established regional police services. Establishment of the Public Safety Audit Unit to monitor police service adherence to revised NS Policing Standards.
4	Services and Channels	<ul style="list-style-type: none"> Establishment of regional police services responsible for the delivery of core and specialized services. Due to the absence of a provincial police service, regional police services will be required to determine strategies and resources for surge capacity, intelligence and specialized capabilities, and integrated response units.
5	People and Organization	<ul style="list-style-type: none"> Introduction of regional police services, with no provincial police service. Decision-making and resource allocation is distributed across the regional police services.
6	Technology and Data	<ul style="list-style-type: none"> A common records management system (RMS). A provincial call centre, with regional offices that leverage a common computer-aided dispatch (CAD) solution. The development of standards for information capturing within public safety databases and digital evidence management systems. Introduction of standards for the use of operational technologies such as body-worn and in-car cameras, and tracking devices.
7	Infrastructure, Equipment and Fleet	<ul style="list-style-type: none"> Investments in 2-3 in-service training facilities to enable integrated training opportunities. Introduction of a central coordination centre for emergency response operated by DOJ with support from regional police services.

Key highlights | Option 3: Hybrid Model of Police Services (Not Recommended)

Key highlights for this option include the introduction of layered policing, consolidation of smaller municipal police services and RCMP detachments in close proximity, pay-for-use service model for specialized services, a single provincial RMS, a provincial call centre, a single provincial CAD, and implementation of the additional foundational changes.

Key Highlights

- ✓ Implementation of **layered policing** to support community policing initiatives and non-emergency calls for service (e.g., foot patrol, hospital transfers, wellness checks, etc.). This can be advanced through roles such as Community Safety Officers.
- ✓ A **reduction in the existing number of police services** through the consolidation of smaller municipal police services and RCMP detachments that are in close proximity to expand regional service capacity.
- ✓ Introduction of a **pay-for-use service model for specialized services** whereby police services who do not have the capability to deliver their own specialized services will be required to acquire these services through a pay-for-use model via the RCMP or a municipal police service.
- ✓ Transition to a **single provincial RMS** for improved information sharing, collaboration and data integrity across police services.
- ✓ Establishment of a **call centre with provincial span**, with regional offices that leverage a **common computer-aided dispatch (CAD) solution**.
- ✓ Implementation of additional **foundational changes**.

Alignment to Design Principles (Minimal to Moderate)



Interoperability | Promotes the ability of police services to effectively communicate, share information, and collaborate with each other at a local, regional, provincial level. It aims to break down the barriers and silos that may exist between different police services, enabling them to work together efficiently and enhance public safety.



Equitable Access | Promotes the ability for all Nova Scotians to have equitable access to policing services and receive a consistent level of service delivery.



Service Optimization | Promotes the optimization of resources, processes, and technology within police services for improved service delivery. This includes enhancements to public facing services, ensuring more efficient, effective, and user-friendly experiences for the public.



Operational Effectiveness | Promotes the optimization of resources, collaboration, investments in training and technology, and performance measurement to maximize the effectiveness and efficiency of police operations.



Community & Officer Informed | Promotes the importance of actively involving both the community and police officers in decision-making processes, policies, and practices. It recognizes that effective policing requires collaboration, transparency, and mutual understanding between law enforcement services and the communities they serve.



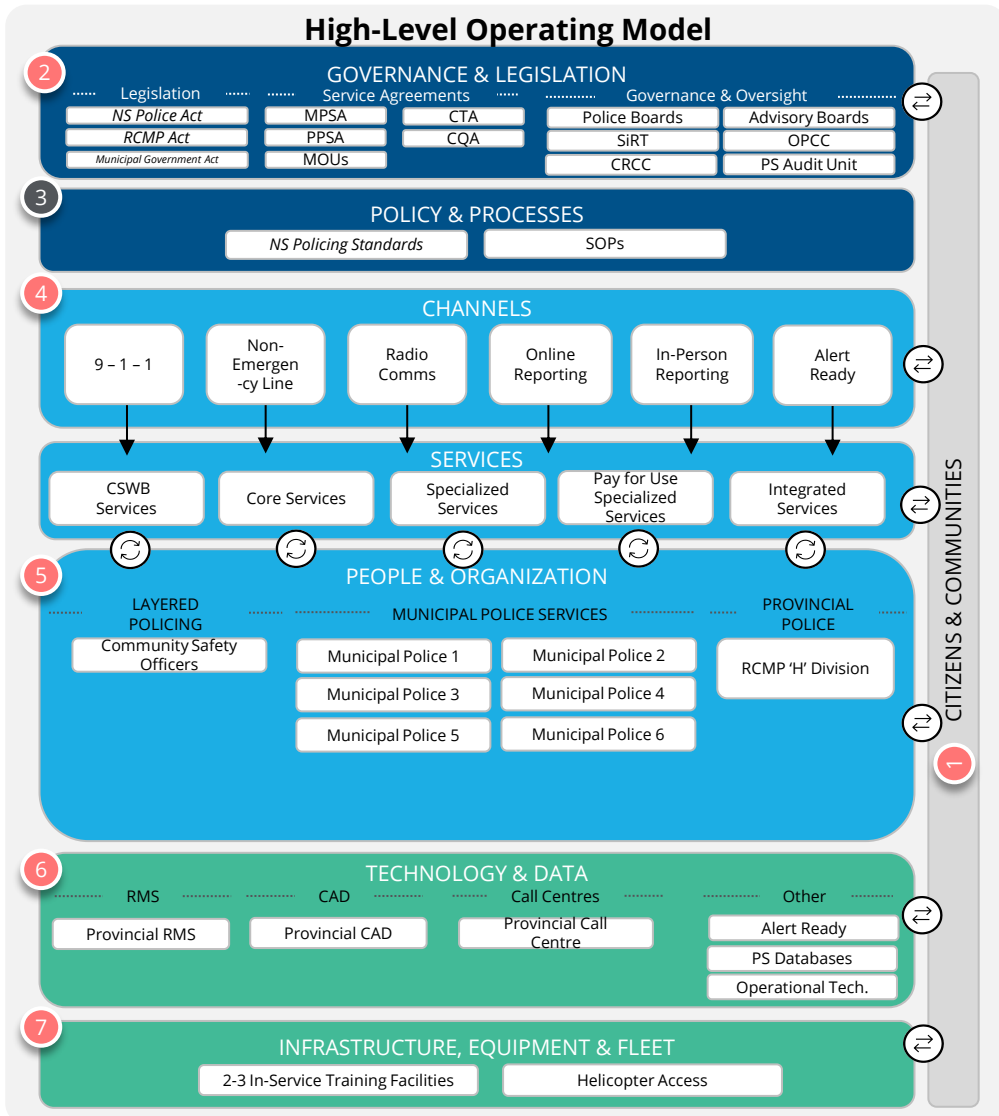
Officer Safety & Wellbeing | Promotes the physical, mental, and emotional health of police officers, enabling career fulfillment and supporting overall quality of life.

Key challenges/risks:

- This option reduces, however continues to enable the challenges that exist today, inclusive of duplication of services, lack of integration, etc.
- This option challenges equitable access to police service given it's continued reliance on pay for use specialized services.

Overview | Option 3: Hybrid Model of Police Services (Not Recommended)

Consolidation of smaller municipal police services and RCMP detachments that are in close proximity to expand regional service capacity and response and meet or exceed the revised policing standards.



Key Features of the Operating Model ● Indicates key change

1	Citizens and Communities	<ul style="list-style-type: none"> Introduction of layered policing to support community policing initiatives. Continued prioritization of ED&I recruitment efforts to ensure that police officers meet the needs of the communities they serve (e.g., language proficiency, cultural competency, etc.).
2	Governance and Legislation	<ul style="list-style-type: none"> From a governance and oversight perspective, amendments to the <i>NS Police Act</i> to streamline the total number of police boards and eliminate the requirement for every police board to have a provincially appointed member. From a layered policing perspective, amendments to the <i>NS Police Act</i> to expand the scope of related public safety roles. Formalized efforts to streamline the complaints process and improve integration across SIRT, OPCC, and CRCC.
3	Policy and Processes	<ul style="list-style-type: none"> Development of standard operating procedures (SOPs) to provide guidance to police on roles and responsibilities associated with joint response. Establishment of the Public Safety Audit Unit to monitor police service adherence to revised <i>NS Policing Standards</i>.
4	Services and Channels	<ul style="list-style-type: none"> Introduction of a pay-for-use service model for specialized services - police services who do not have the capability to deliver their own specialized services will be required acquire these services from the RCMP through a pay-for-use model.
5	People and Organization	<ul style="list-style-type: none"> Consolidation of smaller municipal police services and RCMP detachments that are in close proximity to expand regional service capacity, thereby reducing the existing number of police services (from 11).
6	Technology and Data	<ul style="list-style-type: none"> A common records management system (RMS). Introduction of a provincial call centre, with regional offices that leverage a common computer-aided dispatch (CAD) solution. The development of standards for information capturing within public safety databases and digital evidence management systems. Introduction of standards for the use of operational technologies such as body-worn and in-car cameras and tracking devices.
7	Infrastructure, Equipment and Fleet	<ul style="list-style-type: none"> Investments in 2-3 in-service training facilities to enable integrated training opportunities. Introduction of a central coordination centre for emergency response operated by the provincial police.

Key highlights | Option 0: Enhanced Integration of Policing Services (Baseline)

Key highlights for this option include the introduction of layered policing, a transition to a single province Records Management System (RMS), streamlined governance and oversight processes, requirements for all services to have direct access to the Alert Ready System, and the implementation of additional foundational changes.

Key Highlights

- ✓ Implementation of **layered policing** to support community policing initiatives and non-emergency calls for service (e.g., foot patrol, hospital transfers, wellness checks, etc.). This can be advanced through roles such as Community Safety Officers.
- ✓ **Policing services remain status quo**, pending that all services adhere to the *NS Policing Standards*.
- ✓ Transition to **a single provincial RMS** for improved information sharing, collaboration and data integrity across police services.
- ✓ Streamlined governance and oversight, including **a decrease in the total number of police boards** and **elimination of the requirement for every police board to have a provincially appointed member**.
- ✓ Introduction of requirements for **all police services to have direct access to the Alert Ready System**.
- ✓ Implementation of additional **foundational changes** such as: standards for information capturing within public safety databases and digital evidence management systems; standards for the use of operational technologies; assessment of service agreements; exploration of alternative funding models; and investments in building back-office and operational capabilities.

Alignment to Design Principles (Minimal)



Interoperability | Promotes the ability of police services to effectively communicate, share information, and collaborate with each other at a local, regional, provincial level. It aims to break down the barriers and silos that may exist between different police services, enabling them to work together efficiently and enhance public safety.



Equitable Access | Promotes the ability for all Nova Scotians to have equitable access to policing services and receive a consistent level of service delivery.



Service Optimization | Promotes the optimization of resources, processes, and technology within police services for improved service delivery. This includes enhancements to public facing services, ensuring more efficient, effective, and user-friendly experiences for the public.



Operational Effectiveness | Promotes the optimization of resources, collaboration, investments in training and technology, and performance measurement to maximize the effectiveness and efficiency of police operations.



Community & Officer Informed | Promotes the importance of actively involving both the community and police officers in decision-making processes, policies, and practices. It recognizes that effective policing requires collaboration, transparency, and mutual understanding between law enforcement services and the communities they serve.



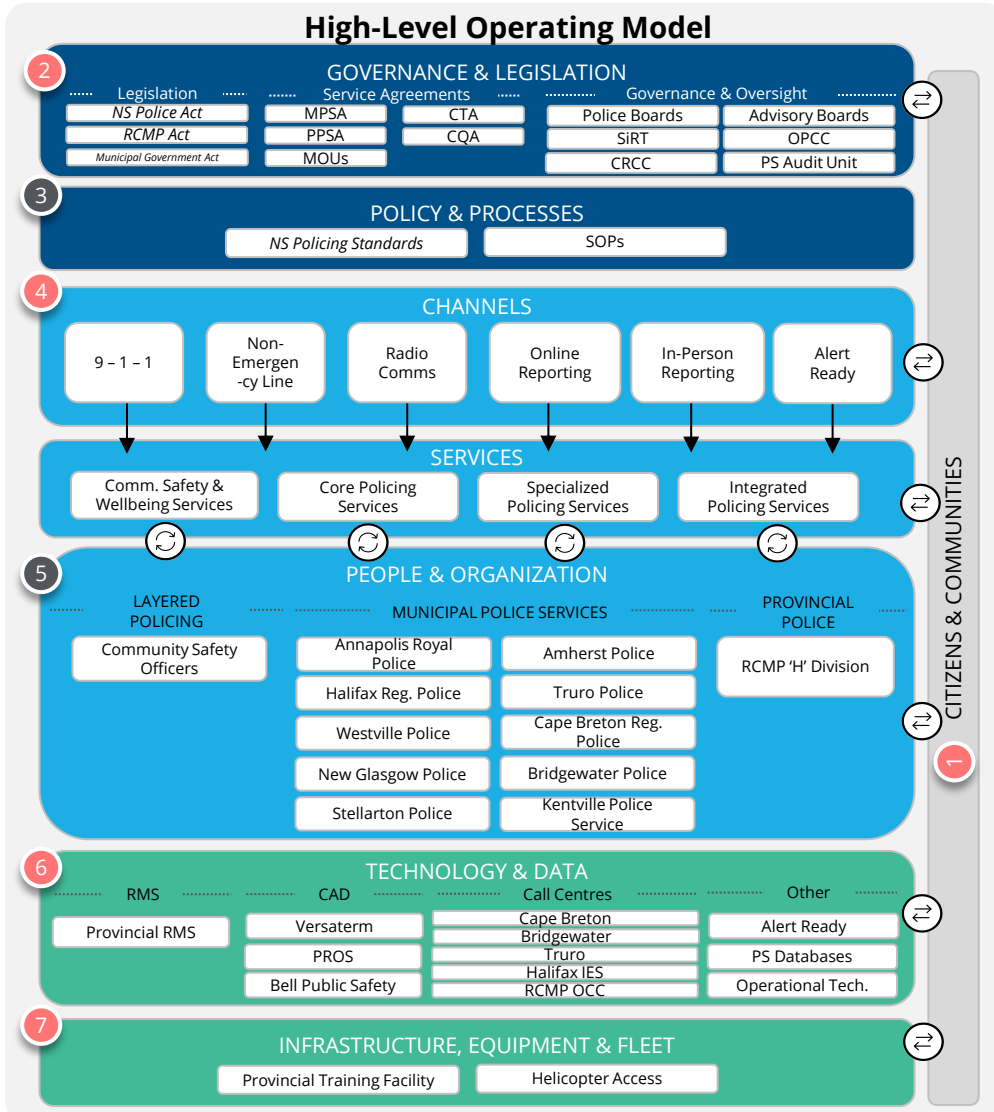
Officer Safety & Wellbeing | Promotes the physical, mental, and emotional health of police officers, enabling career fulfillment and supporting overall quality of life.

Statement:

- This option is a foundation for changes required across all options and is not expected to be considered in isolation.

Overview | Option 0: Enhanced Integration of Policing Services (Baseline)


Enhanced integration and interoperability of existing policing services, services and processes.



Key Features of the Operating Model

● Indicates key change

1 Citizens and Communities	<ul style="list-style-type: none"> Introduction of layered policing to support community policing initiatives. Continued prioritization of ED&I recruitment efforts to ensure that police officers meet the needs of the communities they serve (e.g., language proficiency, cultural competency, etc.).
2 Governance and Legislation	<ul style="list-style-type: none"> From a governance and oversight perspective, amendments to the NS Police Act to streamline the total number of police boards and eliminate the requirement for every police board to have a provincially appointed member. From a layered policing perspective, amendments to the NS Police Act to expand the scope of related public safety roles. Formalized efforts to streamline the complaints process and improve integration across SIRT, OPCC, and CRCC.
3 Policy and Processes	<ul style="list-style-type: none"> Development of standard operating procedures (SOPs) to provide guidance to police on roles and responsibilities associated with joint response. Establishment of the Public Safety Audit Unit to monitor police service adherence to revised <i>NS Policing Standards</i> (in-progress).
4 Services and Channels	<ul style="list-style-type: none"> Formalized inter-service memorandums of understanding (MOUs) that support service delivery. Introduction of requirements for all police services to have direct access to the Alert Ready System. Introduction of layered policing initiatives, such as Community Safety Officer roles, etc.
5 People and Organization	<ul style="list-style-type: none"> Continued development of ED&I recruitment and retention strategies. Investments in additional instructor positions and infrastructure for in-service training. Updated workforce forecasting planning processes.
6 Technology and Data	<ul style="list-style-type: none"> Introduction of a common records management system (RMS). The development of standards for information capturing within public safety databases and digital evidence management systems. Introduction of standards for the use of operational technologies such as body-worn and in-car cameras and tracking devices.
7 Infrastructure, Equipment and Fleet	<ul style="list-style-type: none"> Investments in provincially-owned training facilities to enable integrated training opportunities, and provincial capabilities for air services, such as a helicopter access for police services.

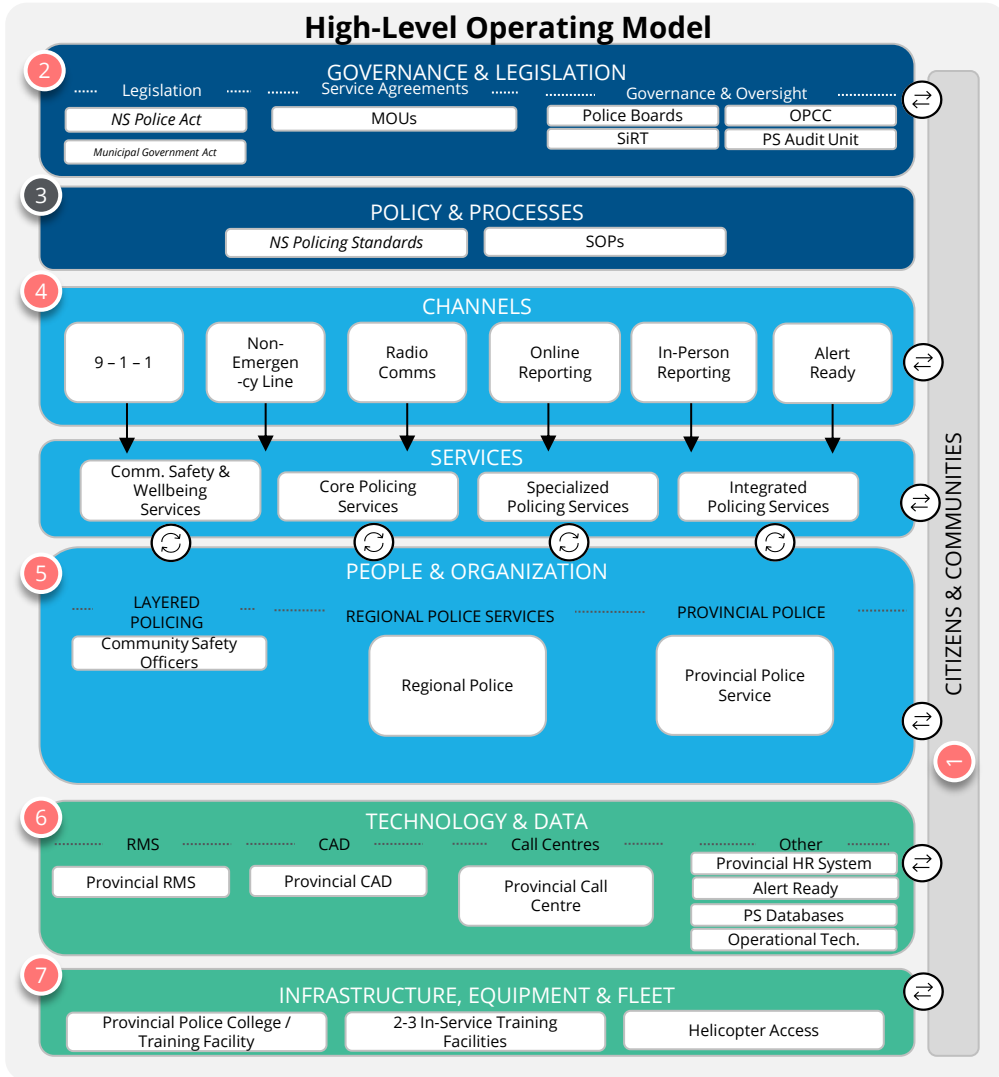


5.2.1

Option 1: Provincial Policing Service

Overview | Option 1: Provincial Police Service (Recommended)

One provincial policing service (RCMP or net new) responsible for policing service delivery for all municipalities and centralized back-office and governance leading integrated response.



Key Features of the Operating Model

1 Citizens and Communities	<ul style="list-style-type: none"> Introduction of layered policing to support community policing initiatives. Continued prioritization of ED&I recruitment efforts.
2 Governance and Legislation	<ul style="list-style-type: none"> From a provincial policing perspective, amendments to the <i>NS Police Act</i> to include a requirement that municipalities who do not meet the Provincial Policing standards must be served by the provincial police service. From a governance and oversight perspective, amendments to the NS Police Act to have a single police board per regional police service and per provincial police district and eliminate the requirement for every police board to have a provincially appointed member.
3 Policy and Processes	<ul style="list-style-type: none"> Consistent policies and procedures across established regional police services and the provincial police service. Establishment of the Public Safety Audit Unit to monitor police service adherence to revised <i>NS Policing Standards</i>.
4 Services and Channels	<ul style="list-style-type: none"> One provincial police service and regional police services responsible for delivering core and specialized services.
5 People and Organization	<ul style="list-style-type: none"> Introduction of a provincial police service to provide services to municipalities across the province. Transition to regional police service(s) responsible for core and specialized services to their municipalities. A review of First Nations policing service agreements to determine priorities related to policing service delivery and identify alternative models that may best suit community policing needs.
6 Technology and Data	<ul style="list-style-type: none"> A common RMS. A provincial call centre, with regional offices that leverage a common CAD. A common HR system for streamlined HR processes.
7 Infrastructure Equipment and Fleet	<ul style="list-style-type: none"> Investments in additional training facilities or a provincially owned & managed police college (if NS stands up own Police Service) offering cadet education & training programs and in-service training courses. Establishment of 2-3 training centres operated by the provincial police to enhance in-service training capacity. A central coordination centre for emergency response operated by the provincial police.

Provincial Policing Service | Citizens and Communities (1 of 2)

Identified below are key components of the Citizens and Communities operating model layer for Provincial Policing Services.

Key Features

1. Foundational change – Adopt layered policing to support community policing initiatives.

- **Building and maintaining relationships with community** – According to public engagement, there is a strong desire for community policing, where officers are seen as part of the community, building relationships with residents, and being approachable.
 - Layered policing can be advanced by leveraging related public safety roles, such as Community Safety Officers (CSOs), to attend community events, conduct foot patrols, support police with non-emergency calls for service and integrate with social services to respond to wellness calls.
 - The introduction of layered policing may be a potential solution to address the growing number of non-criminal calls for service, as reported by many police services engaged as part of the Review. CSOs can be unarmed and help deter crime and provide a sense of security to the community, especially in densely populated communities in Nova Scotia, such as those with universities.
- **Generating cost efficiencies** – Civilianization of administrative roles and the addition of CSOs create cost efficiencies in lieu of hiring sworn members.
 - Layered policing allows sworn officers to focus on proactive policing, investigations and emergency calls where Community Safety Officers can take over responsibilities such as hospital transfers.
- **Mitigating recruitment and retention challenges** – Layered policing also reduces recruitment barriers into public safety services with requirements more inclusive to socio-economic background and role-specific physical requirements.

Supporting References

- **Other provinces are leveraging layered policing models to support community policing initiatives** – In Manitoba, CSOs support police with criminal and non-criminal matters such as hospital transfers, crime and accident scene management, transporting detained persons, taking witness statements, receiving reports from the public, and helping persons access victim support services. In Saskatchewan, the Marshals Service provides an additional law enforcement presence across the province, by conducting proactive investigations and supporting police operations. In Alberta, Public Safety Peace Officers play a key role in healthcare facilities by attending calls for service ranging from property crime, to attending secure watches and providing security for patients, staff and visitors.
- **Nova Scotians reported a desire for enhanced police visibility and for police to have additional training to effectively respond to mental health crises** – According to the public survey issued as part of the Review, there a strong desire for police to have better training in areas such as mental health, de-escalation techniques, and handling complaints, especially in incidents involving historically marginalized communities.

Provincial Policing Service | Citizens and Communities (2 of 2)

Identified below are key components of the Citizens and Communities operating model layer for Provincial Policing Services.

Key Features

2. Enable changes to recruitment strategies so police officers are representatives of Nova Scotia's growing population and changing demographics.

- Nova Scotia's growing population and changing demographic requires police services to continue to ensure that police officers meet the needs of the communities they serve (e.g., language proficiency, cultural competency, etc.).
- Further effort to recruit ED&I personnel and provide cultural competency training to all officers will help reduce the additional responsibilities put on visibly diverse officers to uphold. This includes pressure to build relationships and represent the service in their personal time (coaching sports, leading youth groups), provide language translation services outside of regular shifts and be a constant reference for questions about cultural competency, creating an inequitable distribution of responsibilities between personnel.

Supporting References

- **The revised *NS Policing Standards* require “Enhanced cultural proficiency relative to community needs”** (pg. 52) for any policy, procedure, or protocol regarding community patrols as well as “recognition of specific cultural and/or religious requirements” (pg. 60) for any policy, procedure, or protocol regarding the search of a person.
- **Many individuals from Indigenous, African Nova Scotian and other diverse community groups engaged called for improved diversity in hiring police officers** as representation is meaningful to the community and seeing appropriate representation in the police would improve trust with the community.

Provincial Policing Service | Services and Channels (1 of 2)

Identified below are key components of the Services and Channels operating model layer for Provincial Policing Services.

Key Features

1. One provincial police service responsible for providing core and specialized services for all towns and municipalities.

- Amend *NS Policing Standards* to include a requirement that police services must have the resources, capability and capacity to provide core and specialized services within their jurisdictions.
- Municipalities may provide their own policing services if they are able to meet minimum core and specialized service delivery standards in alignment with the *NS Policing Standards*.
- Establish districts across the province for the provincial police leveraging current infrastructure to have offices for in-person reporting, house personnel and create a presence in communities taking into consideration rural and urban needs.
 - District offices can serve as hubs for personnel and equipment, enabling the delivery of specialized services at the local level while maintaining flexibility; thereby building capacity across the province for critical response without being limited to a specific geographical area.
- Further enable the Public Safety Audit Unit to assess maturity and capability (i.e., the ability for services within the province to respond to mid-to-large scale events and proactively police crime).

2. Expand direct access to the Alert Ready System to all police services.

- Amend *NS Policing Standards* to include a requirement that all police services must have direct access to Alert Ready.
 - The Alert Ready System is a National Public Alerting System used by government organizations to notify the public of emergencies and/or serious events. In Nova Scotia, Alert Ready is managed by the Nova Scotia Emergency Management Office (NSEMO). While all police services in the province were provided the opportunity for direct access, only RCMP and Halifax Regional Police have direct access to Alert Ready via NSEMO. Policing services who decided to not to take direct access are required to call Shubie Radio and send a completed Alert Ready Request Form, which can take up to a few hours.

Supporting References

- **Population thresholds** – In Québec, municipalities with a population of less than 50,000 are served by the provincial police service, the Sûreté du Québec, per [c. 12 s. 17](#) of the *Police Act*. Notably, a municipality that is served by the Sûreté du Québec and whose population reaches 50,000 inhabitants or more continues to be served by the Sûreté du Québec, unless it is authorized by the Minister. In order to request the authorization to be served by a municipal police force, the municipality must have held a public consultation and have sent a report on the consultation to the Minister.
- **Reports of inconsistent service delivery, especially in rural communities** – Many representatives from municipal police services and the RCMP noted the inconsistency in police service delivery across the province, especially in rural communities. This is aligned with the public's desire for increased police visibility, especially in rural communities or areas with large geographic boundaries.
- **Only two police services have direct access to the Alert Ready System** – To date only HRP and RCMP have direct access to Alert Ready, with the remaining 9 Municipal Police Services having chosen not to 'opt-in' to the Alert Ready System.

Provincial Policing Service | Services and Channels (2 of 2)

Identified below are key components of the Services and Channels operating model layer for Provincial Policing Services.

Key Features

3. Foundational change – Explore alternative funding/billing models for municipalities policed by RCMP

- DOJ will be required to design a new funding model for policing services in advance of implementing the selected police operating model. Modern funding models for policing services are reflective of service agreements, population of communities and the wealth of their assets, and/or required capabilities to appropriately deliver public safety, all while being flexible to accommodate surge capacity for critical response and the evolving nature of crime.
- Many municipalities referred to the increasing cost of policing, exacerbated by inflation, a rapidly growing population to serve and the modernization of crime, which is particularly burdensome for rural areas with smaller tax bases.

Supporting References

- **Innovative police fundings models have been implemented in other jurisdictions** – In Alberta, the [Police Funding Regulation](#) came into effect in April 2020 and was created to implement the Police Funding Model (PFM) in smaller communities (< 5000 residents) who under the previous model did not pay for municipal policing. The PFM considers municipal assets and population size to determine percentage paid for municipal policing. Small and rural communities started paying 10% of policing costs in 2020 and will work up to 30% by 2025. Funds collected to date have paid for an additional 300 officers.
- **The billing model in Québec considers municipal population and property value** – In Québec, the cost of police services provided by the SQ are determined through a tax calculation for each municipality and through the level of service the SQ provides (levels 1 – 6). The billing model takes into account municipal population, property value etc. For municipalities that share a regional police service, cost breakdown is calculated using the above as well as other factors determined in their shared service agreement.

Provincial Policing Service | Governance and Legislation (1 of 3)

Identified below are key components of the Governance and Legislation operating model layer for Provincial Policing Services.

Key Features

1. Foundational change – Revamp police oversight systems for greater community involvement.

- Explore opportunities to further integrate communities within police oversight systems. It is critical that communities continue to be involved and have oversight of their policing services.
- Community members called for increase transparency to the public on ongoing cases and to ensure citizens are informed on the status of the complaints made against officers. Following investigations of misconduct, respondents called to ensure that officers are held accountable for their actions.

2. Augment and add Policing Standards thresholds for municipal policing.

- Revise applicable Section of the *NS Police Act* to include a requirement that municipalities who do not achieve Provincial Policing Standards must be served by the provincial police service.

3. Streamline the police oversight and governance process for improved decision-making and increased accountability.

- Amend applicable sections within the *NS Police Act*, [specifically, sections 44 – 68](#), to consolidate and/or reduce the number of Municipal Boards of Police Commissioners and Police Advisory Boards to a single police board per regional police service and a single police board per provincial police district.
 - A total of 47 oversight boards – Municipal Boards of Police Commissioners and Police Advisory Boards – govern police services in the province in the current state. With fewer boards, it could become easier to coordinate and align strategies and policies across different municipalities, leading to more consistent and efficient oversight of police services
- Amend applicable sections within the *NS Police Act*, [specifically, sections 44 – 68](#), to eliminate the requirement for the appointment of a Department of Justice provincial appointee on Municipal Boards of Police Commissioners and Police Advisory Boards.
 - Many system partners highlighted the negative impact of long-term vacancies and high turnover rates on police boards, noting that these issues have hindered the ability to make progress and address community priorities effectively.

Supporting References

- **Population thresholds** – In Québec, municipalities with a population of less than 50,000 are served by the provincial police service, the Sûreté du Québec, per [c. 12 s. 17](#) of the *Police Act*. Notably, a municipality that is served by the Sûreté du Québec and whose population reaches 50,000 inhabitants or more continues to be served by the Sûreté du Québec, unless it is authorized by the Minister. In order to request the authorization to be served by a municipal police force, the municipality must have held a public consultation and have sent a report on the consultation to the Minister.
- **The Mass Casualty Commission Report referred to the need for fully staffed police boards and advisory boards** – Specifically, MCC recommendation (p. 61) states “Municipalities and the province of Nova Scotia should ensure that police boards and police advisory boards are fully staffed and performing their governance function”.

Provincial Policing Service | Governance and Legislation (2 of 3)

Identified below are key components of the Governance and Legislation operating model layer for Provincial Policing Services.

Key Features

4. Work with the Nova Scotia Association of Police Governance (NSAPG) to improve board oversight.

- Develop an onboarding manual for police governance in NS aligned to the new policing model, per the MCC recommendation, for the NSAPG to maintain and distribute to all boards.
- Work with the NSAPG to advise boards on targeted recruitment of key capabilities (examples include legal, financial, strategic) and the consideration of honorariums to advance well-functioning boards.
- Enable the NSAPG to hire an executive director that has focused capacity to engage with board chairs to collect emerging trends and issues and share them directly with PSSD and provide trainings to board members to advance improved governance.

5. Foundational change – Introduce layered policing by expanding the role and responsibility of related public safety roles.

- Amend applicable sections within the *NS Police Act* to introduce a layered policing model through the expansion of the role and responsibility of related public safety roles such as Community Safety Officers.
 - The Office of Addictions and Mental Health (OAMH) is currently reviewing the obligations of police outlined in the *Involuntary Psychiatric Treatment Act* (IPTA) to identify if and how they could be assisted by other public safety roles when responding to calls where there is a mental health crisis. OAMH is encouraged to utilize Community Safety Officers in hospitals for transfers from police until the patient can be seen by a doctor.

Supporting References

- **Ontario has developed an online portal to manage complaints about police in the province** – The [Law Enforcement Complaints service \(LECA\)](#) is responsible for receiving, managing, and overseeing all public complaints about the police in Ontario. LECA's online portal offers resources for the public to learn about the complaints process and provides a convenient platform for submitting and tracking complaints online.
- **Other provinces have recently expanded the role of peace officer through *Police Act* amendments** – A number of other provinces across the country have updated their respective Police Acts to expand on capabilities of supporting roles such as Public Safety Peace Officers and delegate authority to supplement core police services (e.g., Saskatchewan Marshals Service) and others have introduced new legislation to appoint authority to Public Safety Peace Officers (e.g., Alberta Peace Officer Act).

Provincial Policing Service | Governance and Legislation (3 of 3)

Identified below are key components of the Governance and Legislation operating model layer for Provincial Policing Services.

Key Features

6. **Improve coordination across the three organizations that investigate allegations of professional misconduct and internal and/or public complaints – SiRT, OPCC, and CRCC.**
 - Improve coordination efforts across SiRT, OPCC, and CRCC by implementing standardized procedures and information sharing mechanisms such as regular meetings and use of shared databases for complaints management.
 - Anecdotal reports from professional misconduct and complaint authorities engaged suggest that an average of 9/10 complaints submitted to the SiRT do not fall within their mandate and are redirected to the respective police service rather than the OPCC. There is an opportunity to implement an initial triage process owned by DOJ across governing organizations to enable complaints directed to the appropriate authority, while maintaining independence and respective mandates.

Supporting References

- **Ontario has developed an online portal to manage complaints about police in the province** – The [Law Enforcement Complaints service \(LECA\)](#) is responsible for receiving, managing, and overseeing all public complaints about the police in Ontario. LECA's online portal offers resources for the public to learn about the complaints process and provides a convenient platform for submitting and tracking complaints online.

Provincial Policing Service | People and Organization (1 of 2)

Identified below are key components of the People and Organization operating model layer for Provincial Policing Services.

Key Features

1. A reduction in the number of Police Services operating in the Province

- One provincial police service to provide services to municipalities across the province.
 - Note: If the provincial police remains the RCMP, municipalities who currently have an MPSA may choose to continue contracting policing services directly with Public Safety Canada.
- As part of the consolidation, there will be a need for organizational restructuring and staffing adjustments. This may involve redesigning the organizational structure to accommodate the merged services, identifying redundancies in positions, and developing a plan for personnel transitions.

2. Reduce ED&I barriers to enhance recruitment and retention.

- Equip police officers with the necessary tools, training, and support to understand local cultural and historical context to effectively and inclusively engage with community members.
- Identify and address barriers that hinder the recruitment of ED&I cadets (e.g., funded education and paid training), ensuring that police officers represent the populations that they serve.
- Leverage body-worn and fleet dash cameras to not only advance transparency and encourage appropriate interactions by officers and the public alike and also provide evidence to protect visibly diverse officers from discrimination, unfair complaints and harassment.

3. Foundational Change - Amend NS Policing Standards to include in-service training requirements (e.g., use of force, physical and situational, crisis intervention, etc.) and identify existing infrastructure that can be used for training purposes to enhance training capacity and facilitate inter-service training.

- Many police services engaged as part of the Review expressed interest in pursuing more integrated training opportunities; however, noted that instructor and infrastructure capacity currently create constraints.

Sample Use Cases

- **The Mass Casualty Commission Report referred to the need for community orientation for new police officers –** Specifically, MCC recommendation (p. 55) states, “Every rural and remote detachment should work with its local community to prepare an orientation program for members who are new to the district...”
- **In Montréal police officers are reimbursed the full cost of training in exchange for 5 years of service -** The Service de Police de la Ville de Montréal (SPVM) implemented a program in 2023 to provide reimbursement for the full cost of police training for graduates of the École Nationale de Police du Québec in exchange for a commitment to serve with the SPVM for a minimum of 5 years.
- **The Mass Casualty Commission Report recommended financial support to Indigenous and racialized students and other students from backgrounds or identities that have historically been underrepresented in Canadian police.** (Pg. 66) “Financial means should not be a barrier to obtaining a police education”.

Provincial Policing Service | People and Organization (2 of 2)

Identified below are key components of the People and Organization operating model layer for Provincial Policing Services.

Key Features

4. Review and update workforce planning procedures.

- Workforce planning is particularly complex in Nova Scotia amid national profession-based recruitment and retention challenges. Many services are balancing labour shortages and adequately staffing shifts with managing over-time, upcoming retirements and mitigating officer burnout, so an individualized workforce strategies based on community need can consider a reduction of recruitment and retention barriers, civilianization and layered policing to be able to meet the appropriate headcount for public safety aligned to the selected operating model.
- Assess implications to union agreements and seniority for union members through consolidation.

5. Conduct a review of First Nations Policing service agreements.

- In alignment with ongoing federal initiatives to recognize First Nations policing as an essential service upholding Indigenous rights and self-determination, engage with First Nations Councils and leaders to discuss expectations and priorities related to policing service delivery. This may include consideration of self-administered police service agreements, or a community tri/quadripartite agreement that may best suit community policing needs.
 - Integrating layered policing in Indigenous communities. May consider leveraging Community Safety Officers to build relationships and help enforce community and cultural-specific by-laws.
- Note: Further discussion would be required with Public Safety Canada in the event existing community tri/quadripartite agreements are maintained if the provincial police is not the RCMP.

6. Foundational change - Ensure appropriate police staffing across Nova Scotia

- Explore solutions to enhance visibility and community engagement through appropriate staffing of police resources across the province.
 - There is a desire for increased police visibility and presence, as 46% of survey respondents indicated that they never, or rarely see police present in their area and 63% of respondents prefer or strongly prefer more police presence in their community to discourage crime. There were calls for more traffic enforcement and the presence of police during peak times for criminal activity.

Supporting References

- **The co-development of First Nations police services legislation is also a commitment made in the Federal Pathway**, the Government of Canada's response to the Missing and Murdered Indigenous Women and Girls final report.
- **Saskatchewan piloted a First Nations Community Safety Officer in April 2022** – The Ministry of Corrections, Policing and Public Safety implemented a two-year [First Nation Community Safety Officer \(FN CSO\) pilot project](#) to provide First Nation communities with access to an alternative service delivery model intended to complement and enhance existing policing services and address local community safety concerns and enforce community-specific by-laws.

Provincial Policing Service | Policy and Processes (1 of 2)

Identified below are key components of the Policy and Processes operating model layer for Provincial Policing Services.

Key Features

1. Revise policies and processes.

- Review and establish consistent policies and procedures across the provincial police and regional services, ensuring that all officers are trained and operate under the same guidelines. This may include, but not limited to negotiating agreements, memoranda of understanding, or interservice cooperation protocols to address jurisdictional issues, governance structure, and operational guidelines.

2. Amend reporting requirements outlined in *NS Policing Standards*.

- Establish provincial and regional/district reporting requirements, whereby police services are responsible for reporting against provincial priorities set by DOJ and local priorities set at the regional or district level to reflect community priorities.

3. Revise and/or develop standard operating procedures (SOPs) associated with joint response to calls for service.

- Revise and/or develop SOPs to clearly outline the role and responsibility of the provincial and regional police services in responding calls for service that necessitate joint response with system partners.
- Several system partners (e.g., police services, government departments, service providers, etc.) have expressed their concerns about the lack of clarity regarding roles and responsibilities when responding to calls for service together. Further clarity is required amongst police and system partners as it relates to roles and responsibilities when jointly responding to certain crimes. This includes role clarity while working with other government departments and overlapping jurisdictional boundaries. For example, responding to a mental health crises and transporting clients to hospitals, as well as responding to mid-level crimes that are interprovincial (e.g., Amherst, NS and Sackville, NB).

Supporting References

- **The Ontario Provincial Police (OPP) have developed standard operating procedures to inform officers on responsibilities for an integrated/joint crisis response team** – [The Mobile Crisis Response Team Standard Operating Procedure](#) guides OPP members in the safe and effective practices related to Mobile Crisis Response Teams while collaborating with health partners to jointly support persons in crisis.

Provincial Policing Service | Policy and Processes (2 of 2)

Identified below are key components of the Policy and Processes operating model layer for Provincial Policing Services.

Key Features

4. Monitor adherence to standards for core and specialized services.

- Leverage the established Public Safety Audit Unit to monitor police service adherence to revised *NS Policing Standards* for core and specialized services, and capacity to meet the needs of Nova Scotians related to levels of crime and trends in calls for service.
- This will require accompanying updates reflected in section 6e of the *NS Police Act* authorizing the Public Safety Audit Unit to enforce standards established in the *NS Policing Standards* across the regional police services in the province.

Supporting References

- **The Mass Casualty Commission Report referred to the need for a provincial assessment of specialized services –** Specifically, MCC recommendation (p. 63) states “The Province of Nova Scotia should ensure that specialized policing services are adequate, effective, and efficiently organized to meet the demand throughout Nova Scotia, whether by contract with RCMP or by other means...”

Provincial Policing Service | Technology and Data (1 of 3)

Identified below are key components of the Technology and Data operating model layer for Provincial Policing Services.

Key Features

1. **Foundational change – Update *NS Policing Standards* to include a requirement for a common records management system (RMS) solution.**
 - Select and plan for implementation of the new RMS with a potential phased approach as licenses of the current systems expire.
 - Define governance and management of the new RMS. DOJ can, for example, sub-contract to HRP to manage and maintain the system, leveraging current resources and infrastructure and reducing implementation costs.
 - Establish standards for data entry, retention, information sharing, and access control.
 - Implement the RMS and advance appropriate change management and training to help ensure that all applicable personnel are comfortable and proficient in using the new RMS.
 - Migrate data from previous RMS' and ensure registration to other existing systems (e.g., CAD, PIP, JEIN, etc.)
 - Having three different RMS systems amid a number of other public safety databases is a significant barrier to integrated response and timely information gathering within the province. Many system partners expressed interest in a single provincial RMS to enhance inter-service investigations and response. Furthermore, select calls for service data purges in PROS after 2 years, making historical data challenging to track and maintain for reporting and trend analysis.
2. **Transition to one, provincial call centre, with regional office dispatch.**
 - Adopt one common Computer Aided Dispatch (CAD) for the province.
 - Leverage an existing facility that can accommodate, or requires minimal retrofits to accommodate, the increased personnel and workload.
 - Establish a centralized back-up facility to serve as a secondary location that is operational or can be activated in the event of emergencies or failures at the primary site.

Supporting References

- **The Mass Casualty Commission Report referred to the need for improved information sharing among police services in the Province** – Specifically, MCC recommendation (p. 68) states, “police services in Nova Scotia work with the Nova Scotia Department of Justice to establish shared standards for the collection, retention, and sharing of information by police services...”
- **A common RMS solution has been adopted in British Columbia** – All police services in BC operate on PRIME. This has contributed to faster response times, a higher degree of integration among police services, and has improved the culture of information sharing across the province.

Provincial Policing Service | Technology and Data (2 of 3)

Identified below are key components of the Technology and Data operating model layer for Provincial Policing Services.

Key Features

3. **Update provincial and regional police service websites to allow for online public functions.**
 - For example, paying fines, reporting crimes, submitting complaints.
4. **Foundational change – Develop standards that outline required subscriptions to public safety databases for all police services.**
 - Subscriptions to public safety databases (e.g., PIP, CPIC, PSP, etc.) varies across police services, creating information siloes. Establishing standards will help ensure that essential databases are universally accessible.
5. **Foundational change – Create standards for the use of common tracking technologies, and body-worn and in-car cameras.**
 - Operational technologies vary in age and volume among services due primarily to cost of purchase and maintenance. However, many frontline officers and communities engaged as part of the Review alluded to the benefits of tracking technologies and dash and body-worn cameras in terms of operational awareness, transparency to the public and officer safety.
 - There is no 'single source of truth' for tracking officers province-wide. In case of a large-scale event that requires a multi-service response, the OCC needs to have visibility of all officers for strategic planning, operational deployment and staging and officer safety.

Supporting References

- **Body-worn cameras are slowly being adopted in Nova Scotia** – To-date, Kentville Police Service and Truro Police Service have implemented body-worn cameras for their frontline officers; with the RCMP targeting a national rollout of body-worn cameras by 2024.

Provincial Policing Service | Technology and Data (3 of 3)

Identified below are key components of the Technology and Data operating model layer for Provincial Policing Services.

Key Features

6. Foundational change – Adopt standards related to information capturing within the Digital Evidence Management System.

- Given the increased amount digital evidence and use of body-worn cameras by police officers, there is a need for efficient management of files with a large amount of digital evidence. As such there is a need to update *NS Policing Standards* to include a requirement on data and information capturing. This may include but not limited to defining the process for capturing evidence, ensuring proper documentation of the capture process, and establishing guidelines for capturing different types of evidence (e.g., photos, videos, audio recordings, etc.).

7. Engage Chiefs/Commanding Officer, the Public Prosecution Service, and other relevant partners to explore GenAI use cases to create efficiencies.

- AI presents police services with the ability to significantly enhance key core capabilities including but not limited to better managing the collection and interpretation of data related to investigations, automating paperwork, scenario-based resource allocation, red light cameras, photo radar and recording location of patrol vehicles.

8. Transition the provincial police service to a common human resources management system for streamlined HR processes.

- Adopt a common HR system to streamline HR processes by centralizing and automating various functions such as recruitment, onboarding, performance management, tasks management, leave management, etc.

Supporting References

- Nova Scotia is in the early stages of implementing a digital evidence management system** – The Public Prosecution Service, the Department of Cybersecurity and Digital Solutions, and the Department of Justice are collaborating on the implementation of Digital Evidence and Case Management Systems.

Provincial Policing Service | Infrastructure, Equipment and Fleet

Identified below are key components of the Infrastructure, Equipment and Fleet operating model layer for Provincial Policing Services.

Key Features

- 1. Invest in building provincial capabilities for air services, such as a helicopter access for police services.**
 - Several police services referred to need of having a helicopter access for police-use to augment operational capabilities. A detailed assessment of fleet, including air services, should occur in detailed design (phase 2) according to level of calls, timeliness of response required and overall need.
- 2. Leverage existing infrastructure of consolidated services.**
 - Conduct an assessment of existing infrastructure that can be purchased for use by consolidating services to provide office space for personnel, inclusive of layered policing resources, and support public functions such as in-person reporting.
- 3. Establish a central coordination centre for emergency response operated by the provincial police.**
 - Leverage existing infrastructure for a central coordination centre for emergency response.
- 4. Build provincial training capacity** (if NS stands up own Police Service)
 - Invest in a provincially owned and managed police college that offers cadet education and training programs and in-service training courses.
 - Establish 2-3 in-service training centers to be available in the province, operated by the provincial police using a fee-based enrollment approach to ensure all police officers receive training in alignment with policing standards.
 - Enable the offering of service-specific courses in-house to reflect local priorities.

Supporting References

- **The Mass Casualty Commission Report referred to the need for air support services in the province** – Specifically, MCC recommendation (p. 15) states, “The RCMP should establish partnerships with other services to ensure that air support is available whenever necessary to a critical incident response. These services should be included in future training and preparation for critical incident response to ensure that they are able to provide the support required...”
- **Integrated training** – According to Frontline Officers and Civilian Staff engaged as part of the Review, there is a desire for more opportunities for integrated training (e.g., police response to demonstrations, etc.). Especially, given the benefit to officer and public safety.



5.3

High-level comparison of the operating model options

Overview of the high-level, relative comparison of the policing model options

The policing model options were compared based on their alignment to the six design principles, estimated operating costs and implementation cost considerations.

	1 Provincial Policing Services	2 Regionalized Policing Services	3 Hybrid Model of Police Services	0 Enhanced Integration of Policing Services
Overall alignment to the design principles	<p>High – One provincial police service will lead consistent and standardized operations (including specialized services), technology, and data capabilities with two regional services. Centralized oversight of services and resources will optimize police visibility and deployment flexibility across the province.</p>	<p>Minimal – Regional oversight of services, with surge capacity and planning for critical response being coordinated across services. While services may be equitable and optimized at a regional level, there will be less consistency province-wide.</p>	<p>Minimal to Moderate – Consolidation of smaller policing services creates additional change in consistency of services and resource allocation flexibility. Investments in a provincial RMS and call centre will heighten operational awareness and information sharing. Layered policing advances community needs.</p>	<p>Minimal - Policing services remain relatively status quo, with small, incremental progress in integrating teams and building operational, technology and data capabilities, mainly through foundational changes.</p>
Implementation cost considerations	<p>Medium cost – Mid-range implementation costs to centralize oversight, leadership, visibility and back-office while maintaining local and regional representation. The purchase and implementation of policing technologies can create efficiencies for officers (e.g., traffic cameras, GenAI automation).</p> <p>Recommended Option, starting with the expansion of the RCMP and then subsequently deciding if a net new Police Service is optimal.</p>	<p>High cost - Extensive costs to replace the provincial police will include the purchase of infrastructure, equipment and fleet in addition to building capability through the recruitment and upskilling of personnel and/or lateral entry of officers, particularly for specialized services, and the need to establish an integrated critical response.</p>	<p>Low to Medium cost – Additional implementation costs will be incurred as back-office operations are centralized, such as a single RMS and call center with regional dispatch. Consolidation of smaller services will reduce executive salaries and duplication of efforts, but savings will be limited.</p>	<p>Low cost - Key costs will be the implementation of foundational changes and additional integrations, particularly training and integrated units. This model will be the least costly to implement due to the scale of change.</p>



6

Appendices



Appendix A: Assumptions and data limitations

Assumptions and data limitations (1 of 2)

Below is a summary of data limitations encountered throughout the review. Note that assumptions and data limitations related to cost are included directly in section 5.3 Estimated Costs.

Data Method	Description of Limitation
Public survey	<ul style="list-style-type: none"> A total of 6,786 respondents fully completed the survey. Most written responses in the public survey used to inform qualitative analysis often accompanied sentiments of dissatisfaction, frustration or grievances with specific police officers or services and recurring crime in the community. The questions asking survey respondents to identify respondent demographic information for ethnicity and gender were open fields, receiving a variety of responses, some of which were not appropriate and therefore not included in the analysis. Satisfaction with policing services by community could only be determined if community was identified by survey respondents.
Police service data	<ul style="list-style-type: none"> Although a standardized data request was submitted to all police services, data was received throughout the lifecycle of the project to a varying level of detail per service reflective of their data collection approaches. There is no common approach for tracking mental health-related calls as a call type, leading to a multitude of various call types being used when reporting mental health calls. This is further exacerbated as different services follow difference procedures to track mental health-related calls. Call type descriptions in some instances are different than the call type reported. This at time occurs once officers arrive on scene, determine the incident requires different support than initially determined but do not update CAD. The data retention process for PROS purges data after 2 years, leaving minimal information to track trends and conduct historic analysis. This impacted information available for all services using PROS. Analysis conducted using police service data is primary based on information from 2022-2023 given data from this timepoint was the most consistently available from the data request.
Jurisdictional outreach	<ul style="list-style-type: none"> Outreach conducted with the province of Québec to request information and clarify aspects of programs and funding sources was over e-mail correspondence and in French. With many initiatives and programs being piloted and/or implemented without evaluations completed, the Review was unable to determine evidence-driven effectiveness of those public safety initiatives and programs. International jurisdictions were assessed within the constraints of their differing political and socio-economic as 'art of the possible'.

Assumptions and data limitations (2 of 2)

Below is a summary of data limitations encountered throughout the review. Note that assumptions and data limitations related to cost are included directly in section 5.3 Estimated Costs.

Data Method	Description of Limitation
System partner engagement	<ul style="list-style-type: none"> The conversations conducted with system partners were a point-in-time assessment of the current state and validation sessions of findings were held. Invitations were extended to all police services to invite visibly diverse and minority officers to attend an engagement session, however only those from RCMP and HRP were present.
Calls for service	<ul style="list-style-type: none"> Calls for service reported are a result of the total intake of calls by population in a given jurisdiction. Not all incidents reported require an officer being dispatched to respond to the crime, e.g., returning a lost wallet, and not all calls are for unique incidents, e.g. Instances of multiple calls reporting a vehicle collision. Call type frequencies reported are not directly indicative of where officers are spending the majority of their time. During engagement, insight gathered as part of this review has indicated that it is becoming more complex for officers to approximate how much time will be spent responding to calls based on call type. Call volumes in rural Nova Scotia are influenced by travelling time from out of region, e.g. Annapolis Royal, and may also be influenced by the reliance on the police as the only 24/7 service in the community.
Assumption	Description of Assumption
Community Safety Officer	<ul style="list-style-type: none"> The Review acknowledges that the <i>NS Police Act</i> defines peace officer as a member of the Provincial Police, the Royal Canadian Mounted Police, a municipal police department, another police department providing policing services in the province or the Serious Incident Response Team. For the purposes of this review, a Community Safety Officer refers to other peace officer roles that are not sworn officers that may be governed by the <i>Police Act</i> or a distinct Peace Officer Act, such as in Alberta.



Appendix B: Additional Information - Public Consultation

Public survey | General public's perspective: Challenges and barriers

The key themes below have been summarized from the public survey responses regarding key barriers and challenges in today's policing environment.

General dissatisfaction with policing services

Roughly 50% of respondents expressed dissatisfaction with the current state of policing, citing issues such as slow response times, lack of visible police presence, and perceived ineffectiveness in handling crime, especially property crimes, traffic violations, and serious incidents like assaults and drug-related crimes.

Dissatisfaction with the RCMP in rural communities

Many respondents from rural and Indigenous communities indicated dissatisfaction with the RCMP's performance policing in rural areas. Respondents feel that the RCMP are not integrated into the community and have slow response times due to their large coverage areas especially in rural areas.

Limited trust and accountability

There is a significant trust deficit between the community and the police. 28% of respondents reported they were "very unsatisfied" when it comes to the handling of crimes reported to the police where some mentioned incidents where they felt police did not take their concerns seriously, leading to further erosion of trust.

More community policing and engagement needed

36% of respondents are unsatisfied with police presence in their communities. There is a strong desire for community policing, where officers are seen as part of the community, building relationships with residents, and being approachable. Respondents want police to engage more with youth, attend community events, and be seen as allies rather than enforcers.

Desire for increased visibility and presence

46% of survey respondents indicated that they never, or rarely see police present in their area and 63% of respondents prefer or strongly prefer more police presence in their community to discourage crime. There were calls for more traffic enforcement and the presence of police during peak times for criminal activity.

Improved handling of mental health and social issues required

Many respondents believe that police are not adequately trained to handle mental health crises and suggest that social workers or mental health professionals should be involved in these situations. There is also concern about the police's treatment of individuals experiencing homelessness and a call for more compassionate-based approaches.

Lack of training and resources

Respondents highlighted experiences where they perceived that the police lacked appropriate training and awareness in areas such as mental health, de-escalation techniques, and handling complaints involving historically marginalized communities with sensitivities.

Diverse and inclusive policing to reflect Nova Scotians

Respondents noted the need for a more diverse police force that reflects the community it serves, with better training on cultural sensitivity and anti-racism strategies.

Public survey | General public's perspective: Opportunities for improvement

The considerations for DOJ below have been gathered from common themes from the public survey, indicating priorities for how Nova Scotians want to see policing services improved in the future.

Increase police visibility and presence

Respondents call for more foot and bicycle patrols in high-crime areas and during peak times to encourage crime prevention, including further traffic enforcement to address speeding, and other traffic violations. This can also be advanced with traffic cameras and associated technologies.

Enhance community policing efforts

Many community members suggest a shift towards more community-oriented policing and reallocating resources towards social services. Many respondents from diverse communities called to implement community liaison programs to build trust in the community.

Recruitment of visibly diverse officers and staff

Respondents called for recruitment efforts focused on hiring officers that are representatives of those who reside in the community and bring cultural diversity to services.

Improve response times for serious incidents

Respondents from both rural and urban centers called for improved response times to incidents. Many recommended additional neighborhood patrols and improved coordination and information sharing with partners e.g., hospitals.

Recognition and awareness of community cultural diversity

African Nova Scotian and Indigenous communities highlighted the need for police services to address systemic issues and work toward building trust and inclusivity. Fostering community relationships may include attending local events, engaging with youth, and being visibly present in neighborhoods.

Increase accountability and transparency

Community members called for increase transparency to the public on ongoing cases and to ensure citizens are informed on the status of the complaints made against officers. Following investigations of misconduct, respondents called to ensure that officers are held accountable for their actions.

Support for Mental Health response

Respondents from urban centers called for specialized units within police services to address mental health related calls and to establish partnerships with social workers and mental health workers for integrated response when responding to vulnerable populations.

Improve officer training and resources

Respondents called for extensive training on mental health, de-escalation, bias reduction and cultural sensitivity for officers, especially when responding to non-threatening situations with vulnerable populations.

Community engagement | Community perspectives: Challenges and opportunities

The key themes below have been summarized from overall responses from community groups regarding key barriers and challenges in today's policing environment.

Key Challenges and Barriers

Addressing racial and able-bodied biases

Participants expressed distrust in police due to negative experiences related to profiling, biases, and poor handling of situations. Additionally, reflecting on the generational and community trauma these incidents incur are deemed an important exercise for officers.

Increased transparency and accountability

There is concern on the lack of transparency with respect to ongoing investigations on complaints filed for officers, leading to mistrust that the system will not hold officers accountable to poor treatment of citizens.

Providing accessibility training for officers

Participants expressed a desire for more training for police on interacting with persons with disabilities. Additionally, participants called for more accessible services, such as non-verbal reporting to 9-1-1.

Increasing efforts to recruit visible minority officers noted

Participants noted that diversifying the police recruitment approach to be more inclusive and understanding of cultural customs and reducing barriers for individuals from visible minority communities to become officers is needed.

Key Opportunities for Improvement

Police involvement at community events

Participants appreciated when police attend community events and called for higher involvement in building relationships with community members.

Acknowledging historical injustice

Many individuals responded positively to the recent apology from the Nova Scotia RCMP to African Nova Scotians and all people of African descent, for their historic use of street checks and other harmful interactions.

Using a trauma-informed approach

Participants noted the benefit of additional training for officers to respond to calls using a trauma-informed approach, improved de-escalation strategies and collaborate with community partners such as mental health professionals.

Providing cultural awareness for officers

The majority of focus group participants called for cultural competency training for police officers to enhance understanding and respect for diverse communities, and support communication and trust for ongoing relationship building.

System partner engagement | System partner's perspective: Barriers and opportunities

The key themes below have been summarized from overall responses from consultation and engagement activities with system partners.

Key Challenges and Barriers

Workforce Management

Many services noted that there are significant vacancies for front-line officers across the province, adding to growing overtime, employee burnout or re-allocation from task forces (e.g., SCEU). Soft and hard vacancies were found to create gaps in operations, particularly in regard to the current funding model and a lack of flexibility in deploying officers.

Defining Core Policing

Most police services noted that the volume of non-criminal calls for service relating to wellness, mental health, addiction and hospital transfers is increasing significantly and affecting policing operations.

Recruitment and Retention

The recruitment and retention of police officers is a challenge across the province. Many services feel that policing can be perceived as an undesirable career, especially to those from visible minority communities in Nova Scotia as discussed in visibly diverse officer engagement.

Police Oversight

Participants identified that there is ambiguity among the public and within police services on the proper processes and forums to share complaints or to action dispute resolution, and this was made clear though engagement with the public and complaints oversight bodies.

Key Opportunities for Improvement

Technology and communications

There is an appetite across RCMP and municipal police services for a single, centralized RMS and CAD system for a 'single source of truth', timely information-sharing and to provide equitable levels of service for dispatch and records management across all police services.

Integration of Service Delivery

There is interest from associated government departments to collaborate on the design of appropriate training and guidance as well as jointly responding to mental health-related calls, enabling a transition from police-led response to police-supported response.

Transparency & Community-oriented Policing

Participants noted that building strong relationships with community is essential to good policing and restoring public trust and relationships between police and community, adding that layered policing initiatives, like Community Safety Officer Programs, have been able to improve trust.

Provide training reflective of community need

There is a need for improved training and onboarding for all officers interacting with historically marginalized communities to better understand local context and the historical relationship with that community and policing.

Community engagement | Community-nuanced perspectives (1 of 2)

The following priorities were identified through engagement as community-specific nuances to improve public safety in Nova Scotia.

Engagement group	Community-specific priorities (sampled)
<p>Visible minorities and newcomers</p>	<ul style="list-style-type: none"> • Several respondents indicated the impact that they feel at the community level when there are incidents with other community members involved with police incidents, creating fear and mistrust between the community and the policing service- a “if it could happen to my neighbour, it could happen to me” mentality. • Concern that racism and racial profiling is still impacting communities in Nova Scotia and that in the absence of education, awareness and connection, assumptions by officers are being made based on perception. • Many hate crimes or discrimination incidents go unreported because people are afraid of retaliation. This has been especially true for Palestinians and Syrians in Halifax. • The perception of racial or religious profiling creates anxiety. For example, during the Palestinian protests, some police actions were perceived as biased, making Muslims and pro-Palestinians feel like they were being treated as criminals. • Concern by newcomers learning to speak English that they will only be taken seriously if you can communicate well in English.
<p>African Nova Scotian Communities</p>	<ul style="list-style-type: none"> • Many individuals do not feel safe during interactions with the police, even when calling to report incidents as the victim, and that safety can feel circumstantial depending on personal presentation and reason for interaction. • There is a historic lack of trust with people of colour and police interactions, leaving many in these communities feeling unsupported and at times targeted due to racial profiling. • Generational trauma with many African Nova Scotian families has also led to many individuals, even with limited to no interaction with police or as children, not trusting the policing and justice systems. • There is a perception of a power imbalance with the police and African nova Scotian communities, and the misuse of power leading to many opting not involve the police and rely instead on community members. • Notably, male participants generally reported feeling safer compared to female participants, highlighting the difference in experiences and perceptions of safety within the community.
<p>Indigenous Communities</p>	<ul style="list-style-type: none"> • Many expressed distrust in police due to negative experiences related to profiling, biases, and poor handling of situations. Visible weapons also creates fear in many Indigenous communities. • Individuals want police officers to interact in an understanding way with respect and appropriate indigenous community context, emphasizing the importance of cultural sensitivity and impact of non-verbal cues i.e. facial expressions, tone of voice.

Community engagement | Community-nuanced perspectives (2 of 2)

The following priorities were identified through engagement as community-specific nuances to contribute to improving public safety.

Engagement group	Community-specific priorities
<p>Persons with disabilities</p>	<ul style="list-style-type: none"> • Many blind, visually impaired, deaf, or disabled persons have difficulties when it comes to standard police practices such as traditional tests for sobriety. Walking in a straight line, or other traditional sobriety tests, can be difficult to complete for those who are blind, visually impaired and/or experience other forms of physical disabilities even if they are sober. • Persons with other disabilities such as non-verbal persons may struggle to communicate with 911 operators. • It can be difficult for visually impaired persons to identify if they are truly speaking with police officers because they cannot see, or clearly make out uniforms. It can be challenging for blind persons and the visually impaired to collect evidence such as visual descriptions, or photos, and there is concern that the police can often be dismissive of incidents if there is no evidence. • It is concerning to the deaf community that if they are handcuffed, they will be unable to communicate with sign language. • There is also concern that sign interpreters are employed by the police and that any errors in translation can affect access to justice.
<p>Transition housing communities</p>	<ul style="list-style-type: none"> • There is a sense of fear and a lack of safety when interacting with police officers and many positions of authority for individuals who have had previous interactions with the police. Some of this fear comes from generational and institutional mistrust with police and the justice system.
<p>Faith-based communities</p>	<ul style="list-style-type: none"> • Some individuals do not feel comfortable approaching or talking to police officers unless they have a specific reason to do so, particularly for historically marginalized communities and individuals who wear hijab. • There is a perceived dismissiveness from officers toward minor incidents and issues related to social justice or cultural concerns, for example peaceful protests. • For Muslim women, there is an additional layer of vulnerability, with concerns that interactions with male officers might not respect their religious boundaries, such as avoiding physical contact or understanding gender dynamics within the Muslim community.
<p>Women, family and youth services communities</p>	<ul style="list-style-type: none"> • Some individuals noted inconsistent treatment and responsiveness among different officers, where some participants feel treated as villains rather than victims when seeking help from the police leading to mistrust and uncertainty when reporting incidents. • Many participants shared that they are indirectly impacted by the police and their interactions with marginalized communities for example those experiencing homelessness. • Participants called for raised awareness about human trafficking and the provision of specialized training for police officers in responding to gender-based violence.
<p>2SLGBTQIA+ Community</p>	<ul style="list-style-type: none"> • There is concern from those engaged that police officers are not appropriately informed on how to address intersectional issues related to gender, sexual orientation and discrimination.



Appendix C: Additional information: Policing Services Details

The information contained within Appendix C was provided and verified by the appropriate Policing Service directly. No independent verification was completed.

Overview of police services | Amherst Police Department

Overview & Sample Highlights

Overview

- Amherst Police Department (APD) services a population of approximately 9,700 residents in Amherst, spreading approximately 12 square km.
- The APD collaborates and coordinates with neighboring police services, for example the joint major crime investigation team with New Glasgow, Truro, Stellarton and Westville and the Cumberland County RCMP detachment for frontline response and more. Note: These arrangements will be subject to the Nova Scotia Police Audit Function, beginning Fall 2025. The province is unable to speak to the structure of this arrangement or whether it meets provincial standards.



Sample Highlights

- The APD has a Crime Prevention Coordinator that is a civilian role who collaborates with community partners and helps to focus on issues and priorities in the community such as for officers to complete overdose training using naloxone kits.
- Many officers perform a high amount of foot patrols to promote visibility in the community, including downtown areas, schools and community events to encourage relationship building with the community.
- With proximity to New Brunswick and Prince Edward Island borders, APD is often collaborating with RCMP detachments and other services and provinces given that the area is greatly impacted by trends in crime and drugs in other provinces. APD has 3 officers who have been approved with special status as police officers in the province of New Brunswick to support cross jurisdictional investigations.

Key Figures

Operating Expenses in 2022-23: ~\$4.7M

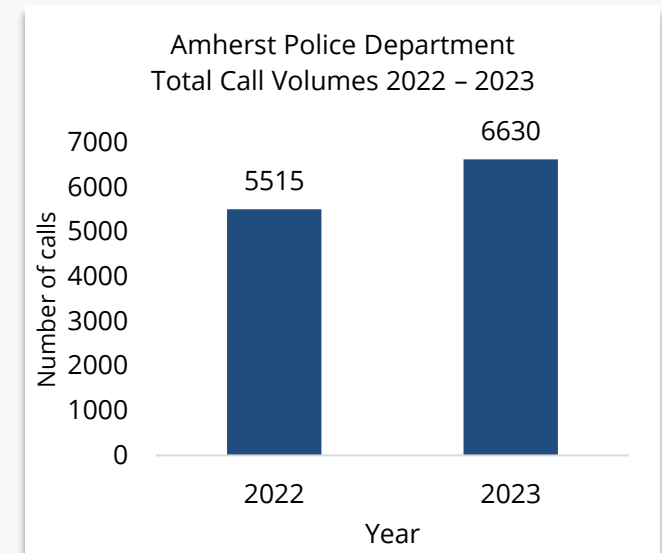
Personnel: 47*

FTE sworn officers: 27**

Sworn officers: 25

Calls for Service in 2023

- **In 2023, APD responded to a total of 6,630 calls for service** – up 20.2% from reported call volumes in 2022.
- The highest frequency of call types in 2023 (6.3%) were to respond to incidents related to the Mental Health Act.
- A high degree of calls for service have a component of mental health response required, with ongoing efforts to capture the nuance in reporting.
- The Town of Amherst acts as the hub for Cumberland County and Eastern New Brunswick, as such, calls for services are impacted by non-resident traffic moving through the community.



*Personnel numbers include sworn officers, civilian staff, administrative staff, traffic guards, records clerks, etc.

**As of August 2024, Council approved two new full-time police officers, positions pending to be filled.

Overview of police services | Annapolis Royal Police Service

Overview & Sample Highlights

Overview

- The Annapolis Royal Police Service (ARPS) serves the residents and visitors of the Town of Annapolis Royal, approximately 530 people over an area of approximately 2 square km.
- Annapolis Royal is known as a central hub for the surrounding communities, where schools, health facilities, and community services are concentrated. This concentration of essential services attracts a considerable influx of people during the workweek, effectively doubling the population.
- ARPS today has both sworn and auxiliary officers working as part of the police service.



Sample Highlights

- ARPS is governed by the Annapolis Police Commission, which meets monthly, consists of in total five representatives that are selected from the Town Council and the community along with an appointed representative from the province.
- Rose Fortune was the first documented officer with the ARPS and known to be the first female police officer in North America.
- ARPS offers a Cadet Program that aims to foster relationships with youth 12 to 18 years old, at the same time provide opportunities to experience the work and role of law enforcement and first responders. This program offers participants the opportunity to improve leadership, public speaking, teamwork and cultural awareness.

*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Key Figures

Operating Expenses in 2022-23: ~\$490K

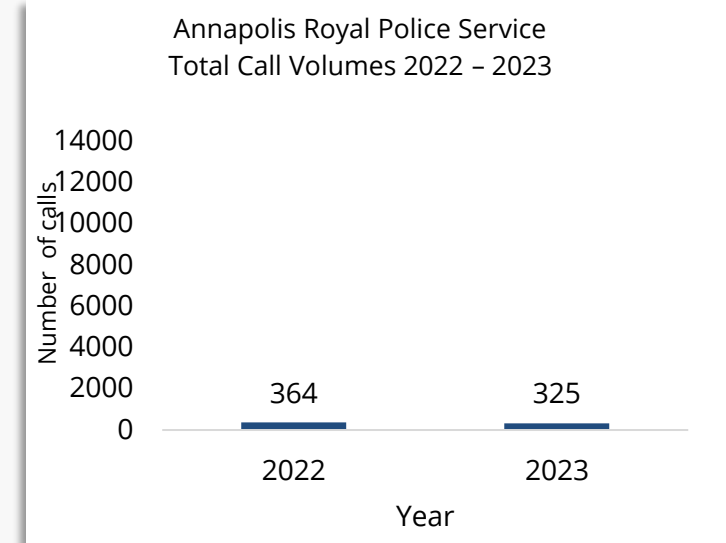
Personnel: 11*

FTE sworn officers: 4.5

Sworn officers: 7

Calls for Service in 2023

- **In 2022, the Annapolis Royal Police Service responded to a total of 325 incidents.**
- The most common call being speeding violations (12.2%), followed closely by calls to assist the general public (often not law enforcement) (7.9%), and intersection related violations (5.6%).



Overview of police services | Bridgewater Police Service

Overview & Sample Highlights

Overview

- Bridgewater Police Service (BPS) provides services to a population of over 8,800 in a town of 14 square km.
- The town of Bridgewater is known as a hub for surrounding communities, where schools, health facilities, community services, businesses and offices are concentrated. This concentration of essential services attracts approximately 45,000 people to Bridgewater daily.



Sample Highlights

- BPS offers a variety of specialized services including Integrated Street Crime Enforcement Unit (SCEU), Community Response Unit (CRU), School Safety Resource Officer, Integrated CISNS Local Intelligence Unit, Bike Patrol, K-9 Unit, IDENT, Blood Identification Program, and Traffic Safety Unit.
- BPS provides 24/7 365 patrol and walk-in services, in addition to dispatch services for Kentville Police Service and Annapolis Royal Police Department.
- BPS collaborates closely with the RCMP Lunenburg County detachment on the Senior Safety Program which is set up to address senior safety issues in the community and build trust and relationships with seniors and local officers through home visits as well as education and awareness initiatives.

Key Figures

Operating Expenses in 2022-23: ~\$5M

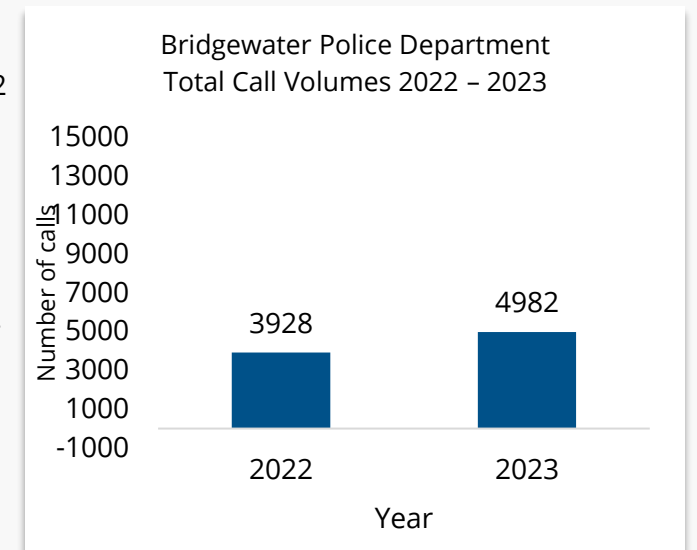
Personnel: 41*

FTE sworn officers: 24

Sworn officers: 25

Calls for Service in 2023

- **In 2023, BPS reported a total of 4,924 calls for service**, slightly below the 4-year average of 5,162 from 2022-2023 heavily influenced by the covid-19 pandemic and additional strain on police and emergency services.
- The most frequent call type from 2022-2023 was for responses for the Mental Health Act (IPTA) which include patient transportation, attendance at hospitals etc. This significantly impacts officer capacity to attend to other calls.



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Overview of police services | Cape Breton Regional Police Service

Overview & Sample Highlights

Overview

- The Cape Breton Regional Police Service (CBRPS) service respond to more than 80,000 calls for service each year, to serve the 105,000 people living across the 2,500 square km of the Cape Breton Regional Municipality, Cape Breton County, and on the Membertou First Nation.
- Service demands are impacted by fluctuations in non-resident population: tourists during peak travel seasons (including 100,000 cruise ship visitors) and students during post-secondary academic cycles.



Sample Highlights

- CBRPS delivers over 20 specialized services such as IDENT, ERT, Marine Unit, K-9 Unit etc. within their jurisdiction.
- Since 2007, the CBRPS is contracted to provide policing services to the Membertou First Nation, where 7 officers work with the Band Council and residents, to identify and respond to its culturally-specific needs in a partnership built on mutual respect, trust and participation in decision-making for public safety.
- A dedicated Mental Health Liaison Officer works with the Nova Scotia Health Authority to provide training, education and collaboration to decrease the criminalization of individuals living with mental illness and connect them with the proper resources to live well and safely.

Key Figures

Operating Expenses in 2022-23: ~\$27M

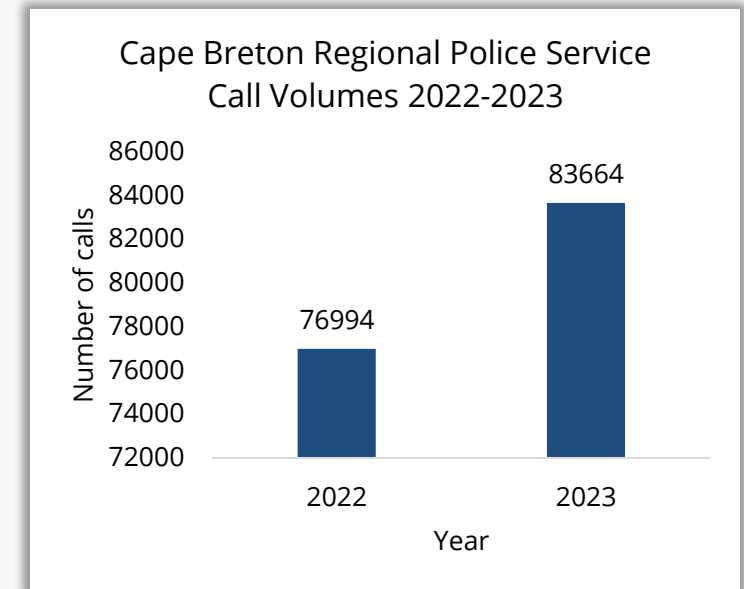
Personnel: 287*

FTE sworn officers: 200

Sworn officers: 200

Calls for Service in 2023

- **In 2023, CBRPS reported a total of 83,664 calls for service**, a slight increase (8.6%) from the total number of reported calls for service in 2022.
- In 2023, the highest call types were assist citizens and other services, traffic enforcement and calls related to persons, properties and vehicles.



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Overview of police services | Halifax Regional Police

Overview & Sample Highlights

Overview

- Halifax is serviced by an integrated policing model with both a municipal police force, Halifax Regional Police and a contracted police force, the RCMP, to a population of approximately 549,000 across 5,475 square km.
- Halifax Regional Police is responsible for policing the urban core, which includes: Halifax, Dartmouth, Bedford, and all communities extending from Bedford to Sambro Loop. Remaining areas of the community are policed by the Halifax District RCMP.



Sample Highlights

- Integrated Emergency Services (IES) – An integrated emergency dispatch centre responsible for answering and processing all calls made to 9-1-1 within the HRM. The IES provides services to HRP, Halifax Regional Fire and Emergency Service, Halifax International Airport Fire and Police, and RCMP Halifax District. On average, the IES receives 350 9-1-1 calls in a 24-hour period.
- Co-Response Model with the Mental Health Mobile Crisis Team – The Mental Health Mobile Crisis Team (MHMCT) provides crisis support for children, youth and adults experiencing a mental health crisis. MHMCT is a co-response model with police and has 4 Halifax Regional Police members dedicated to the service and all mobile visits include an MHMCT police officer and a mental health clinician.
- Direct access to Alert Ready – In 2021, Halifax Regional Police opted to have direct access to the Alert Ready system. As a result, HRP can issue public alerts during serious and time-critical emergencies.

*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Key Figures

Operating Expenses in 2022-23: ~\$100M

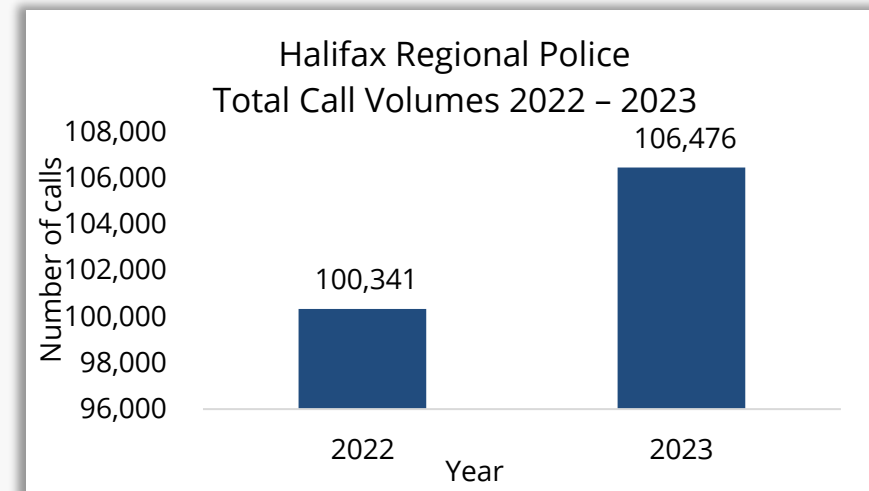
Personnel: 779*

FTE sworn officers: 565

Sworn officers: 565

Calls for Service in 2023

- In 2023 Halifax Regional Police responded to a total of 106,476 incidents, a slight increase from the previous year which had 100,341.



Overview of police services | Kentville Police Service

Overview & Sample Highlights

Overview

- Kentville Police Service (KPS) provides services to a population of 6,630 residents in Kentville over 17 square km.
- Kentville is located in close proximity to the New Minas and Wolfville RCMP detachments, resulting in high collaboration on the frontline and specialized services between the services.



Sample Highlights

- KPS has 3 main investigative teams, General Investigative Services responsible for growing investigative capacity within KPS, Kings County Integrated Street Crime Enforcement Unit (SCEU) where KPS collaborates with the New Minas RCMP Detachment as well as for Criminal Intelligence Service Nova Scotia (CISNS).
- KPS funds a Community Crisis Navigator to connect vulnerable populations with services as well as a Community Engagement Sergeant responsible for overall coordination of community engagement opportunities. The Community Crisis Navigator collaborates with not-for-profit service providers, healthcare and government services to ensure that those in most need receive access to the support required. Both positions assist in filling service delivery gaps with the KPS and provide education and mental health resources to the community.

Key Figures

Operating Expenses in 2022-23: ~\$2.8M

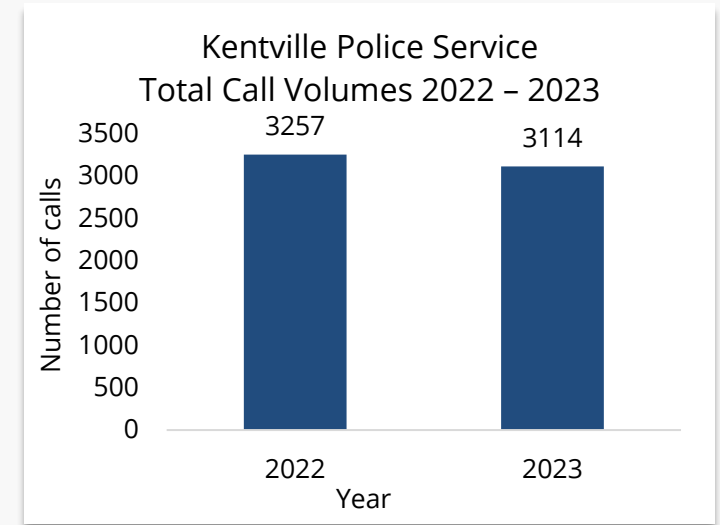
Personnel: 22*

FTE sworn officers: 19

Sworn officers: 19

Calls for Service in 2023

- **In 2023, KPS reported a total of 3,114 calls for service** - The most common call type being for Suspicious Person/ Vehicle/ Property (6.7% of total calls) followed closely by Mental Health Acts (6.6% of total calls).
- Total actual calls for service volumes for KPS are down in 2023, with the peak in recent years taking place in 2021 with 3,643, likely as a result of ongoing activities related to Covid-19.



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Overview of police services | New Glasgow Regional Police

Overview & Sample Highlights

Overview

- New Glasgow Regional Police (NGRP) supports approximately 12,500 residents over 10 square km and has a service agreement with the Municipality of Trenton to provide policing services.
- New Glasgow is known as the hub of Pictou County, where commercial enterprises, hospitals, and social services are concentrated, attracting up to 35,000 people daily in commuter traffic.
- In addition to general police duty platoons, NGRP includes specialized teams such as the Major Crime Unit, Integrated Intelligence Unit, Street Crime Unit, School Resource Officers, Community programming and more.



Sample Highlights

- NGRP has developed a local partnership between police and the local Crisis Response Team through Urgent Care and the NS Office of Addictions and Mental Health. This team provides local mental health and wellness training to police officers to build capabilities in addressing criminal and non-criminal calls for service, building relationships with health care service providers and reducing strain on regional hospital emergency rooms.
- The NGRP Major Crime Unit is responsible for investigating serious crimes, such as sexual assault, break and enter, homicides and missing persons etc. and works closely with the Pictou County Integrated Street Crime Enforcement Unit.
- The NGRP has recently introduced the Community Response Officer position, dedicated to patrolling the downtown core with a focus on crime reduction, developing relationships, enhancing visibility, and developing strategic and long-term solutions to complex social issues.

Key Figures

Operating Expenses in 2022-23: ~\$5.5M

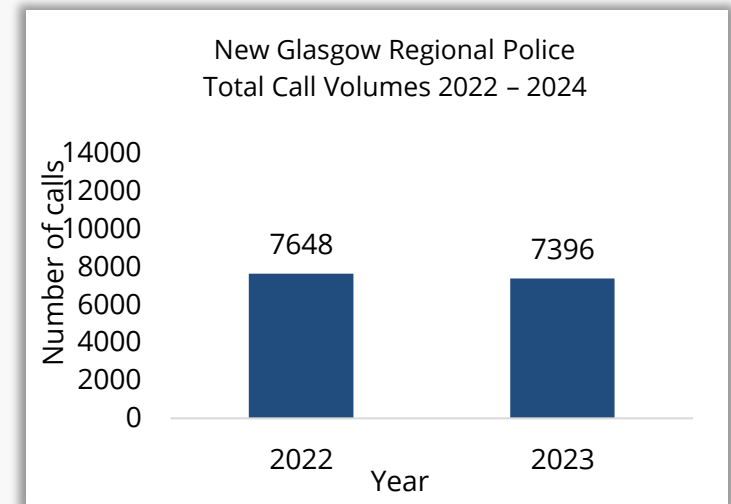
Personnel: 46*

FTE sworn officers: 33

Sworn officers: 33

Calls for Service in 2023

- **In 2023, New Glasgow Regional Police responded to a total of 7,396 incidents** - the highest volume (10.7%) of calls being Suspicious Person/ Vehicle/ Property, closely followed by Mental Health act calls (6.0%) and property checks (5.5%)



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Overview of police services | RCMP “H” Division

Overview & Sample Highlights

Overview

- RCMP “H” Division has 53 detachments located in three districts across the province – Halifax; Northeast Nova, and Southwest Nova.
- Approximately 205 officers are assigned to specialized services that support police operations at the district level.



Sample Highlights

- Critical Incident Program – A program which ensures a coordinated response to high-risk situations that pose significant public safety risk. It involves specialized teams including emergency response teams, crisis negotiators, critical incident commanders and other support personnel which aim to resolve situations effectively while minimizing harm to the public and law enforcement members.
- Community Policing (or Liaison) Officers – Sworn and Civilian Employees in “H” Division who build partnerships, foster relationships, focus on increasing the safety and security of all people in their communities, and identify and address trends related to those specific communities.
- The RCMP has implemented a program that enables cadets to be posted to their home province after completing their training. This initiative aims to provide officers with opportunities to serve in their own communities.

Key Figures

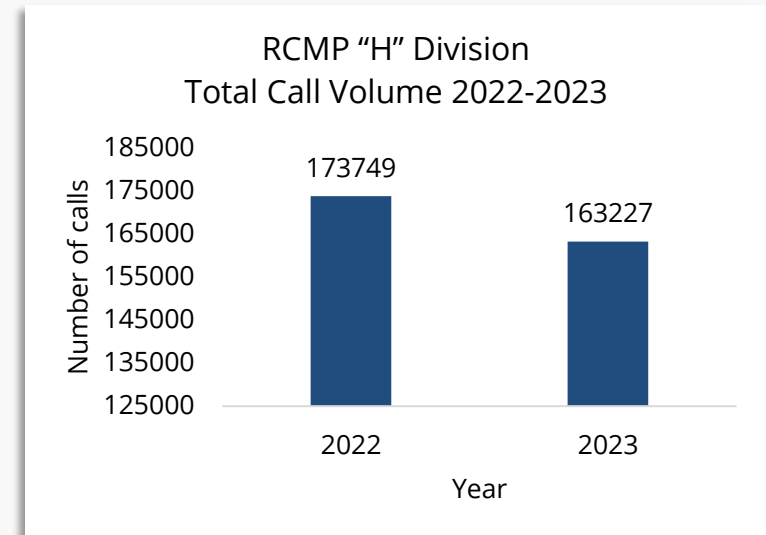
Operating Expenses in 2022-23: ~\$225M

Personnel: ~1,447*

FTE sworn officers: 960** **Sworn officers:** 960**

Calls for Service in 2023

- **In 2023, RCMP “H” Division responded to a total of 163,227 incidents**, a slight decrease from 173,749 in 2022.
- Of the calls for service in 2023, 51,448 incidents were within the Halifax Regional District and 111,779 incidents were within Northeast Nova and Southwest Nova Districts.



*Personnel numbers includes all employees RM/CM/PSE and excludes Reservists.

**The number of sworn officers in RCMP H Division (does not include Federal policing).

Overview of police services | Stellarton Police Service

Overview & Sample Highlights

Overview

- Stellarton Police Service (SPS) provides services to a population of roughly 4,000 residents over approx. 9 km squared.
- Effective July 8th 2024, Westville Police Service and SPS announced that Mark Hobeck would assume the role of Police Chief for both services, further strengthening the working relationship and collaboration on services.



Sample Highlights

- SPS released a [5-year strategic plan](#) in 2021 with strategic goals to modernize facilities, develop police volunteer programs and upgrade and improve technology for more “efficient” service.
- The SPS along the Westville Police Service introduced the Stellarton/Westville Youth Corps program in 2016 for youth aged 12 – 18 to build relationships in the community and provide exposure to policing as a career opportunity.

Key Figures

Operating Expenses in 2022-23: ~\$1.7M

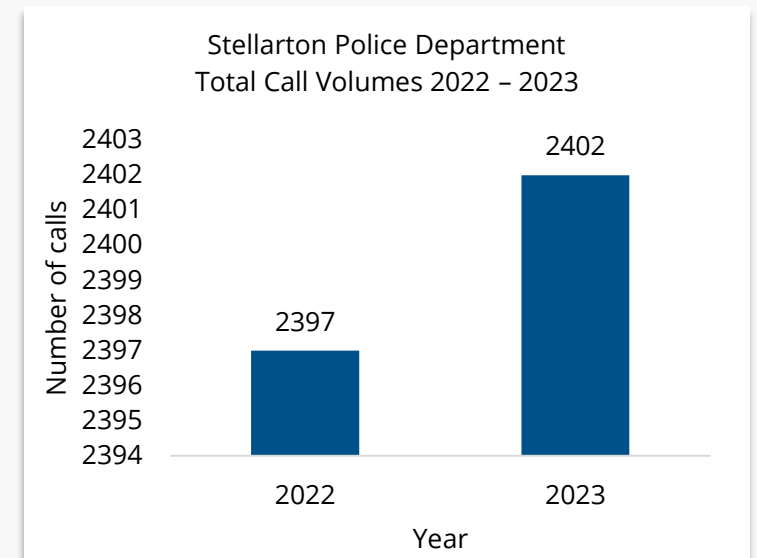
Personnel: 16*

FTE sworn officers: 15

Sworn officers: 15

Calls for Service in 2023

- In 2023, SPS reported a total of 2,402 calls for service, a modest increase from 2022 where 2,397 crimes were reported.
- The majority of calls for service received were to report to a suspicious person / vehicle / property, or related to the Mental Health Act and/or the Motor Vehicle Act.



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Overview of police services | Truro Police Service

Overview & Sample Highlights

Overview

- Truro Police Service (TPS) services a town of upward of 14,000 residents across approximately 38 square km.
- Located within close proximity to other services, TPS entered into an agreement in June 2023 with New Glasgow, Amherst, Stellarton and Westville police services for a joint major crime investigation team, which will provide enhanced capabilities for serious criminal investigations.



Sample Highlights

- TPS has a Community Enhancement Division which includes School Resource and Community Officers to provide community-based crime prevention, downtown foot patrols and more.
- Specialized services offered by TPS include the Criminal Investigation Division, Forensic Identification Section, K-9 Service, Traffic Unit and more.
- Body-Worn Cameras have been in effect by TPS since 2022 to collect evidence from frontline officers during response to calls for service and support accountability and transparency initiatives.

Key Figures

Operating Expenses in 2022-23: ~\$6M

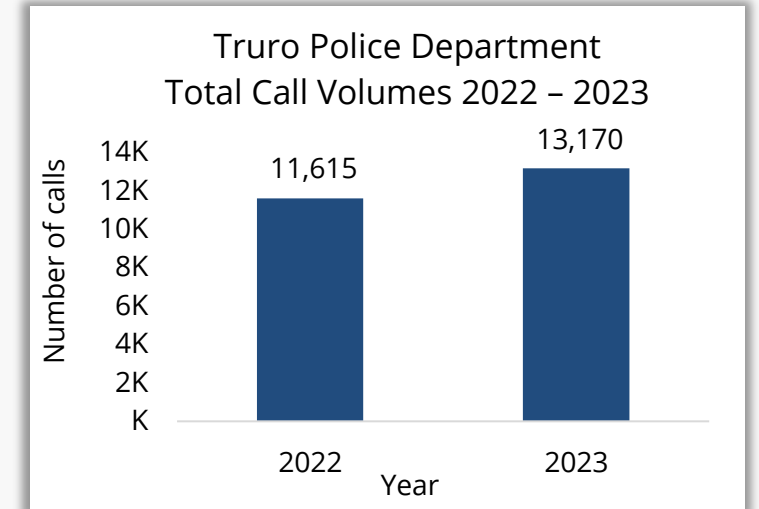
Personnel: 51*

FTE sworn officers: 35

Sworn officers: 35

Calls for Service in 2023

- **In 2023, TPS responded to a total of 13,170 incidents, a slight increase from 2022.**
- Often referred to as 'The Hub of Nova Scotia', calls for service received in Truro are heavily influenced by non-resident traffic moving through the area and during peak travel times.
- Notably, recent traffic counts indicate that approximately 40,000 vehicles travel through Truro daily.



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.

Overview of police services | Westville Police Service

Overview & Sample Highlights

Overview

- Westville Police Service (WPS) services the town of Westville, with a population of 3,540 and an approximate area of 14 square km.
- Effective July 8th 2024, WPS and the Stellarton Police Service announced that Mark Hobeck would assume the role of Police Chief for both services, further strengthening the working relationship and collaboration on services.
- Westville Police Service is currently led by the Chief of Police for Stellarton Police



Sample Highlights

- Westville has implemented a number of community-driven programs to build a connection with the community and engage citizens in crime reduction and prevention, this includes the Westville Citizens Crime Prevention Association, a neighborhood watch program and more.

Key Figures

Operating Expenses in 2022-23: ~\$1M

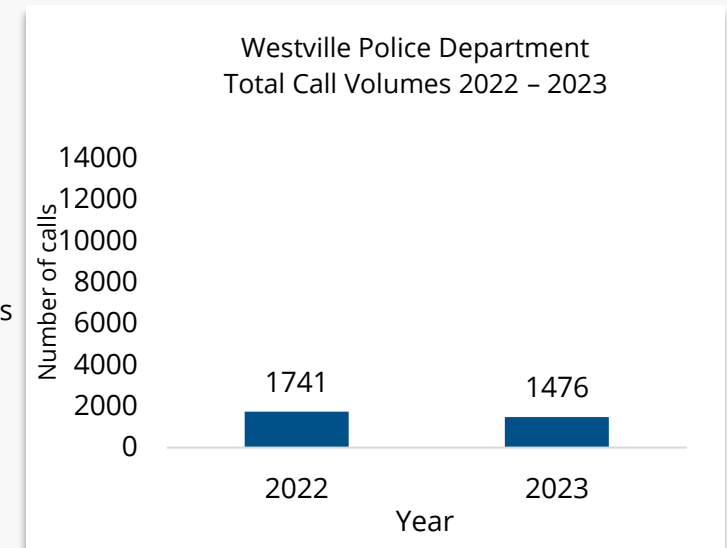
Personnel: 9*

FTE sworn officers: 6

Sworn officers: 6

Calls for Service in 2023

- In 2023 Westville Municipal Police responded to a total of **1,476 incidents**
- The most common call being suspicious person / vehicle / property (10.8%), followed closely by "Motor Vehicle Act - Other Activities (except traffic warnings)" (10.5%)



*Personnel numbers include sworn officers, civilian staff, administrative staff, etc.



Appendix D: Additional information

List of RCMP Advisory Boards and Municipal Boards of Police Commissioners

List of police boards provided by DOJ.

RCMP Advisory Boards

1. Region of Queens Municipality
2. West Hants Regional Municipality
3. Town of Antigonish
4. Town of Berwick
5. Town of Digby
6. Town of Lunenburg
7. Town of Mahone Bay
8. Town of Middleton
9. Town of Mulgrave
10. Town of Oxford
11. Town of Pictou
12. Town of Port Hawkesbury
13. Town of Shelburne
14. Town of Stewiacke
15. Town of Wolfville
16. Town of Yarmouth
17. Municipality of the County of Annapolis
18. Municipality of the County of Antigonish
19. Municipality of the District of Argyle
20. Municipality of the District of Barrington
21. Municipality of the District of Chester
22. Municipality of the District of Clare
23. Municipality of the County of Colchester
24. Municipality of the County of Cumberland
25. Municipality of the District of Digby
26. Municipality of the District of East Hants
27. Municipality of the District of Guysborough
28. Municipality of the County of Inverness
29. Municipality of the County of Kings
30. Municipality of the District of Lunenburg
31. Municipality of the District of Pictou
32. Municipality of the County of Richmond
33. Municipality of the District of Shelburne
34. Municipality of the District of St. Mary's
35. Municipality of the County of Victoria
36. Municipality of the District of Yarmouth

Municipal Boards of Police Commissioners

1. Cape Breton Regional Municipality
2. Halifax Regional Municipality
3. Town of Amherst
4. Town of Annapolis Royal
5. Town of Bridgewater
6. Town of Kentville
7. Town of New Glasgow
8. Town of Stellarton
9. Town of Truro
10. Town of Westville

Specialized services provided by RCMP “H” Division

Summary of specialized services provided by RCMP “H” Division as cited within the current state operating model “on a page”.

1. Alert Ready Program
2. Amber Alert Ready
3. Business Continuity Plans
4. Collision Analysis and Reconstruction Service (CARS)
5. Commercial Crime Program (CCS)
6. Community, Indigenous, Diversity Policing Services (CIDPS)
7. Crime Stoppers
8. Crisis Negotiators (CNT)
9. Critical Incident Program (CIP) / Emergency Response Team (ERT)
10. Cybercrime
11. Division Emergency Operations Centre (DEOC)
12. Emergency Management Section (EMS)
13. Emergency Medical Response Team (EMRT)
14. Emergency Operational Plans (EOPs)
15. Forensic Identification Service (FIS)
16. Ground Search and Rescue (GSAR) Program
17. Human Trafficking Unit (HTU)
18. Internet Child Exploitations (ICE)
19. Interview Assistance Team (IAT)
20. Intimate Partner Violence (IPV)
21. Major Crime Unit (MCU)
22. Mobile Command Post
23. National Sex Offender Registry (NSOR)
24. Operational Communication Centre (OCC)
25. Police Dog Service (PDS)
26. Provincial Proceeds of Crime (PPOC)
27. Scribes
28. Synthetic Drugs and Scenes (SDS)
29. Tactical Support Group (TGS)
30. Tactical Training Unit
31. Training and Exercising Program
32. Traffic Services
33. Truth Verification Section
34. Underwater Recovery Team (URT)
35. Violent Crime Linkage Analysis System (ViCLAS)
36. Criminal Intelligence Service Canada – NS (CISNS)
37. Commercial Crime Services (CCS)
38. Covert Operations
39. Divisional Criminal Analytical Services (DCAS)
40. Explosives Disposal Unit (EDU)
41. Chemical Biological Radiological Nuclear (CBRN)
42. Digital Computer Services (DFS)
43. Federal Serious & Organized Crime (FSOC)
44. Human Source
45. Integrated Proceeds of Crime (IPOC)
46. Legal Applications Support Team (LAST)
47. Major Crime Management (MCM)
48. Marine Security Operational Centre (MSOC)
49. National Security Enforcement Section (NSES)
50. Protective Services
51. Special “I”
52. Special “O”
53. Witness Protection

Costing Studies for Policing Transition as Data Sources

The transitional cost studies cited below are not a direct comparison to the implementation of the options provided within this report as they focus on the transition of a single police service to another, but these studies assess similar cost items and demonstrate a sense of magnitude of dollars.

Two jurisdictional costing studies contextualize potential one-time transition costs for a municipal service and provincial police service:

City of Surrey*

- Cost of transition from RCMP to Surrey Regional Police allocated as \$63.6M.
- The Transition fund captured costs associated with IT infrastructure and projects, salaries for temporary civilians (20 auxiliary staff), sworn officers recruitment, communication/marketing services and financial services. Equipment/capital expenses and other expenditures including training and recruitment, professional services, administration and supplies and materials sat in funds outside of the \$63.6M.
- Total Operating and Transition Costs for 2024 Provisional Budget was \$~143M.

*Per 2024 Provisional Budget (public, published in December 2023)

Alberta*

- Estimated cost of transition from RCMP to Alberta Provincial Police to be between \$366M to \$371M**
- Estimated to be incurred over a 6-year period.
- ~\$125M constitute capital costs and \$241M constitute one-time operating costs.

*Per APPS Transition Study Final Report (public, published in 2021)

** in addition to inflation from 2021 to 2024



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