

AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. APPROVAL OF THE MINUTES

3.1. Committee of the Whole Meeting – December 1, 2025

4. PRESENTATIONS

4.1 Middleton Railway Museum – David Hankinson and Bill Linley

5. ANYTHING BY CITIZENS

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

6. NEW BUSINESS

6.1. RFD 014-2026 Tidal Transit Budget for 2026-2027 – CAO

6.2. RFD 009-2026 Memorandum of Agreement – REMO & Kings Transit Authority – CAO

6.3. RFD 010-2026 Appointment List Update - CAO

6.4. RFD 011-2026 Joint Inclusion, Diversity, Equity and Accessibility (IDEA) Plan – CAO

6.5. RFD 012-2026 Joint Accessibility Plan – CAO

6.6. RFD 015-2026 Annapolis Valley Regional Library Budget Request – CAO

6.7. RFD 016-2026 Records Management and Destruction Policy – Executive Assistant

7. INFORMATION/DISCUSSION ITEMS

7.1. Community Concerns/Complaints as of January 2026 – CAO

7.2. Town General and Water Utility Financial Report as of end November 2025 – DOF

8. ANYTHING BY MEMBERS

9. IN CAMERA

9.1. Contractual

10. ADJOURNMENT

COMMITTEE OF THE WHOLE
Monday, December 1st, 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, December 1, 2025.

PRESENT

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

Also in attendance: Dane Berringer and One (1) Citizen

1. CALL TO ORDER

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

2. APPROVAL OF THE AGENDA

251201.01: It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. APPROVAL OF THE MINUTES

Approval of the Previous Meeting Minutes

3.1 Committee of the Whole Meeting – November 3, 2025

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

4. PRESENTATIONS

Dane Berringer gave a presentation on Community Based Policing.

CAPRA Problem Solving Model
Clients
Acquire/Analyze Information
Partnership
Response
Assessment of Action Taken

There was a lengthy discussion around the CAPRA problem solving model.

COMMITTEE OF THE WHOLE

Monday, December 1st, 2025, at 7:00 pm

Councillor Archibald asked how other municipalities have worked with the RCMP to improve local policing.

- Dane Berringer advised that, in other communities, RCMP representatives attend public meetings and noted that all Nova Scotia municipalities use a Police Advisory Board model.

Councillor Smith noted that guidance is needed to support an effective advisory board.

- Mr. Berringer stated that active participation and engagement are key to the process and highlighted the CAPRA model as a problem-solving approach.

Councillor Fournier asked whether a provincial representative could be involved.

- Mr. Berringer suggested contacting the local MLA regarding board appointments and noted the board should have regrouped in October.

Deputy Mayor Marshall suggested asking about progress and next steps to further support community safety and strengthen the relationship.

- Mr. Berringer recommended meeting with the RCMP prior to forming the board and emphasized the importance of education on both local expectations and the CAPRA model.

5. ANYTHING BY CITIZENS

Nothing to report.

6. NEW BUSINESS

6.1 RFD 065-2025 Water Arrears Collection Policy

The appropriate documentation was not included in the agenda package and will need to be included in the December 15th Council agenda package.

ACTION: CAO Crocker to email Council the two RFDs with policies and attachments as the 7-day notification.

6.2 RFD 066-2025 Anti-Harassment Policy

The appropriate documentation was not included in the agenda package and will need to be included in the December 15th Council agenda package.

ACTION: CAO Crocker to email Council the two RFDs with policies and attachments as the 7-day notification.

7. INFORMATION/DISCUSSION ITEMS

7.1 Dangerous and Unsightly Premises Report

CAO Crocker stated that the Dangerous and Unsightly Premises Report has been circulated to all members.

Councillor Smith asked if addresses could be included in the report.

ACTION: CAO Crocker to email the County of Annapolis to determine if addresses can be included.

7.2 Community Concerns/Complaints as of October 2025

CAO Crocker stated that the Community Concerns/Complaints as of October 2025 has been circulated to all members.

7.3 Town General and Water Utility Financial Report as end of October 2025.

CAO Crocker stated that the Town General and Water Utility Financial Report has been circulated to all members.

7.4 Council and CAO Quarterly Report for Q2

CAO Crocker stated that the Council and CAO Quarterly Report for Q2 has been circulated to all members.

8. CORRESPONDENCE

8.1 November 19, 2025, Letter re: Kings County Hazmat - Suspension of Service

CAO Crocker noted that the letter from Kings County Hazmat, Suspension of Service has been circulated to all members.

ACTION: CAO Crocker to determine the potential impact on the Town and gather insights from the Fire Department.

8.2 November 24, 2025, Letter from Minister John A. MacDonald re: Budget discussions

CAO Crocker noted that the letter from Minister MacDonald regarding Budget discussions has been circulated to all members.

COMMITTEE OF THE WHOLE

Monday, December 1st, 2025, at 7:00 pm

9. ANYTHING BY MEMBERS

Councillor Smith stated that the Holiday parade and tree lighting were a success and was pleased to see Councillors in attendance. He attended the Climate Action Plan meeting, noting it was a great exercise and suggested that it be repeated with full Council to help illustrate their areas of responsibility. Councillor Smith also attended the Annapolis County Wellbeing Network meeting, where several connections were made, marking a strong first step in building a database.

Councillor Bartlett stated that those who attended the Holiday parade and tree lighting seemed happy. He spoke with MLA David Bowlby about the province's affordable housing.

Councillor Archibald received a complaint from a resident regarding dogs running off leash in Rotary Park. It was noted that the Town does not have an off-leash bylaw, and a question was raised about whether there is capacity to create an off-leash zone or designate the park as an official off-leash area. Councillor Archibald also attended the Neighbourhood Watch meeting, where Sharon Elliott gave a presentation on AI scamming. He further noted that the link on MailChimp did not work properly.

- CAO Crocker stated that creating an off-leash area would likely involve liability and insurance considerations.

ACTION: CAO Crocker to investigate whether the Town can designate a portion of Rotary Park as an off-leash area.

Deputy Mayor Marshall expressed gratitude to staff for organizing the Holiday parade and tree lighting — including a thank you to the fire department and Town's Public Works staff.

Councillor Fournier noted that the link on MailChimp did not work for the December 1st COTW agenda package.

Councillor Knapp attended the Holiday parade and tree lighting. Councillor Knapp noted that the house on George Street should be added to the Dangerous and Unsightly list and extended kudos to staff for the tree lighting.

Mayor Smith thanked staff for their hard work in organizing the Holiday parade and tree lighting.

Councillor Archibald congratulated the Middleton Lions Club on their 80th anniversary.

10. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:21pm.

MAYOR

RECORDING SECRETARY

DRAFT



The Middleton Railway Museum's mission is to preserve and interpret railways in Nova Scotia's Annapolis Valley.



DAR Westbound freight train, July 1956

DAR Dayliner, May 1958



August 1973 with the new freight shed of 1965



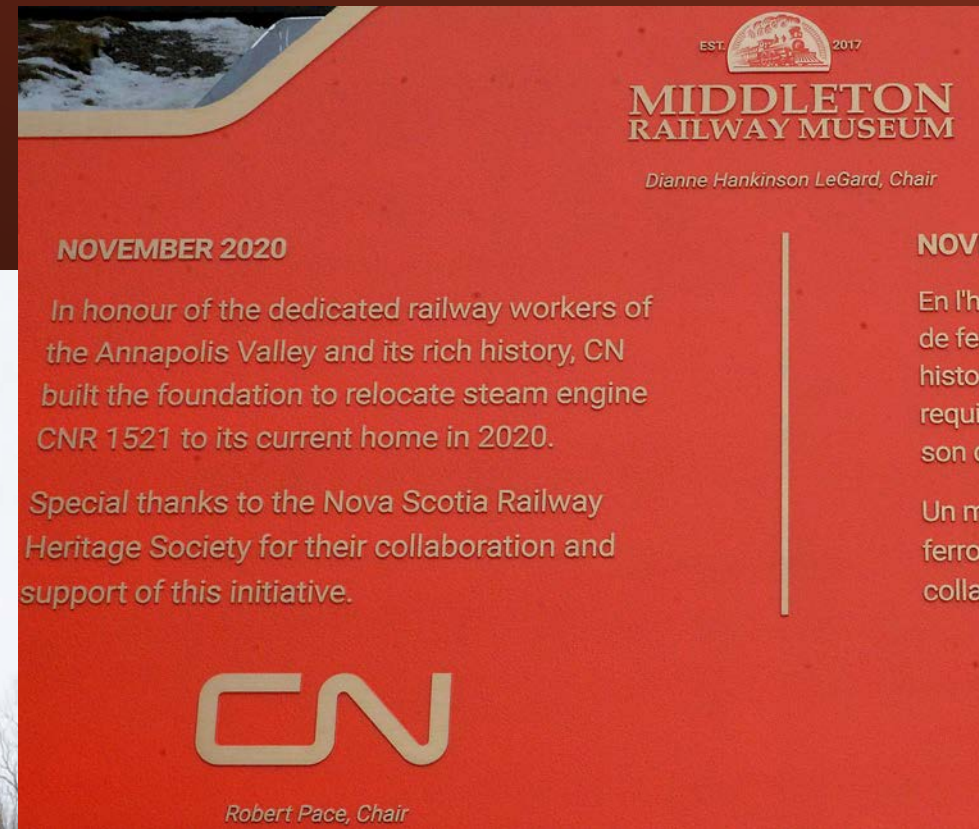


Last VIA daylight passenger train from Yarmouth, January 13, 1990



1913 era steam locomotive about to return to Bridgewater ca 1952. A three-hour ride of 55 miles.

Celebrating the Move



- CN Chairman Robert Pace
- NS Premier Hon. Stephen McNeil
- MRMS Chair Dianne LeGard

New Arrivals



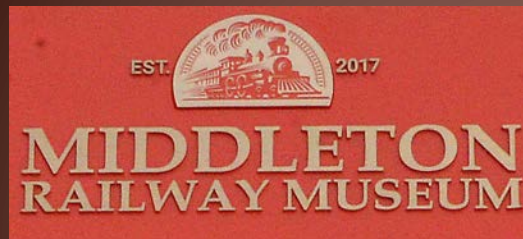
Display & Storage



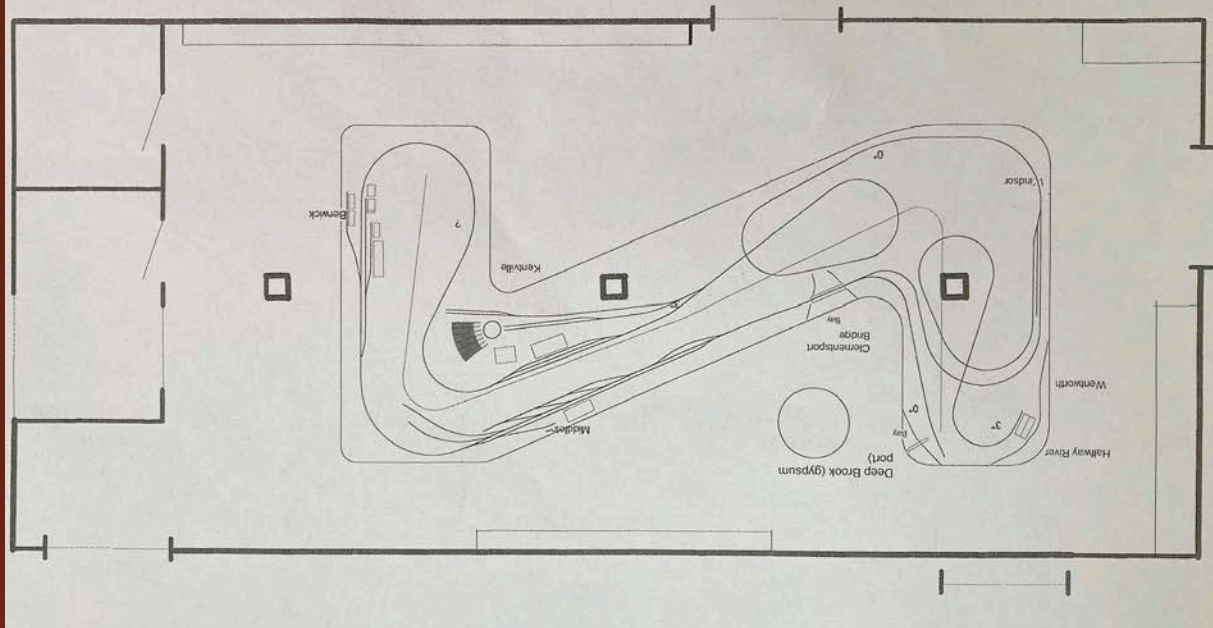
32 foot 1950 Fruehauf van



53' Utility storage van and
75' turntable from Bridgewater



Our HO-scale layout



Our collections



- Photographic collections of
 - David Othen's international images and videos over 30 years
 - Bruce Chapman's collection over 50 years
 - Harold Jenkins' Nova Scotia railway station negatives from the 1950s and 60s.
 - Ken MacDonald's and Gary Hadfield's Maritime collections.
- Artifacts small and large featuring the CNR, CPR and DAR



Restoration



Our CN 57520 NSC 2-1948



New number plates and cab for
1274 and 1521
Our station in 2021 and 2025



The Fire of April 2023



The Blackburn's donate CNR 78769



Recent Activities



Work in Progress



Install interpretive panels



Re-roof, paint van



Our ask of you

\$5,000 to help offset the annual operating costs of \$50,000.

\$2,500 of this will flow back directly for property taxes
and water services.

\$3,000 to design and install panel displays in our Operator's Office to tell the story
of the railways in and around Middleton.

REQUEST FOR DECISION
Tidal Transit Authority Budget
RFD#: 014-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: February 2, 2026 and February 17, 2026
Subject: Tidal Transit Authority Budget for 2026-2027

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Approved 2026-2027 Valley Waste Resource Management Budget
- Draft 2026-2027 Tidal Transit Authority Budget Summary

Legislation

- Valley Regional Services Inter Municipal Services Agreement including:
 - Schedule A: The Amended and Restated Valley Waste Agreement
 - Schedule B: The Amended and Restated Kings Transit Authority Agreement

Recommendation

That Council direct the Mayor to vote in favor of the Tidal Transit Authority 2026-2027 operating and capital budgets when it comes before the Valley Regional Services Board.

Background

Kings Transit Authority is going through a renaming and rebranding to “Tidal Transit Authority”.

The new Valley Regional Services Inter Municipal Services Agreement was approved by Town Council on June 23, 2025 via a Joint Council meeting. This involved the Town of Middleton becoming a new partner to Tidal Transit Authority (the Town was already a partner of Valley Waste).

As a partner in the Tidal Transit Authority, the Town of Middleton provides residents with access to safe, reliable, and affordable public transit within the region. This partnership allows Middleton residents to connect easily to neighboring communities for work, school, shopping, healthcare, and recreational opportunities without relying solely on private vehicles. It also supports reduced traffic congestion, promotes environmentally friendly transportation options, and enhances mobility for seniors, students, and those without access to a car.

REQUEST FOR DECISION
Tidal Transit Authority Budget
RFD#: 014-2026



One of the updates to the new Inter-Municipal Services Agreement is that the budgets for Valley Waste and Tidal Transit Authority are approved by the Valley Regional Services Board and are no longer recommended to each individual party (Council) to approve. The Mayor is the Town’s representative on the Board. In addition, the budget must be submitted to Board no later than 90 days before start of fiscal year and there must be CAO consultation before budgets are submitted to the Board.

The Valley Regional Services Board approved the Valley Waste 2026-2027 budget on January 21, 2026. This was on the recommendation of Valley Waste staff (General Manager and Director of Finance) after conducting CAO consultation. The Valley Waste budget has decreased from prior year, which is positive for all the parties. The approved 2026-2027 Valley Waste budget is attached to this RFD.

The CAOs have been working with the General Manager and Director of Finance for Tidal Transit Authority to recommend a budget to be brought forward to the board. Tidal Transit is experiencing challenges that have led to budget pressures and increases on both the operating and capital side. See attached 2026-2027 Budget Summary for a detailed description of the budget increases.

Due to the proposed increases to the Tidal Transit budget, staff are bringing this matter forward to Council to confirm Council’s position in advance of the Mayor being required to vote on the budget at the Valley Regional Services Board meeting. For clarity, Middleton Town Council does not approve the Tidal Transit budget; approval rests with the Valley Regional Services Board, on which the Mayor serves as the Town’s representative.

Financial Implications

When the Town of Middleton joined the Tidal Transit Authority in 2025–2026, a phased funding approach was agreed upon. In Year 1, the Town contributed 50% of its total share, amounting to \$54,714 in operating costs and \$2,227 in capital. It was anticipated that in 2026–2027 the Town would move to full participation, with estimated contributions of approximately \$110,000 for operating and \$5,000 for capital, for a total of \$115,000.

However, due to financial pressures currently facing the Tidal Transit Authority, the proposed 2026–2027 budget reflects an operating contribution of \$132,944 and a capital contribution of \$11,525 for the Town of Middleton. This represents an increase of approximately \$30,000 above what was originally anticipated based on the 2025–2026 projections.

In contrast, the Valley Waste budget reflects savings compared to the prior year, with a proposed contribution of \$144,902 in 2026–2027 versus \$180,079 in 2025–2026, representing a reduction of approximately \$35,000.

When the two IMSAs for Valley Waste and Tidal Transit are considered together, there is a modest net savings compared to the prior year’s combined budget, recognizing that the Tidal Transit contribution has now reached 100% funding.

Strategic Plan/Operating Plan Alignment

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

Alternatives

- 1) The Council could direct the Mayor to vote against the budget

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026

Tidal Transit Authority

Budget Summary

2026/27

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Budget Overview

2026 is a foundational year for Tidal Transit as we rebuild a rural public transit system that residents are proud to support and choose to ride. This is the first full fiscal year operating under the renewed ownership structure and a critical moment to reinvigorate this essential regional service. To rebuild public confidence, stabilize operations, and position the system for long-term growth, this year's operational workplan is centred around four strategic pillars:

1. Strengthen Service Reliability
2. Rebuild Public Trust and Modernize the Brand
3. Improve Fleet and Technology
4. Develop and Strengthen the Workforce

To complement the operational improvements, the capital program represents a significant revitalization plan. Capital investments in 2026/27 of \$2.7M are supported by \$1.9M million in federal and provincial subsidies, with a municipal contribution of \$820,860 funded through capital reserves and an increase to annual capital funding from \$80,000 to \$320,000 with 2% growth.

The federal and provincial subsidies include:

- Innovation Canada (ICIP) Phase 2 capital spending for facility upgrades;
- Rural Transit Solutions Fund (RTSF) for route infrastructure projects; and
- Housing, Infrastructure and Communities Canada - Baseline Funding for maintenance equipment.

Overall, the operational and capital plan is designed to realign Tidal Transit services, improve customer outcomes, enhance workforce capacity, and deliver long-term value for municipalities and riders alike. Strategic investment now will create a more dependable service with the infrastructure required to support a dynamic rural transit network that residents trust and depend on for decades to come.

1. Strengthen Service Reliability and Access

Initiatives:

- Redesign the current schedule to eliminate chronic delays and increase on-time performance (ICIP Phase 1 & 2).
- Open a heated transfer station in Cornwallis Park to improve rider comfort and accessibility.
- Install new bus stops and signage across all municipalities through the RTSF.

2. Rebuild Trust and Modernize the Brand

Chronic on-time performance issues have discouraged ridership and undermined public perception in recent years. A redesigned schedule and brand alongside educational marketing material will create a system that is consistently on time and easy to use. These enhancements will transform the way people experience Tidal Transit and rebuild a trusted service and brand.

Initiatives:

- Launch the new name and logo to signal improved standards.
- Deploy creative advertising campaigns to educate riders about changes to service levels and company policies.
- Collect regular survey data and customer feedback to track improvements.

3. Improve Fleet and Technology

Modern transit systems rely on technology for accuracy, transparency, and operational control. Investing in new onboard equipment will demystify the system for passengers through accurate and dynamic bus tracking software, intuitive and easy to use digital fares, and accessible audio/visual stop announcements.

Initiatives:

- Implement new onboard technology, including upgrades to the existing CAD/AVL tracking tools, digital fares, automatic audio/visual announcements, and automatic passenger counters, and upgrade onboard mobile radios to the latest standards (ICIP Phase 2).
- Release an RFP for hybrid-electric buses and award contracts (ICIP Phase 2). Construction of new vehicles will take at least 12 – 18 months depending on the vendor (ICIP Phase 2)

4. Build Workforce Capacity and Organizational Stability

Staff training, clear organizational roles, and internal stability are essential as passenger needs become more diverse and complex. Investing in staff ensures we can deliver safe, consistent, and customer-focused service.

Much of the next year will be a concerted effort to nurture and support staff at Tidal Transit. Existing human resource policies need to be reviewed and amended to reduce organizational risk. Implementing recommendations from the external compensation review conducted in 2025 are also addressed in this budget to align Tidal Transit staff with municipal standards.

Initiatives:

- Implement consultant’s compensation recommendations to bring Tidal Transit employees to the same standards as VWRM and municipal owners.
- Provide enhanced staff training and development opportunities.
- Strengthen internal processes to better support front-line staff and operators.
- Align roles and responsibilities to meet the operational demands.
- Hire an additional finance staff member to be shared with Valley Waste.

Overall, this plan is ambitious, but vital to improve and grow the service. This budget reflects the needs of the organization and the riders of today as well as the expectations of the future. With support and investment from our municipalities, Tidal Transit Authority will rebuild into a service that residents proudly support and actively choose – a service defined by reliability, affordability, sustainability, and regional connection.

Operations

The 2026/27 budget reflects a major step forward in strengthening Tidal Transit’s organizational capacity, service quality, and long-term sustainability. It includes a few internal staffing and cost-structure adjustments. This ambitious plan is designed to grow ridership and public confidence after years of underfunding and organizational uncertainty.

Revenues:

An overall decrease in fare revenues for 2025/26 reflects the current system limitations, including the suspension of half of Route 2 in September 2025 and winter weather disruptions due to fleet fragility. This budget invests in attracting ridership by redesigning the schedule, increasing reliability through spare bus capacity, and aligning technology with customer needs and expectations.

Advertising income is projected to increase as staff continue to focus on attracting new customers and rebuilding trust in the brand.

Tidal Transit Authority

Statement of Revenues and Expenditures

Operating Budget

Revenues

	2026-2027 Budget	2025-2026 Forecast	2025-2026 Budget	2024-2025 YE Actuals
Fares	815,757	799,304	892,320	848,181
Advertising income	50,000	41,588	24,000	29,750
Operating grants core members	3,691,408	2,900,222	1,962,845	1,760,793
Operating grants service partner:	-	312,459	1,249,834	1,232,362
Other revenues	-	-	-	21,938
	4,557,165	4,053,572	4,128,999	3,893,024

Expenses:

Total operational expenses in the 2026/27 budget are proposed to increase 10.4% (\$430,000) from 2025/26.

- **Compensation – Administration Costs: \$63,000**
 - 1.72 % cost of living increase
 - Implementation of consultant’s recommendations
 - Increased vacation eligibility
 - 60/40 health benefit cost sharing
 - ½ FTE finance staff shared with Valley Waste Resource Management
- **Route Operations Costs: \$222,000**
 - Implementation of consultant’s recommendations
 - Increased wages and vacation eligibility for Operators
 - 60/40 health benefit cost sharing
 - Additional cleaner hired in February 2025
- **Bus Maintenance and Repairs: \$130,000**
 - 1.72 % cost of living increase
 - 1 additional mechanic
 - Additional repairs on aging buses
- **Insurance \$25,000**
 - 10% price increase anticipated
- **Administrative costs: \$78,000**
 - Licensing fees for new bus technology software
 - Marketing and printing
 - Staff training and development

Tidal Transit Authority				
Statement of Revenues and Expenditures				
Operating Budget				
	2026-2027	2025-2026	2025-2026	2024-2025
	Budget	Forecast	Budget	YE Actuals
Expenses				
Compensation - administration	839,729	762,135	776,484	610,054
Route operations costs	1,463,652	1,344,550	1,241,873	1,211,901
Fuel	503,983	453,958	594,996	599,722
Insurance	243,098	242,427	217,899	205,486
Bus maintenance and repairs	1,078,952	912,027	948,386	921,565
Management fee - core recovery	-	(115,284)	(461,135)	(384,096)
Management fee - Annapolis	-	75,876	303,505	255,241
Management fee - Digby	-	39,407	157,630	128,855
Administrative	427,750	363,475	349,361	344,297
	4,557,165	4,078,573	4,128,999	3,893,024
Net Surplus	-	(25,000)	-	-

Capital

Tidal Transit is in a rebuilding phase. The current fleet is beyond its useful life and impacting service quality. New buses need to be purchased over the next 3-4 years using external subsidies and municipal funding to stabilize the operations. Below is a general outline of approved Tidal Transit funding agreements with the federal and provincial governments.

External Funding Program Summary

1. Innovation Canada (ICIP) Phase 2: \$11.6M

- Federal contribution (40%): \$4,678,732
- Provincial contribution (33%): \$3,898,554
- Municipal contribution (27%): \$3,119,545

For the purchase of 7 hybrid electric buses, 2 service vehicles, on-board digital technology, consultant support, New Minas depot renovations, and branding.

2. Rural Transit Solution Fund (RTSF) Route Infrastructure: \$1M

- Federal contribution (80%): \$800,000
- Provincial contribution (10%): \$100,000
- Municipal contribution (10%): \$100,000

For the purchase of 25 bus shelters, 900 bus stop signs, 25 benches, 1 heated transfer shelter.

3. RTSF – Building Redesign: \$25,000

- Federal contribution (100%): \$25,000

For consultant support for New Minas Depot redesign and renovations.

4. RTSF – Baseline Funding \$5.1M over 10 years

- Federal contribution (40%): \$5.1M
- Provincial contribution (0%): \$0
- Municipal contribution (60%): TBD

General capital spending over 10 years. Tire balancer, bus lift in 2026/27; diesel bus purchases in 2028/29 and 2030/31.

5. Public Transit Assistance Fund (PTAP) \$375,000/year

- Provincial contribution (100%)

Not guaranteed, applied for annually, same amount received since 2014.

This table is a summary of required capital purchases for the next 5 years. To meet capital investments from provincial and federal partners, Tidal Transit is seeking an increase to the annual municipal capital grant from \$80,000 to \$320,000 with a 2% annual growth. Procurement for seven (7) new forty-foot hybrid electric buses is underway, with delivery and payment anticipated in 2027/2028. Federal, provincial, municipal, and debenture funding will be used to cover the cost of new buses as outlined below.

Capital 5 Year Forecast

		2025-2026 Forecast	2026-2027 Budget	2027-2028 Estimate	2028-2029 Estimates	2029-2030 Estimates	2030-2031 Estimates
Capital Purchases	<u>Ext. Subsidy</u>						
ICIP Phase 1	73.3%	250,000					
ICIP Phase 2	73.3%						
7 Hybrid Buses	73.3%		-	9,544,250	-	-	-
2 Service Vehicles	73.3%		166,182	-	-	-	-
Building / Brand / Transit Technology	73.3%	40,882	1,087,838	1,673,105	-	-	-
RTSF-Shelters and Signage	90.0%	24,000	976,000				
RTSF-Building Consulting	100.0%	25,000					
Baseline Funding	40.0%						
Diesel Buses (3 / 2)	40.0%	-	-	-	3,433,320	-	2,381,351
Other	40.0%	-	260,000	102,000	104,040	106,121	108,243
Not Subsidized							
Used Buses		188,297	57,812	-	-	-	-
Purchase of Annapolis & Digby Buses		923,956	-	-	-	-	-
Cornwallis Park Transfer Station		56,375	175,000	-	-	-	-
<i>Total External Subsidy</i>		<i>(259,904)</i>	<i>(1,901,973)</i>	<i>(7,668,533)</i>	<i>(1,414,944)</i>	<i>(42,448)</i>	<i>(995,838)</i>
Municipal Funded Portion of Capital Spend		1,248,606	820,860	3,650,821	2,122,416	63,672	1,493,756
Capital Reserve Municipal Funding		80,000	320,000	326,400	332,928	339,587	346,378
<i>Year over Year Growth</i>			<i>300.0%</i>	<i>2.0%</i>	<i>2.0%</i>	<i>2.0%</i>	<i>2.0%</i>
End of Year Capital Reserve Balance		892,754	830,404	-	-	314,529	-
Debenture Financing Required		-	-	2,057,745	1,591,945	-	781,382

Municipal Cost Structure

Tidal Transit Authority				
Municipal Operating Grants		2025-2026 Forecast		2026-2027 Budget
	Actual Funding as per IMSA*	Annual Total	Annual Total	
Core Partners	Municipality of Kings	1,234,787	1,244,917	1,487,562
	Town of Kentville	411,143	414,765	510,070
	Town of Wolfville	301,269	303,936	383,160
	Town of Berwick	108,292	109,257	152,227
	Municipality of Annapolis	743,960	748,794	732,063
	Town of Middleton	54,714	55,595	132,944
	District of Digby	358,514	360,416	293,381
		3,212,679	3,237,679	3,691,408

* 1st quarter contribution rates use historical allocation method, Q2-4 have 50% transitional smoothing applied

Tidal Transit Authority						
Municipal Capital Grants		2025-2026 Forecast		2026-2027 Budget		
	Q1	Annual Total	Each Quarter	Annual Total		
Core Partners	Municipality of Kings	12,000	36,838	32,238	128,954	
	Town of Kentville	4,000	12,257	11,054	44,217	
	Town of Wolfville	3,000	8,839	8,304	33,215	
	Town of Berwick	1,000	3,338	3,299	13,196	
	Municipality of Annapolis		11,872	15,865	63,461	
	Town of Middleton		2,227	2,881	11,525	
	District of Digby		4,629	6,358	25,433	
		20,000	80,000	80,000	320,000	

2025-2026 Forecast	2026-2027 Budget	2027-2028 Estimate	2028-2029 Estimates	2029-2030 Estimates	2030-2031 Estimates
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Ratios for
'26-31

Operating Grants by Municipality

Municipality of Kings	40.30%	1,244,917	1,487,562	1,517,314	1,413,624	1,425,937	1,452,361
Town of Kentville	13.82%	414,765	510,070	520,272	484,718	488,940	498,000
Town of Wolfville	10.38%	303,936	383,160	390,823	364,115	367,287	374,093
Town of Berwick	4.12%	109,257	152,227	155,272	144,661	145,921	148,625
Municipality of Annapolis	19.83%	748,794	732,063	746,704	695,676	701,736	714,740
Town of Middleton	3.60%	55,595	132,944	135,603	126,336	127,436	129,798
District of Digby	7.95%	360,416	293,381	299,249	278,799	281,227	286,439
		3,237,679	3,691,408	3,765,236	3,507,929	3,538,483	3,604,056

14.0% 2.0% -6.8% 0.9% 1.9%

Capital Grants by Municipality

Municipality of Kings	40.30%	36,838	128,954	131,533	134,163	136,846	139,583
Town of Kentville	13.82%	12,257	44,217	45,101	46,003	46,923	47,862
Town of Wolfville	10.38%	8,839	33,215	33,880	34,557	35,248	35,953
Town of Berwick	4.12%	3,338	13,196	13,460	13,729	14,004	14,284
Municipality of Annapolis	19.83%	11,872	63,461	64,730	66,025	67,345	68,692
Town of Middleton	3.60%	2,227	11,525	11,755	11,990	12,230	12,475
District of Digby	7.95%	4,629	25,433	25,941	26,460	26,989	27,529
		80,000	320,000	326,400	332,928	339,587	346,378

300.0% 2.0% 2.0% 2.0% 2.0%

Budget Presentation

FY 2026–2027 Operating and Capital Budget

January 21, 2026



Overview of Organization

Services provided by Valley Waste

- Operation of two Management Centres
- Construction & demolition debris processing
- *Education and enforcement
- *Administration
- *Stewardship services

** Includes services under contracts with Divert NS & several Producer Responsibility Organizations .*

Contracted Services

- Curbside collection of garbage, organics and recycling
- Landfill disposal
- Organics processing
- Recycling processing (commercial recycling only)
- Transportation services (landfill, recycling, wood)
- Hazardous waste processing

Municipal Contribution Allocations

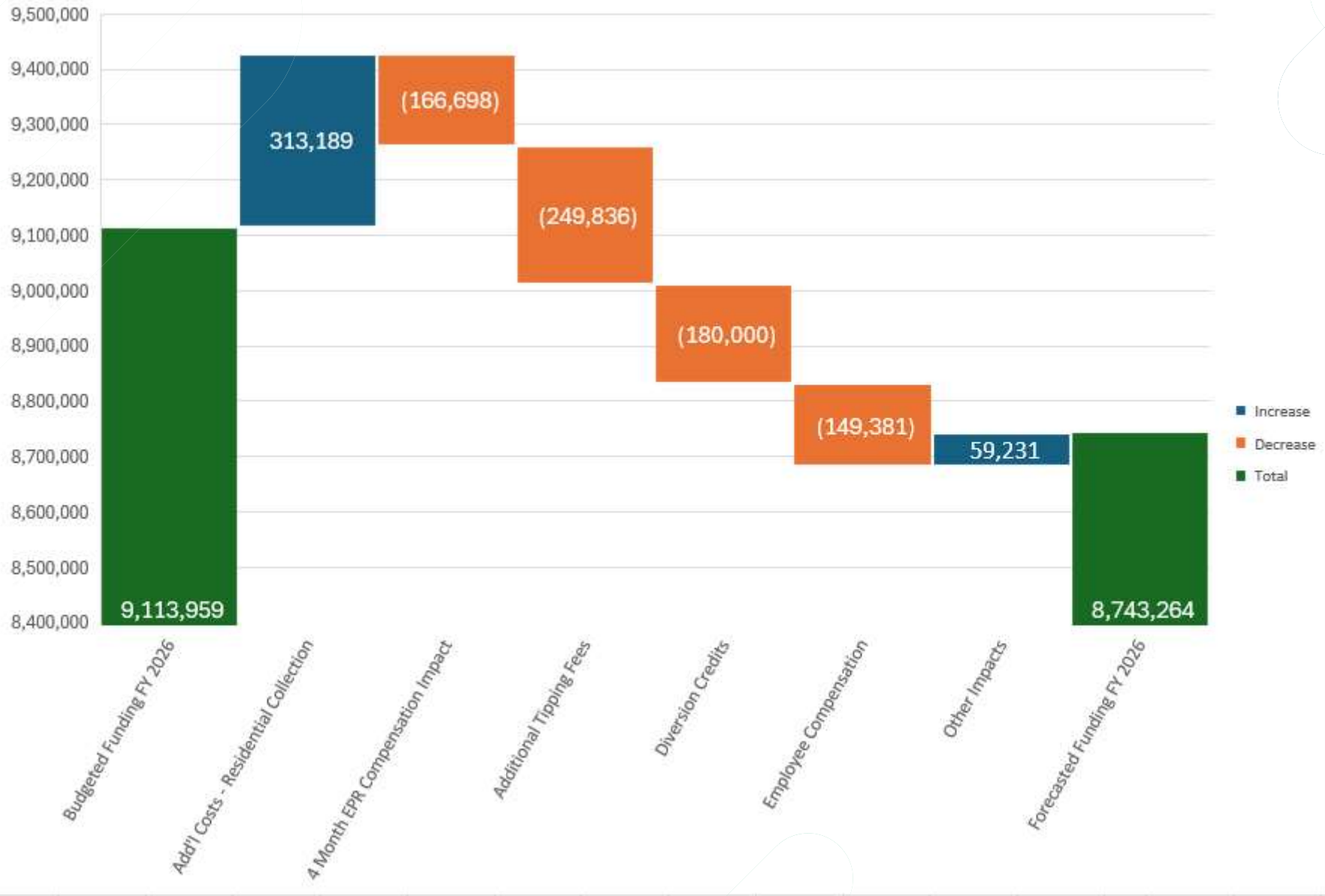
Valley Region Solid Waste-Resource Management Authority						
Allocation Methodology for 2026-2027						
Municipal Unit	Population*	Relative Allocation	2026/27 Uniform Assessment	Relative Allocation	50/50 Funding Percentages	Prior Year Comparable
Municipality of Kings	48,772	57.96%	\$ 5,555,289,232	58.79%	58.38%	58.28%
Town of Kentville	6,630	7.88%	\$ 778,764,611	8.24%	8.06%	8.10%
Town of Wolfville	5,057	6.01%	\$ 751,142,366	7.95%	6.98%	7.19%
Town of Berwick	2,455	2.92%	\$ 238,897,974	2.53%	2.72%	2.71%
Town of Middleton	1,873	2.23%	\$ 150,832,939	1.60%	1.91%	1.90%
Town of Annapolis Royal	530	0.63%	\$ 98,745,665	1.05%	0.84%	0.84%
Municipality of Annapolis	18,834	22.38%	\$ 1,875,328,178	19.85%	21.11%	20.98%
Total	84,151	100.00%	\$ 9,449,000,965	100.00%	100.00%	100.00%

Municipal Contribution Allocations



Valley Region Solid Waste-Resource Management Authority				
Municipal Operating Grants	2025-2026 Forecast			2026-2027 Budget
	Budgeted Funding	Predicted Year End True-up	Annual Total	Annual Total
Municipality of Kings	5,311,165	(216,023)	5,095,141	4,426,239
Town of Kentville	737,845	(30,011)	707,834	611,160
Town of Wolfville	655,475	(26,660)	628,814	529,210
Town of Berwick	247,223	(10,055)	237,168	206,456
Town of Middleton	173,507	(7,057)	166,449	144,902
Town of Annapolis Royal	76,814	(3,124)	73,690	63,497
Municipality of Annapolis	1,911,930	(77,765)	1,834,165	1,600,953
	9,113,959	(370,696)	8,743,263	7,582,418

Change in Operational Municipal Funding - 2026 Budget to 2026 Forecast



Key Forecast Variances

\$250,000

Higher tipping fee revenue and \$193,000 higher landfill costs mainly due to higher volumes than budgeted from Scotia Recycling.



\$180,000

Diversion credit funding higher than anticipated.



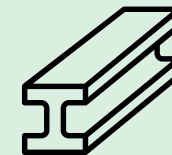
\$149,000

Reduction in employee compensation due to vacancies and new hires.



\$65,000

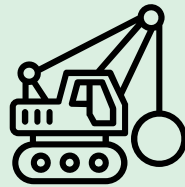
Lower revenues from scrap metal.



Key Forecast Variances Cont.

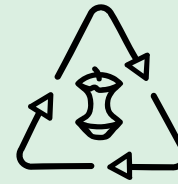
\$137,000

Combined revenue and savings from self-processing of construction and demolition debris.



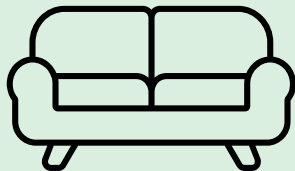
\$69,000

Lower organics processing costs, lower volumes.



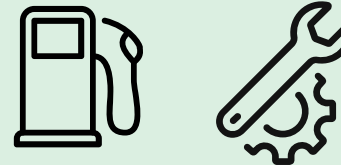
\$30,000

Higher than expected clean-up volume.



\$25,000

Savings on fuel and equipment maintenance.



Change in Operational Municipal Funding - 2026 Budget to 2027 Budget



Key Budget to Budget Variances

- Extended Producer Responsibility Regulations for Recycling
 - Began in December 2025 with cost savings estimated and incorporated in the F2025-2026 budget for four months.
- Budget to budget savings of \$1,950,000. The total impact of regulations has annual savings of approximately \$2,700,000.
 - ~\$1,950,000 annually on roadside collection services.
 - ~\$180,000 annually for administration and education support.
 - ~\$350,000 annual savings for the processing of recycling.
 - ~\$240,000 for transfer and transportation services in year 1.



Key Budget to Budget Variances Cont.

Additional Revenues:

- Tipping Fees: \$358,000
 - Includes a proposed 5% increase to tipping fees for all categories
 - Partially offsets the current subsidization of the commercial sector, estimated at 10%
 - Minimum fee of \$10 unchanged
 - Additional tipping fee revenues due to higher expected volume.
- Sale of wood chips: \$157,000
- Sale of commercial cardboard: \$35,000
- Higher Diversion Credits: \$80,000

*New
wood
grinder*



Key Budget to Budget Variances Cont.

Expenses:

- Employee Compensation: \$290,000
 - Addition on 1.67 Full-time equivalent positions:
 - Addition of three (3) part-time, seasonal employees and elimination of one (1) seasonal student position at Management Centres. (1.17 FTE)
 - Addition of one (1) full-time Accountant to be shared with Kings Transit (0.5 FTE)
 - A 1.72% cost of living increase for all staff, based on a 12-month average CPI.
 - Implementation of a new salary and benefit structure based on third party review.

Major Contracts

*Curbside Collection:
\$903,000 increase*

- Includes a change of the collection fleet to accommodate bi-weekly bulky waste pick-up
- Annual contract increase of 3.4 %
- Offset by compensation from Circular materials (\$1,950,000)

An enhanced recycling system.

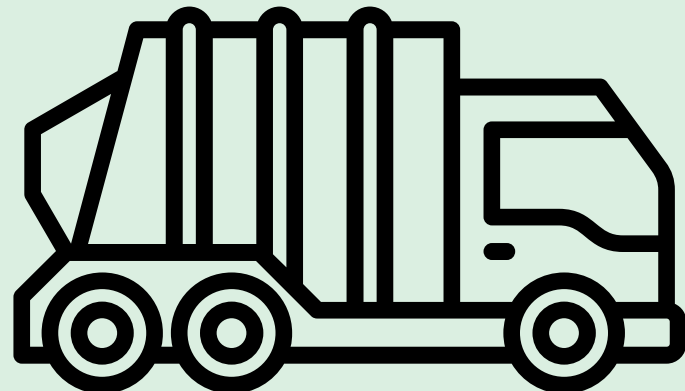
Learn more: circularmaterials.ca/NS



Major Contracts

*Landfill Disposal:
\$210,000 increase*

- Increase in volume, annual contract increase based on CPI (estimated 1.72%)



Major Contracts

*Organics Processing:
\$25,000 decrease*

- Less volume, annual contract increase of 2.0%



Major Contracts

*Hazardous Waste
Processing: \$23,000
increase*

Due to expiring contract



Capital Projects

F2026 CARRY OVER PROJECTS

Eastern Management Centre transfer station expansion: Estimated cost of \$2,800,000 – financed through Infrastructure Reserve.

Possible carry-over projects

- Construction and demolition debris yard expansion (~90% complete). Infrastructure reserve.
- Household hazardous waste structure at Western Management Centre \$267,191 – debenture.
- Tunnel door at Western Management Centre \$85,712 – debenture.



HHW Before



HHW After

CAPITAL BUDGET



THREE ELEMENTS

1. ROLLING STOCK

Regular replacement capital for equipment
Replacement of 2017 1500 pickup truck \$85,000
Replacement of 2017 2500 Pickup truck \$95,000

2. EQUIPMENT

Salt spreader for Western Management Centre \$12,000

3. BUILDING AND INFRASTRUCTURE

Site capacity upgrades





CAPITAL BUDGET

BUILDING AND INFRASTRUCTURE

- **Western Management Centre**
 - Tipping floor expansion \$1,000,000
 - To accommodate congestion on tipping floor
 - Warehouse \$750,000
 - To provide indoor storage and workplace for stewardship programs and secure storage of equipment.
 - Construction of water retention pond \$100,000
 - To facilitate future fire suppression system.





CAPITAL BUDGET

BUILDING AND INFRASTRUCTURE

- **Eastern Management Centre**
 - Cardboard baler upgrade: \$250,000
 - To maximize revenues and reduce the processing costs of commercial recycling.
- Painting of Facility: \$80,000
 - To match the facility expansion.
- Camera System Upgrades: \$40,000
- Forks for Loader: \$13,000





Capital Reserve

- Proposed Capital Replacement Reserve
 - Former methodology was an approved policy for the restricted purpose of infrastructure replacement projects – 25/26 contribution \$345K
 - New methodology is built into the budget process and attempts to smooth total capital related cash contributions by the municipalities – 26-27 contribution \$321K
- Existing Infrastructure Reserve: \$3,780,476
- Existing Sale of Surplus Equipment Reserve: \$291,519

Proposed Motion

That the Valley Regional Services Board of Directors, in accordance with the Intermunicipal Services Agreement, hereby approves the 2026-2027 Operating and Capital Budgets for the Valley Region Solid Waste-Resource Management Authority, as presented.





CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	EMC Cameras	Project Description Replace existing camera system to include expansion with more user-friendly self-serviced camera system (with Mun of Kings Support vs outside vender)
New or Carryover Project?	New	
Location	EMC	
Level of Service Impact	High	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law	No	Need for Project Expansion needs new cameras and quote for system on expansion alone was \$70,000, cost savings of upgrading existing system including expansion. Quality of cameras will be better for theft & fire investigations.
Replacing End of Life Asset	No	
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)	No	
Significant Impact if Deferred	Yes	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				
Construction				\$40,000
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$40,000
Other				
TOTAL				\$40,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	EMC Cardboard Baler	Project Description
New or Carryover Project?	New	Upgrade Cardboard Baler to handle more volume
Location	EMC	
Level of Service Impact	High	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law	No	Need for Project
Replacing End of Life Asset	No	Small baler currently unable to keep up with volume of cardboard Larger baler will be required for cost savings on ICI Recycling cost (unknown \$ currently) we are also making revenue off selling cardboard. Already paid for smaller unit in EMC.
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)	No	
Significant Impact if Deferred	Yes	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				\$250,000
Construction				
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$250,000
Other				
TOTAL				\$250,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	Loader Forks	Project Description
New or Carryover Project?	New	Replace Loader Forks
Location	WMC	
Level of Service Impact	High	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law	Yes	Need for Project
Replacing End of Life Asset	Yes	Replace loader forks which are no longer safe to be used. 15+ years old.
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)	No	
Significant Impact if Deferred	Yes	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				\$13,000
Construction				
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				\$13,000
Debt				
Other				
TOTAL				\$13,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	Replacement Unit 25	Project Description
New or Carryover Project?	New	Replace Unit 25 with new truck w/lift gate and Hand Unit 25 down to Re-Use Operator Unit 20 – Currently Re-Use Truck needs to be retired.
Location	EMC	
Level of Service Impact	Med	
New or Replacement Asset	Replacement	

Considerations (check all that apply)

Mandated by Law		Need for Project
Replacing End of Life Asset	New	Cost to Unit 20 above value when sold, need to retire unit.
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)		
Significant Impact if Deferred	Med	
Previously Committed	Yes	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				\$85,000
Construction				
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$85,000
Other				
TOTAL				\$85,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	EMC Painting	Project Description
New or Carryover Project?	New	Painting of EMC Tipping Floor & Public Drop off to Match New Infrastructure
Location	EMC	
Level of Service Impact	Med	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law	No	Need for Project
Replacing End of Life Asset	No	Buildings showing age and need to be maintained. Opportunity to match colour across site.
Required for Health & Safety	No	
Environmental Impact (Prevention or Mitigation)	No	
Significant Impact if Deferred	No	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				
Construction				\$80,000
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$80,000
Other				
TOTAL				\$80,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	Replacement Unit 26	Project Description Replace Unit 26 as per 10 year capital plan.
New or Carryover Project?	New	
Location	EMC	
Level of Service Impact	Med	
New or Replacement Asset	Replacement	

Considerations (check all that apply)

Mandated by Law		Need for Project Keeping unit 26 this fiscal year with unknowns of outside gridding operations and potential requirements for CM
Replacing End of Life Asset	New	
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)		
Significant Impact if Deferred	Med	
Previously Committed	Yes	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				\$95,000
Construction				
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$95,000
Other				
TOTAL				\$95,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	WMC Expansion	Project Description
New or Carryover Project?	New	Expand existing WMC Tipping Floor Building by 7.62m x 30.18m
Location	WMC	
Level of Service Impact	High	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law	No	Need for Project
Replacing End of Life Asset	No	Growth of area has outgrown size of building. More storage/area required.
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)	No	
Significant Impact if Deferred	Yes	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				
Construction				\$1,000,000
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$1,000,000
Other				
TOTAL				\$1,000,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	WMC Fire Protection (Pond)	Project Description
New or Carryover Project?	New	Start fire protection for WMC by constructing water retention pond approx. 150,000 gallons.
Location	WMC	
Level of Service Impact	High	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law	No	Need for Project
Replacing End of Life Asset	No	No fire protection currently for WMC Sprinkler system and pump will be in following year once building is expanded. Multiple fires at EMC shows need for fire protection at all facilities.
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)	No	
Significant Impact if Deferred	Yes	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				
Construction				\$100,000
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$100,000
Other				
TOTAL				\$100,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	Truck Salt Box (8ft)	Project Description
New or Carryover Project?	New	Purchase salter for Unit 29 at WMC for salting
Location	WMC	
Level of Service Impact	Med	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law		Need for Project
Replacing End of Life Asset	New	Current salter is designed for UTV and not large enough to purchase bulk salt.
Required for Health & Safety	Yes	
Environmental Impact (Prevention or Mitigation)		
Significant Impact if Deferred	Med	
Previously Committed	No	
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				\$12,000
Construction				
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				\$12,000
Debt				
Other				
TOTAL				\$12,000



CAPITAL PROJECT JUSTIFICATION FORM

Project Summary (see notes for details)

Project Name	WMC Warehouse	Project Description
New or Carryover Project?	New	WMC Warehouse 70x30 with overhead door, man door, and pallet racking for storage.
Location	WMC	
Level of Service Impact	Med	
New or Replacement Asset	New	

Considerations (check all that apply)

Mandated by Law		Need for Project
Replacing End of Life Asset		Will provide storage for equipment, e waste, bulbs, batteries, etc all stewarded programs. Reduce theft (truck stolen twice in). Provides an inside environment for staff to work on these programs and items.
Required for Health & Safety		
Environmental Impact (Prevention or Mitigation)		
Significant Impact if Deferred	Yes	
Previously Committed		
Supports Strategic Initiative	Yes	

ESTIMATED CAPITAL COST	Carry Over Projects			New FY
	Prior Year Budget Total	Actual Cost (to Jan 1/XX)	Budget Remaining	
Engineering/ Consulting				
Equipment				
Construction				\$750,000
Other				
TOTAL				
PROPOSED FINANCING				
Operating				
Reserves – Capital				
Reserves - Operating				
Debt				\$750,000
Other				
TOTAL				\$750,000

To: COTW and Town Council
From: Ashley Crocker, CAO
Date: February 2, 2026 and February 17, 2026
Subject: Memorandum of Agreement (MOA): Annapolis REMO & Kings Transit

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Memorandum of Agreement Emergency Transportation Services between Annapolis REMO and Kings Transit Authority

Legislation

- *Section 10(2) of the Emergency Management Act.*

Recommendation

That Council approve the Memorandum of Agreement between Kings Transit Authority and the Annapolis Regional Emergency Management Organization (Annapolis REMO), as recommended by the Annapolis REMO Advisory Committee.

Background

Section 10(1) the *Nova Scotia Emergency Management Act*

Within one year after coming into force of this Act, each municipality shall

- (a) subject to the approval of the Minister, establish and maintain a municipal emergency by-law;
- (b) establish and maintain a municipal emergency management organization;
- (c) appoint a coordinator of the municipal emergency management organization and prescribe the duties of the coordinator which shall include the preparation and co-ordination of emergency management plans for the municipality;
- (d) appoint a committee consisting of members of the municipal council to advise it on the development of emergency management plans; and
- (e) prepare and approve emergency management plans.

REQUEST FOR DECISION

MOA: Annapolis REMO & Kings Transit

RFD#: 009-2026



(2) The municipality may

- (a) pay the reasonable expenses of members of the organization or members of the committee appointed pursuant to clause (b) or (d) of subsection (1);
- (b) enter into agreements with and make payments to persons and organizations for the provision of services in the development and implementation of emergency management plans;
- (c) enter into an arrangement or agreement with any other municipality respecting a common organization, plan or program;
- (d) appropriate and expend sums approved by it for the purpose of this Section.

The three municipalities in Annapolis County (Municipality of the County of Annapolis, Town of Annapolis Royal and Town of Middleton) have adopted an Intermunicipal Emergency Services Agreement to provide for regional emergency services when necessary to the residents of all three municipal units. Under this Agreement, municipalities share the responsibilities of emergency preparedness, planning, response and recovery when possible and appropriate as the Annapolis Regional Emergency Management Organization (Annapolis REMO).

The purpose of the MOU is to assist the efforts of Annapolis County with resources for a comprehensive approach in responding to and reducing the impacts of an emergency.

Financial Implications

The Agreement provides that, when activated and Kings Transit Authority (KTA) assets are deployed, KTA may invoice Annapolis REMO at the applicable Nova Scotia mileage rate to recover reasonable vehicle-related expenses, including fuel, maintenance, and normal wear and tear. Annapolis REMO will outline the invoicing process and required submission method as part of the initial activation notification. KTA is required to submit complete and accurate documentation, including supporting paperwork, receipts, and invoices, within 30 days of demobilization. Upon confirming that all reimbursement requirements have been met, Annapolis REMO will reimburse KTA within 30 days of receiving a properly completed reimbursement request.

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026

Memorandum of Agreement Emergency Transportation Services

Between: Annapolis County Regional Emergency Management Organization (Annapolis REMO)

And Kings Transit Authority (KTA)

1.0 Purpose

The purpose of this Memorandum of Agreement (MOA) is to establish a mechanism whereby through which Kings Transit Authority (hereafter referred to as KTA) agrees to support the Annapolis County Regional Emergency Management Organization (hereafter referred to as Annapolis REMO) and work together as cooperating parties during emergency incidents, including aiding in the safe transport of children, the elderly and people with access and functional needs.

2.0 Description

2.1 Annapolis REMO and KTA enter into this MOA in good faith for the provision of transportation services to support evacuation orders issued as a result of natural, technological or human-caused disaster. The following is representative of, but not limited to, the principle tasks KTA might be activated to accomplish:

- a. Transport of first responders or support personnel to emergency sites;
- b. Provision of KTA buses as 'Comfort Buses';
- c. Transport evacuees from at-risk areas at designated muster points to reception centers, shelters or other safe havens;
- d. Modify existing transportation services to better serve the transportation needs of evacuees;
- e. Modify existing transportation policies (e.g. fare policies, pets on vehicles, securement of mobility devices) to better accommodate the needs of evacuees (including people with access and functional needs); and
- f. Return evacuees from safe havens to their residences (re-entry).

3.0 Definitions

3.1. "Assembly Area(s)" are local buildings, parking lots, parks where residents affected by an emergency will be instructed to report and from which point, they will be transported to a reception centre.

- 3.2 “**Disaster**” is a real or anticipated occurrence such as disease, pestilence, fire, flood, tempest, explosion, enemy attack, sabotage, or release of any commodity which endangers health, safety, and the welfare of the population, property or the environment.
- 3.3 An “**Emergency**” is a present or imminent event in respect of which Annapolis REMO believes prompt coordination of action or regulation of persons or property must be undertaken to protect property or the health, safety or welfare of the people of Annapolis County.
- 3.4 An “**Evacuation**” is an operation whereby all or part of a particular population is temporarily relocated, whether spontaneously or in an organized manner, from a section of the town that has been struck by a disaster or is about to be struck by a disaster, to a place considered not dangerous for their health or safety.
- 3.5 A “**Reception Centres**” is a site where evacuees are received, and from which emergency Social Services (ESS) are administered and provided. The Red Cross usually provides these services.

4.0 Deployment Activity

- 4.1 This agreement may be activated only by notification by the Annapolis REMO Emergency Coordination Centre (ECC) Manager or designee. Deployment activation, pursuant to this MOA, may occur at any time, day or night, including weekends and/or holidays; including 24/7 continuous service.
- 4.2 Upon acceptance of deployment, the KTA will have equipment enroute to the designated location within 120 minutes from the time it receives the official deployment notification from the Annapolis REMO ECC Manager or designee. For reimbursement purposes, mission tasking will begin when the KTA's personnel checks in at the incident Staging Area and will conclude when the deployment authorization has been met or the ECC Manager and/or designee issues demobilization orders for the resource(s).

5.0 Notification by Annapolis REMO for Evacuation Support

- 5.1 Annapolis REMO shall, in the event of an emergency that would require evacuation transportation, make every effort to notify KTA by first notifying the Operations Supervisor at 902-599-0470, or the Operations Manager cell at 902-679-8583 or if not immediately available, their designate.
- 5.2 Notification shall be made through mutually agreed alerting arrangements of the condition or situation which is perceived to constitute a disaster that would represent a hazard thereby necessitating action by Annapolis REMO to evacuate residents from an area of Annapolis County.

6.0 Terms

- a. This agreement shall be in full force and effect beginning the date of signing.
- b. This agreement will be renewed automatically on a year-to-year basis, from date of signing, unless terminated pursuant to the terms hereof

- c. KTA personnel who respond must be in good standing with the company, and up to date on all requisite licensing and permitting
- d. Deployed KTA personnel must abide by all National, Provincial and local laws
- e. All deployed personnel from the KTA will be properly identified by uniform and employer identification card with photo.
- f. KTA will only deploy staff upon receipt and under the terms of the official deployment notification(s) as described in Section 5.
- g. KTA must provide detailed records certifying miles and hours of service provided.

7.0 Cost Reimbursement

- 7.1 In the event that this Agreement is activated and KTA assets are deployed, KTA may invoice Annapolis REMO based on Nova Scotia mileage rate to cover all reasonable vehicle-related costs:
 - a. Fuel
 - b. Maintenance, and
 - c. Wear and tear on vehicles.

8.0 Method for reimbursement

- 8.1 Annapolis REMO will provide a method for submitting the required information for invoicing as part of the initial notification.
- 8.2 KTA must submit accurate paperwork, documentation, receipts and invoices to Annapolis REMO within 30 days after demobilization.
- 8.3 If Annapolis REMO determines that KTA has met all requirements for reimbursement, they will reimburse KTA within 30 days of receiving a properly executed reimbursement request.

9.0 Resource estimates

- 9.1 In order for Annapolis REMO to properly plan for transportation needs for disaster response, KTA estimates the following resources could be made available by KTA:
 - a. Available Vehicles:
 - Eight (8) Transit buses;
 - One (1) eight passenger van; and
 - One service truck
 - b. Available Staff:
 - Fifteen (15) bus operators, ad
 - Transit Subject Matter Experts (SMEs) for the Emergency Coordination Centre (24/7 coverage)

10.0 Acceptance Agreement

10.1 KTA offering to enter into this MOA shall sign two originals of a fully completed MOA and send both via regular mail.

10.2 As noted, by the signature (below) of KTA or its authorized agent, KTA agrees to accept the terms and conditions as set forth in this Agreement, agrees to abide by the requirements for reimbursement and waives the right to file a claim to be reimbursed for any amount above the payment schedule amount, as outlined herein. All amendments of this MOA must be in writing and agreed to by KTA and Annapolis REMO.

11.0 Contact Information

Kings Transit Authority

29 Crescent Drive
New Minas, NS
B4N 3G7

Meg Hodges, General Manager
Kings Transit

Date

Annapolis County Regional Emergency Management Organization

752 St. George Street
Annapolis Royal, NS
B0S 1A0

**ANNAPOLIS REMO – MUNICIPAL REPRESENTATIVES:
Town of Annapolis Royal**

Sandi Millet-Campbell, CAO
Town of Annapolis Royal

Date

Town of Middleton

Ashley Crocker, CAO
Town of Middleton

Date

Municipality of the County of Annapolis

Rob Frost, CAO
Municipality of the County of Annapolis

Date

REQUEST FOR DECISION
Appointment List Update
RFD#: 010-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: February 2, 2026 and February 17, 2026
Subject: 2026 Appointment List Update

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Updated Draft Appointment List

Legislation

- *Municipal Government Act*

Recommendation

That Council, on recommendation from the CAO, appoint Daniel Forbes as member of the Audit Committee.

That Council approve the 2026 Appointment List, as presented.

Background

Two individuals (town residents) applied for the one (1) vacant position on the Audit Committee: Brian Neville and Daniel Forbes. Staff have reviewed both applications, and the resume provided by Daniel Forbes. While both candidates bring valuable experience to the table, Daniel Forbes has experience in banking and currently works for the CBDC (Community Business Development Corporation – Annapolis Ventures). In this role, Daniel analyzes financial statements and has developed a solid understanding of accounting. Given Daniel has more specific experience related to the Audit Committee’s terms of reference, staff recommend that Council appoint Daniel Forbes.

Kyhali Patel is no longer with Brighter Community Planning and Consulting Ltd. and was removed as a Development Officer.

REQUEST FOR DECISION
Appointment List Update
RFD#: 010-2026



Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026

TOWN OF MIDDLETON
2026 APPOINTMENT LIST
(Approved by Council **February 17, 2026**)

COUNCIL AND COMMITTEES OF COUNCIL

COUNCIL

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

COMMITTEE OF THE WHOLE

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

INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY (IDEA)

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

AUDIT COMMITTEE

Citizens: PATRICIA LESLIE, SYLVESTER ATKINSON,
DANIEL FORBES
Town Council: COUNCILLORS BERNADETTE KNAPP,
SANDRA FOURNIER

COMMUNITY CENTRE & FIRE HALL COMM

Fire Department: MIKE TOOLE, JODY SPIDLE, SCOTT VEINOT
Town Council: MAYOR GAIL SMITH, COUNCILLORS
BERNADETTE KNAPP, GARY MARSHALL
Town Planner: CHRYSTAL FULLER
Staff: CAO ASHLEY CROCKER, DPW ADAM VERRAN

PLANNING ADVISORY COMMITTEE

Citizens: HILARY CAMPBELL, MARGARET JERKE,
DIANNE MCDONALD, HOWARD SELIG
Town Council: COUNCILLORS JOHN BARTLETT, DAN SMITH,
JONATHAN ARCHIBALD

JOINT ANNAPOLIS COUNTY POLICE ADVISORY BOARD

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

SOURCE WATER PROTECTION ADVISORY COMMITTEE

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

ASSET MANAGEMENT WORKING GROUP

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

**INTER-MUNICIPAL COMMITTEES AND
WORKING GROUPS**

ANNAPOLIS COUNTY INTER-MUNICIPAL WORKING GROUP

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

IDEA GOVERNANCE COMMITTEE

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

VALLEY REGIONAL SERVICES BOARD

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL (ALT)

REMO ADVISORY COMMITTEE

COUNCILLORS DAN SMITH, GARY MARSHALL

REMO PLANNING COMMITTEE

CAO ASHLEY CROCKER, DPW ADAM VERRAN

VALLEY REN LIAISON & OVERSIGHT COMMITTEE (LOC)

COUNCILLORS JOHN BARTLETT, JONATHAN ARCHIBALD (ALT)

TOWN INDIVIDUAL APPOINTMENTS

ANIMAL CONTROL & BYLAW ENFORCEMENT OFFICERS

AMANDA LEWIS
ASHLEY GERVAIS

BUILDING & FIRE OFFICIALS

ANDREW DOBSON
ERIN SCHURMAN-KOLB

DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR

SEAN AMOS

DEVELOPMENT OFFICER(S)

CHRYSTAL FULLER
LAUREN ISABELLE

FIRE CHIEF & DEPUTIES

CHIEF MIKE TOOLE
DEPUTIES SCOTT VEINOT, JODY SPIDLE

RCMP NCO IN CHARGE

SGT MIKE MAXWELL

REMO COORDINATOR

BRIAN ORDE, JENNIFER DANIELS (ALT)

TOWN AUDITORS

BDO CANADA

TOWN CLERK

SARA MARCEAU

TOWN ENGINEER

DPW ADAM VERRAN

TOWN RETURNING OFFICER

SARA MARCEAU

TOWN SOLICITORS

TAYLOR MACLELLAN COCHRANE

TOWN TREASURER

LEAH PROFITT

TRAFFIC AUTHORITY

SGT MIKE MAXWELL, DPW ADAM VERRAN

VWRM BYLAW ENFORCEMENT OFFICER

DALE ROBERTS

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

MIDDLETON SWIMMING POOL SOCIETY

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

REGIONAL LIBRARY BOARD

JILL COX

WESTERN REGIONAL HOUSING AUTHORITY

Citizen at Large: DIANNE MCDONALD

REQUEST FOR DECISION
Joint Equity, Diversity & Inclusion Plan
RFD#: 011-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: February 2, 2026 and February 17, 2026
Subject: Joint Equity, Diversity and Inclusion Plan

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft 2026-2029 Joint Equity, Diversity and Inclusion Plan

Legislation

- Nova Scotia's Dismantling Racism and Hate Act (S. N.S. 2022, c. 3).

Recommendation

That Council approve the 2026-2029 Equity, Diversity, and Inclusion (EDI) Plan.

Background

In 2022, the Province of Nova Scotia passed the Dismantling Racism and Hate Act (S. N.S. 2022, c. 3), which establishes the provincial framework for addressing systemic racism, hate, and inequity. Recognizing the important role municipalities play in addressing racism, hate, and inequity, the Equity and Anti-Racism Strategy identified municipal units as the first public sector bodies required to develop equity and anti-racism plans. It requires municipal units to undergo a process to identify actions that will promote equity and anti-racism by considering the needs of underrepresented and underserved communities.

Underrepresented and underserved communities are groups that have historically experienced systemic barriers, discrimination, and exclusion from full participation in social, economic, and civic life. The Province of Nova Scotia's Equity and Anti-Racism Strategy highlights that equity work must meaningfully engage and address the unique experiences of communities most impacted by systemic hate, inequity, and racism, including Mi'kmaw and persons of Indigenous descent, African Nova Scotians and persons of African descent, the 2SLGBTQIA+ community, newcomers (including immigrants and refugees), persons with disabilities, and other racialized and marginalized groups.

REQUEST FOR DECISION
Joint Equity, Diversity & Inclusion Plan
RFD#: 011-2026



In response, the Town of Middleton, in partnership with the Municipality of the County of Annapolis, Village of Lawrencetown, and Town of Annapolis Royal created a Terms of Reference for Inclusion, Diversity, Equity, and Accessibility (IDEA). This document sets up an IDEA Committee to provide governance, guidance, and oversight.

The Committee included representatives from underrepresented and underserved communities across Annapolis County, including from within the Town of Middleton. Its purpose and vision are to articulate each local government's commitment to IDEA principles, and to ensure municipal programs, services, and infrastructure are inclusive, equitable, and accessible. The first priority of the IDEA Committee was to collaborate to develop a joint Equity and Accessibility Plan.

Although one of the original action items from the IDEA Committee was to create a joint Equity and Accessibility Plan, throughout the process, the IDEA Committee decided to develop two separate plans to address equity and accessibility individually. The Equity, Diversity and Inclusion plan outlines a series of practical actions to build relationships, provide education, and promote accountability. It is intended to be a living document, with annual reviews and public reports conducted by the IDEA Committee.

The Equity, Diversity and Inclusion plan has been reviewed and approved by the Inclusion, Diversity, Equity and Accessibility (IDEA) Committee and the IDEA Governance Committee. Governance and accountability are provided through the IDEA Committee, which will conduct annual reviews and publicly report on progress, ensuring the plan remains a living, evolving document.

The Joint Plan has already been approved by the Municipality of the County of Annapolis, and the Town of Annapolis Royal. Those municipal units have already submitted the plan to the Province of Nova Scotia, in order to meet the legislative requirements.

Financial Implications

Approval of the Equity, Diversity and Inclusion plan demonstrates Council's commitment to advancing inclusion, equity, and diversity across municipal operations and community engagement. Approval does not commit Council to specific expenditures; individual actions will be considered through regular work planning and annual budgets.

The Chief Administrative Officer will oversee the integration of Equity, Diversity, and Inclusion activities into municipal budget recommendations across the 3-year plan.

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

The plan was developed with guidance from community voices, the IDEA Committee, and municipal staff. Engagement activities included five public consultations held in accessible community locations, a community-wide survey, focus groups, and one-on-one conversations with residents. Internal engagement was also conducted with staff, Council members, and municipal departments to identify organizational strengths, gaps, and opportunities.

CAO Comments

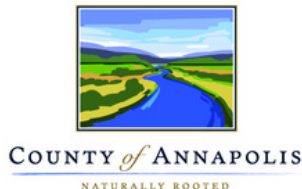
The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026



Equity, Diversity, & Inclusion Plan 2026 - 2029



Acknowledgement

The Municipality of the County of Annapolis, the Town of Annapolis Royal, the Town of Middleton and the Village of Lawrencetown acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People. This land is governed by the treaties of Peace and Friendship, first signed by the Mi'kmaq, Wolastoqey, Peskotomuhkatiyik, and the British Crown in 1726.

These treaties did not surrender or transfer land to the British but recognized Mi'kmaq and Wolastoqey title and established the rules for a long-standing relationship between nations, initially aimed at preventing war and facilitating trade. We recognize that we are all treaty people, with responsibilities to each other and to this land.

We also recognize the 400+ year history of communities of African descent and the 52 African Nova Scotian communities that exist throughout the region today.

Nova Scotia is home to many diverse communities that have enriched the province. We acknowledge that many residents of Nova Scotia hold intersecting identities, which may expose them to multiple forms of discrimination.

Collaboration

The Municipality of the County of Annapolis has partnered with the Village of Lawrencetown, Town of Annapolis Royal, and Town of Middleton, further referred to as “the Partners”, to develop and implement an Equity and Anti-Racism Plan, as well as an Accessibility Plan.

The first Equity Diversity and Inclusion (EDI) Plan was made possible through hard work and teamwork, dedication, and collaboration of community organizations, leaders, residents, and the Partners.



We express our gratitude for their contributions and input in developing this strategy. Special thanks to the many individuals and groups who took the time and had the courage to share their voices and experiences during community engagement sessions.

IDEA Committee

The Partners would also like to thank the Association of Municipal Administrators group and the Inclusion, Diversity, Equity and Accessibility (IDEA) committee members for their support and advice in creating the plan.

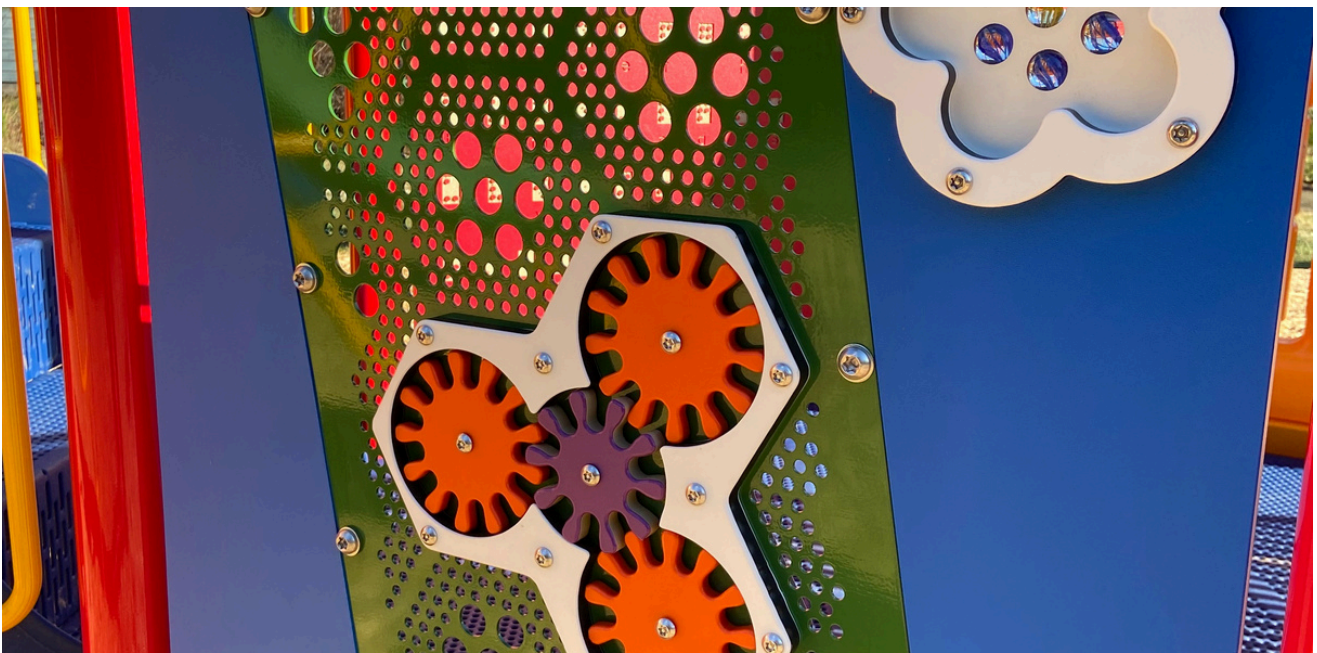
The IDEA members include:

- **Cameron Stiff, Vice Chair**
- **Elizabeth Mason-Squires, Member**
- **Larry Peters, Member**
- **Catherine Jean Voysey, Member**
- **Tina Hiltz, Member**
- **Brenda MacDonald, Member**

Background

Our province is on a journey to become more inclusive and equitable. In 2022, the Province of Nova Scotia passed the Dismantling Racism and Hate Act. The legislation explains how the government will deal with racism, hate, and unfair treatment.

The Act recognized that sometimes rules and policies that look fair can still hurt some groups of people.



Recognizing the important role municipalities play in addressing racism, hate and inequity, the Equity and Anti-Racism Strategy identified municipalities as the first public sector bodies required to develop equity and anti-racism plans.

Municipalities' Role in Equity and Anti-Racism Initiatives

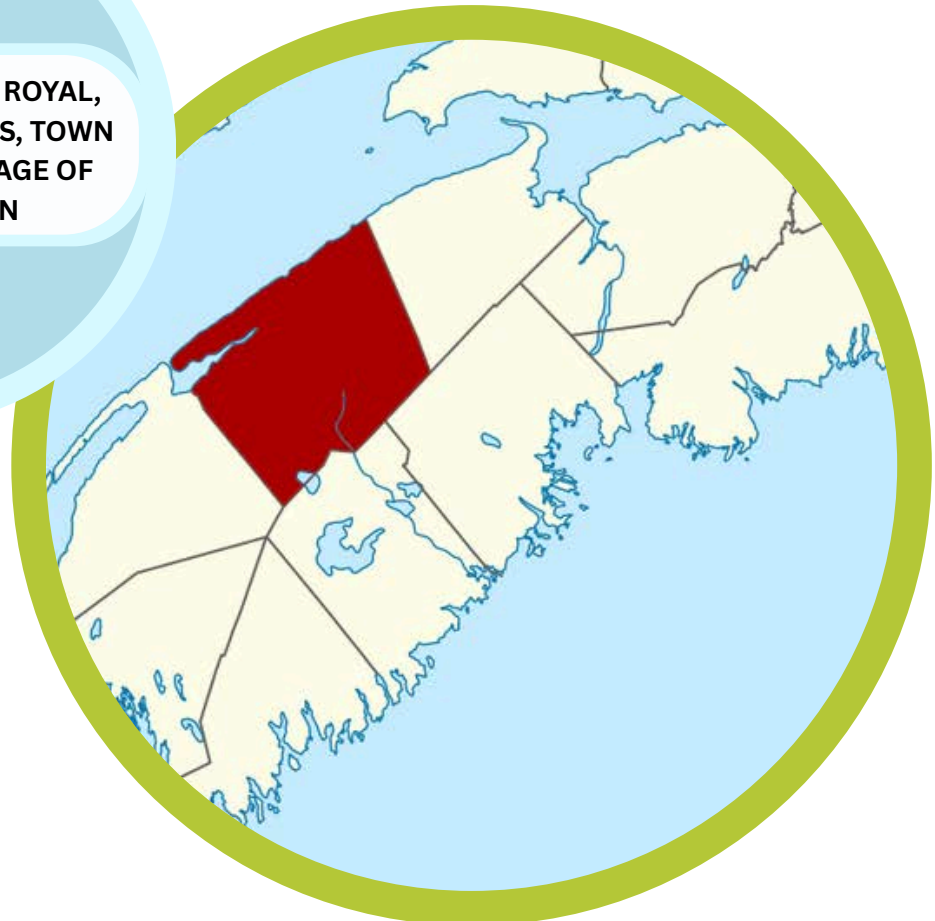
It requires municipalities to undergo a process to identify actions that advance inclusion by considering the needs of underrepresented and underserved communities. The IDEA committee will play a role in helping the region become an accessible community to meet its obligations under Nova Scotia's Act, Bill 59 and to update Accessibility plans in 2025. In addition, the committee will also support the development of equity and anti-racism plan in accordance with the Dismantling Racism and Hate Act.

The Partners acknowledge and recognize the value of diversity and the importance of fostering a community where everyone feels valued, heard, included, and at home. This plan shows the start of our commitment to removing barriers, promoting equitable opportunities, and supporting underserved communities in Annapolis County and beyond.

About the Region

This area is located between the Bay of Fundy and the Annapolis Basin to the north and the South Mountain to the south, with the fertile Annapolis Valley in the center. It has a rich mix of cultures, including Mi'kmaq, Acadian, Scottish, British, 2SLGBTQIA+ and African-Nova Scotian influences. The Bear River First Nation community, known as L'sitkuk, is located here at the beginning of the tidal Bear River, which marks the boundary between Annapolis and Digby counties.

**TOWN OF ANNAPOLIS ROYAL,
COUNTY OF ANNAPOLIS, TOWN
OF MIDDLETON, VILLAGE OF
LAWRENCETOWN**





This region is known for its natural beauty and strong agricultural output, producing apples, berries, and a variety of other crops thanks to its fertile soil. It also supports forestry, fishing, and tourism related to its heritage and coastline.

One notable spot is Delaps Cove, a remote community in Annapolis County on the Bay of Fundy, famous for its rugged shoreline, stunning bay views, tidal changes, and beautiful natural scenery which has a history of early Black settlement and Medabankeajetc (Little Red Bank).

EDI Plan

The EDI (Equity, Diversity & Inclusion) Plan is about fairness, respect, and making sure everyone feels they belong. Our goal is a community where no one is left out or held back because of racism or exclusion.

Through this work, we promise to:

- Take action in our policies, leadership, workplaces, and community services.
- Listen to people's experiences, especially from groups who often face unfair treatment, including Mi'kmaw, African Nova Scotian, Acadian, and 2SLGBTQIA+ communities, and use those voices in our decisions.
- Make our county more accessible in our buildings, transportation, and the way we share information.
- Celebrate and respect cultural diversity, honouring the many backgrounds and identities of our residents.

How the Plan was Developed

This plan was created with guidance from community voices, our IDEA Committee, and staff. Building an equitable community takes time. It begins with listening to people who are often left out and developing trust. This plan is just the start of our journey together.



To guide the plan, we went out into the community to hear directly from residents. We met people in familiar and accessible places like community centres and our local firehalls. We asked questions about inclusion, belonging, and fairness, and heard many stories and ideas.

Let's Talk Inclusion, Diversity, Equity, and Accessibility!

We also held five public consultations, one community survey, smaller focus groups, and one-on-one conversations. This gave us a broad picture of people's needs, wants, and experiences.

We also looked inward. Through the IDEA Check-In, staff shared their perspectives on what Inclusion, Diversity, Equity, and Accessibility mean in the workplace, what helps them feel included, and what changes could make our workplace better. We also spoke with council members and municipal departments. These conversations helped us identify possible action items and focus areas for the plan.

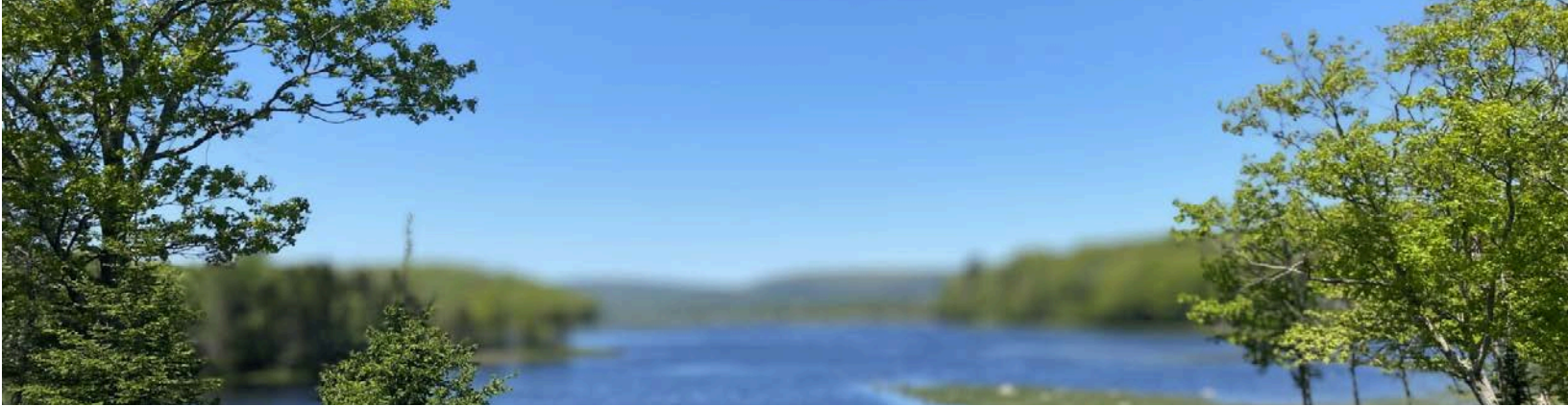
By bringing together community voices and municipal input, we are building a plan rooted in lived experience, reflection, and a shared commitment to making Annapolis County more inclusive, fair, and welcoming for all.

Our Commitment

We understand that achieving meaningful inclusion and reconciliation requires time, trust, and continuous dialogue. This EDI Plan represents the beginning of a collective journey across the County of Annapolis, towards creating a more equitable and welcoming community.

We recognize the importance of listening, particularly to Mi'kmaw communities, African Nova Scotians, and other marginalized residents, before moving towards solutions. Therefore, this plan commits us to learn, build relationships, and take initial actions together.

The plan will undergo an annual review and will be updated based on the insights we gain from our partners and within our organizations.



Building Relationships

Strong relationships are essential for fostering trust, collaboration, and reconciliation. Our aim is to establish lasting and respectful connections with Indigenous, African Nova Scotian and Acadian communities, ensuring that these relationships guide all municipal decisions.

Objectives

- Engage in ongoing and respectful communication with First Nations, African Nova Scotian, 2SLGBTQIA+, and all diverse communities.
- Create clear pathways for collaboration and shared decision-making.
- Treat relationship-building as a core municipal responsibility, not a one-time project.

Building Relationships

Listening and Engagement

- Hold regular meetings with representatives from the Mi'kmaw and African Nova Scotian communities to identify suggested Municipal actions.
- Support, promote, and attend cultural and community events when invited, fostering relationships through active participation and learning.
- Develop municipal engagement guidelines that emphasize early and ongoing dialogue with these communities.

Building Relationships

Co-Development and Collaboration

- Invite representatives from Mi'kmaw and African Nova Scotian communities to co-develop policies and initiatives focused on culture, heritage, planning, and naming.
- Establish partnerships to create recreation, youth, and arts programming that is culturally relevant.
- Collaborate on an annual calendar of cultural and commemorative events, such as Treaty Day, African Heritage Month, Mi'kmaq History Month, Pride Month, and promote awareness and education related to these special events.

Building Relationships

Representation and Recognition

- Strive to create more inclusive municipal committees and advisory bodies, by developing designated seats.
- Review public names and symbols to ensure they reflect a shared history and show respect for Mi'kmaw and African Nova Scotian heritage.
- Support visual representation using flags, art, and signage, developed in partnership rather than through assumption.



Education & Awareness

Education serves as the cornerstone for meaningful change. It is essential that we educate ourselves, staff, Council members, and partners, to ensure our policies, programs, and decisions are guided by principles of equity and cultural understanding.

Objectives

- Foster a deeper understanding of equity, diversity, and anti-racism principles within our organization.
- Integrate Inclusion, Diversity, Equity, and Accessibility (IDEA) training into the professional development framework for staff and Council, with annual budget allocations to ensure consistent delivery and participation.

Education & Awareness

Internal Education and Capacity Building

- Dedicate a portion of the annual HR training budget to EDI and accessibility training.
- Offer mandatory annual sessions on inclusion, anti-racism, cultural awareness, and accessibility.
- Develop internal learning resources (plain language guides, accessibility checklists, inclusive communication tools).
- Integrate EDI principles into all municipal policies, planning, and communications.

Education & Awareness

Learning Through Action

- Conduct regular accessibility and inclusion audits of municipal spaces and programs.



Cross-Cutting Commitments

Our initiatives focus on two main themes: Building Relationships and Education, with overarching commitments applicable to all municipal work. We understand that meaningful change can only occur once we have taken the time to learn and build relationships within our communities.

We aim to create Safe and Welcoming Spaces, where safety, respect, and a sense of belonging are paramount.



Additionally, we are committed to Continuous Learning. This plan will evolve each year, reflecting our progress, lessons learned, and renewed commitments.



The IDEA Committee will conduct an Annual Review to assess progress and update our plan as necessary. Transparency will be a guiding principle; our municipal partners will publicly share progress reports, celebrating milestones and achievements.

Success will be measured not just by completed tasks, but also by the strength of our relationships, community feedback, participation levels, and staff adaptability. This comprehensive evaluation reflects our commitment to our values and the well-being of our community.

REQUEST FOR DECISION
Joint Accessibility Plan
RFD#: 012-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: February 2, 2026 and February 17, 2026
Subject: Joint Accessibility Plan

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft 2026-2028 Joint Accessibility Plan

Legislation

- Nova Scotia Accessibility Act Bill 59, 2017
- Nova Scotia Dismantling Racism and Hate Act (Chapter 3 of the Acts of 2022)

Recommendation

That Council approve the Annapolis County Joint Accessibility Plan 2026 - 2028 and submit to the NS Accessibility Directorate as the approved plan to guide actions over the next 3 years.

Background

The Nova Scotia Accessibility Act Bill 59 was enacted in 2017. The provincial legislation aims to create an accessible Nova Scotia by 2030 by preventing and removing barriers for people with disabilities, requiring public bodies to create accessibility plans and have advisory committees. In May 2022, the Town of Middleton approved an accessibility plan. All plans must be updated/approved every 3-4 years.

In 2023, the Town of Middleton, in partnership with the Municipality of the County of Annapolis, Village of Lawrencetown, and Town of Annapolis Royal created a Terms of Reference for Inclusion, Diversity, Equity, and Accessibility (IDEA). This document sets up an IDEA Committee to provide governance, guidance, and oversight.

The Committee included representatives from underrepresented and underserved communities across Annapolis County, including from within the Town of Middleton. Its purpose and vision are to articulate each local government's commitment to IDEA principles, and to ensure municipal programs, services, and infrastructure are inclusive, equitable, and accessible. The first priority of the IDEA Committee was

REQUEST FOR DECISION
Joint Accessibility Plan
RFD#: 012-2026



to collaborate to develop a joint Equity and Accessibility Plan. Throughout the process, the IDEA Committee decided to develop two separate plans to address equity and accessibility individually. The Accessibility plan is intended to be a living document, with annual reviews and public reports conducted by the IDEA Committee.

The Accessibility plan has been reviewed and approved by the Inclusion, Diversity, Equity and Accessibility (IDEA) Committee and the IDEA Governance Committee. Governance and accountability are provided through the IDEA Committee, which will conduct annual reviews and publicly report on progress, ensuring the plan remains a living, evolving document.

The Joint Accessibility Plan has already been approved by the Municipality of the County of Annapolis, and the Town of Annapolis Royal. Those municipal units have already submitted the plan to the Province of Nova Scotia, in order to meet the legislative requirements.

Each municipal unit has an appendix to the Joint Accessibility Plan. By approving this Joint Plan, the Town of Middleton approves the Joint Accessibility Plan, and the Town of Middleton appendix. The Town does not approve the appendices that pertain to the other municipal units.

Financial Implications

Approval of the Accessibility plan demonstrates Council's commitment to advancing accessibility across municipal operations and community engagement. Approval does not commit Council to specific expenditures; individual actions will be considered through regular work planning and annual budgets. Each municipal unit will determine how they will budget for accessibility considerations, and the IDEA committee will make recommendations to the collective group of municipal units on how we might collaborate on specific goals and initiatives.

The Chief Administrative Officer will oversee the integration of Accessibility activities into municipal budget recommendations across the 3-year plan, for both operating and capital.

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

The plan was developed with guidance from community voices, the IDEA Committee, and municipal staff. Engagement activities included five public consultations held in accessible community locations, a community-wide survey, focus groups, and one-on-one conversations with residents. Internal engagement was also conducted with staff, Council members, and municipal departments to identify organizational strengths, gaps, and opportunities.

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026



Annapolis County Joint Accessibility Plan 2026 - 2028

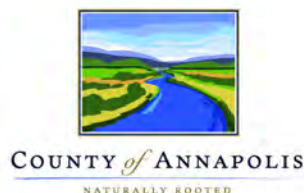


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Introduction

In April 2017, the government of Nova Scotia passed the Accessibility Act. This law requires all towns and municipalities to develop plans to improve their services for everyone. In January 2025, the Municipality of the County of Annapolis, the Town of Annapolis Royal, the Town of Middleton, and the Village of Lawrencetown signed a Terms of Reference to work on joint plans for inclusion, diversity, equity, and accessibility for their communities.

A key aspect of any inclusion, diversity, equity, and accessibility (IDEA) plan is engaging individuals with real-life experience. This involves regularly communicating with the community to ensure their voices are heard. The plan is also intended to be adaptable, allowing for changes and improvements as new insights are gained.

Nova Scotia has the highest rates of disability in Canada, including physical, mental, and learning challenges that make it harder for people to take part in everyday life. Municipal units can help make communities work better for everyone.

Overview

Before 2022, all four municipal units in Annapolis County made their first accessibility plans. This updated plan brings all those plans together into one complete document, created with help from the IDEA Committee.



This plan focuses on looking at buildings and projects that have been completed or are planned over the next 3-4 years (See Appendices C, D, E, and F for details). We have also started our first Equity and Anti-Racism plan for Annapolis County Region, developed with help from the IDEA Committee and representatives from each municipal unit. This will be shared as a separate document.

IDEA Vision

We imagine a place where everyone is treated fairly and can take part in their community without any obstacles. Our goal is to ensure that all municipal leaders consider accessibility and inclusion in everything they do. This means everyone, regardless of background or ability, should have a voice and be respected. We want to create a community where there is no racism or prejudice, where everyone feels safe and included, and where both visible and invisible disabilities are recognized and respected.



The IDEA Terms of Reference includes some important principles that are listed in *Appendix A.*

Barriers

Our initial accessibility plans have taught us a lot. All four municipal units and their staff have had to adjust and learn new things. We've made great progress in a short time and have completed many new accessibility projects; however, we still need to do more to change the way people think about, and provide services for, improved accessibility. Our senior leaders need to involve all staff in finding new ways to improve accessibility beyond just buildings.

**BY WORKING TOGETHER, WE CAN BREAK
DOWN BARRIERS, SHARE SKILLS, AND
PROVIDE TRAINING TO MAKE OUR
COMMUNITIES MORE ACCESSIBLE FOR
EVERYONE**



Methodology

This plan was created with help from people in our community, the IDEA Committee, and our staff. Building a fair and welcoming community takes time. It starts with listening to those who often feel left out and building trust. This plan is a continuation of our journey together.

To help shape this plan:

- We spoke directly with residents in familiar places, such as community halls and fire halls, to hear their experiences and perspectives.
- We asked about accessibility, inclusion, belonging, and fairness, and heard many stories, concerns, and ideas.
- We held five public meetings, along with a community survey, small focus groups, and one-on-one conversations to better understand what people need and want.
- We looked inward at our own workplace through the IDEA Check-In, where staff shared what inclusion, diversity, equity, and accessibility mean to them, what helps them feel included, and what changes could improve the workplace.
- We engaged Council members and staff across departments to gather diverse internal perspectives.



By combining community voices and municipal input, we are building a plan grounded in real experiences, thoughtful reflection, and a shared commitment to making Annapolis County a more inclusive, fair, and welcoming place for everyone.

You can find summaries of the surveys and public meetings in Appendix B, along with action items under each category. We also looked at related plans and research. Reports from the [Nova Scotia Accessibility Directorate](#) guided us in developing this plan.

IDEA Committee

The Partners would like to thank the Association of Municipal Administrators group and the Inclusion, Diversity, Equity and Accessibility (IDEA) committee members for their support and advice in creating the plan.

The IDEA members include:

- Cameron Stiff, Vice Chair
- Elizabeth Mason-Squires, Member
- Larry Peters, Member
- Catherine Jean Voysey, Member
- Tina Hiltz, Member
- Brenda MacDonald, Member

Staff Support

- Rob Frost, CAO County of Annapolis
- Sandi Millet-Campbell, CAO Town of Annapolis Royal
- Ashley Crocker, CAO Town of Middleton
- Melissa Roscoe, Village Clerk, Village of Lawrencetown
- Debra Ryan, Director of Community Development, County of Annapolis
- Alyssa Blais, Strategic Initiatives Coordinator, County of Annapolis
- Lisa Fenton, Active Living Coordinator, Town of Middleton

Accessibility Plan

The five areas of focus that all municipalities must address in their accessibility plans include:

- **Built Environment:** making public buildings, streets, sidewalks, and shared spaces accessible to all.
- **Information and Communication:** ensuring all people can receive, understand, and share the information they need. To increase awareness and education about accessibility rights and opportunities that can benefit the whole community.
- **Goods and Services:** ensuring that people with disabilities have equitable access to goods and services provided by the Municipality.
- **Employment:** making workplaces accessible and supporting people with disabilities in finding meaningful employment.
- **Transportation:** making it easier for everyone to get where they need to go.
- **Implementation/Evaluation:** including a section on the plan implementation, monitoring and evaluation.



Built Environment

The four municipal units will work to improve their buildings and spaces to meet the requirements for accessibility, as outlined in the Nova Scotia Built Environment Accessibility Standards. *Appendices C, D, E, and F* show what has been finished and what still needs to be done. All new construction and renovations, both indoor and outdoor, must meet Nova Scotia's accessibility requirements.

Actions

- Provide training and education on the Nova Scotia Built Environment Standards to all staff, including those in recreation, parks, public works, procurement, planning, and building inspections, to ensure guidelines are well understood and applied.

Built Environment

- County staff person to be trained in Rick Hansen Foundation Accessibility Standards to support improved accessibility across municipal spaces.
- Share best practices among staff from the four municipal units through training sessions and collaboration.
- Plan, design, and upgrade buildings, parks, trails, and other outdoor spaces with accessibility and universal design in mind, including consulting accessibility experts when designing new buildings or additions.
- Provide seasonal maintenance for accessible spaces, including clearing pathways of weeds, grass, leaves, debris, and snow, and monitoring for erosion to ensure safe access year-round.
- Ensure Council chambers and meeting rooms are accessible for everyone, including those who use wheelchairs and need audio support.

Built Environment

- Include accessibility and equity considerations when planning active transportation (like walking and biking) in our communities.
- Link sidewalks to pathways and include rest stops to make our community more livable for everyone.
- Install clear signs along main roads to help people easily find accessible parks and parking.





Information & Communication

In 2026, additional guidelines to improve website and technology accessibility will be released by the province.

Actions

- Use simple, clear language in all municipal documents so everyone can understand them easily, including websites, social media, posters, advertisements, brochures, speeches, contracts, policies, and reports.
- Provide training for municipal staff on plain language, accessible communication, and serving people with disabilities, including those with hearing or vision challenges and people who use service animals.

Information & Communication

- Create a simple way for residents to share their thoughts on what is working and what needs improvement in the accessibility plan over the next three years.
- Teach communities, businesses, and developers on the importance of providing accessible services.
- Highlight completed and upcoming accessibility projects through the municipal budget to keep everyone informed.
- Address the need for American Sign Language (ASL) interpreters by exploring training options and providing training in Computer-Aided Real-Time Transcription (CART).
- Include people with disabilities in community publications, especially in materials related to recreation and tourism.

Information & Communication

- Add Quick Response (QR) codes to new signs in parks and trails to make it easier for people to access information.
- Design signs with high-contrast colours (like black on white) and avoid putting text over confusing backgrounds or images.
- Review all wayfinding and information signs to ensure they meet accessibility standards.
- Create a list of municipal parks and trails that shows the accessibility features available at each location.
- Explore technologies such as speech-transfer systems and hearing loops to help at reception desks, meeting rooms, and Council chambers with proper setups for ASL interpreters.





Goods and Services

Actions

- Municipal planning for emergency services, such as the Regional Emergency Management Organization (REMO), will consider the needs of people with disabilities when preparing for disasters and local emergencies.
- Provide recreation programs, projects, and events for everyone, regardless of age or ability, and regularly check whether they meet these needs.
 - Provide accessible equipment, like personal flotation devices (PFDs), available at Raven Haven to help people with disabilities enjoy water activities.
 - Create and share lists of accessible recreation equipment and make it easy for each municipal unit to borrow them.

Goods and Services

- Council, Committee, and public meetings will be accessible to everyone. These meetings will be held in welcoming spaces that are easily accessible, with on-site washrooms.
- Place Mobi Mats at Raven Haven Beachside Family Park, Annapolis Basin Tidal Beach Park, and other beaches during the summer so everyone can have easy access.
- Develop and share a list of funding opportunities and resources for communities and businesses to help improve accessibility. This includes options from federal, provincial, municipal, and foundation sources.
- Ensure front desks and payment services are accessible and welcoming, provide accommodations for residents with disabilities, and post advance notice of any closures at entrances, on the website, and on social media.

To ensure that people with disabilities have equitable access to goods and services provided by the Municipality.



Employment

To make workplaces accessible and supporting people with disabilities in finding meaningful employment.

Actions

- Create a culture of belonging for everyone by having leaders, senior staff, and managers work together to find ways to improve and support inclusion, diversity, equity, and accessibility (IDEA).
- Job postings will state that people with disabilities are welcome to apply and that they can request any accommodations or support they may need in the workplace.
- Review hiring processes to ensure there are no barriers that prevent people with disabilities from applying.

Employment

- Actively invite people with disabilities to join various municipal committees, not just those focused on IDEA, to ensure our groups represent the whole community.
- Hire a Promotions, Accessibility, and Diversity Facilitator to help with these efforts.





Transportation

To make it easier for everyone to get where they need to go.

Actions

- Improve sidewalks and trails by adding resting areas, ensuring timely snow removal, and putting in features that help people with visual impairments.
- Find out what people with disabilities need to use Kings Transit and Trans County Transportation and provide recommendations to the agencies.
- Make sure transit stops and sitting areas are cleared of snow and have staff check them throughout the winter, making recommendations for improvements as needed.

Implementation/ Evaluation

The plan is part of the Inclusion, Diversity, Equity, and Accessibility (IDEA) Terms of Reference. The Chief Administrative Officers (CAOs) from each municipal unit will manage it. Each unit will need to create its own budget based on the money it has available. They will use two types of budgets: operating budgets for day-to-day expenses and capital budgets for long-term projects.

Like all budgets, municipal units will look for funding from different levels of government to help make the region easier to access and more inclusive for everyone. The plan will be reviewed at least every three years, following rules from the Province and the Accessibility Act.

The plan will undergo an annual review and will be updated based on the insights we gain from our partners and within our organizations.

Appendix A: Commitment to Principles of IDEA Terms of Reference

As part of each local government's ongoing and daily plan to ensure that its programs, services, and infrastructure are inclusive, diverse, equitable and accessible, we commit to uphold and adhere to the following principles:

1. To articulate and regularly demonstrate our commitment to ensuring that any mission, values, and strategic objectives related to our focus on equity, inclusion, and anti-racism are well documented and communicated publicly.
2. To ensure that the senior leadership of each local government is educated on, and demonstrates a commitment to, equity and anti-racism principles through their policies and practices.
3. To undertake a review of all local government policies beginning in 2025 and every five years thereafter, to confirm that the policies and practices of each local government promote inclusion, diversity, and anti-racism.
4. To review and provide effective oversight of public works and infrastructure operations to ensure equitable placement of future infrastructure and replacement of current infrastructure, scrutinizing for systemic biases and accessibility, while promoting and educating all staff on inclusive and anti-racism training, policies, and initiatives.
5. To provide ongoing, practical training, awareness, and development opportunities for staff, Council, and commissioners

Appendix A: Commitment to Principles of IDEA Terms of Reference

on inclusion, diversity, equity, and accessibility, ensuring this knowledge becomes part of the daily culture and practices.

6. To develop a reporting and evaluation system, and work in collaboration with the Advisory Committee, to regularly report on relevant data and initiatives related to improving, advocating for, and completing activities related to inclusion, diversity, equity and accessibility across Annapolis County.
7. To regularly and sincerely engage each year with underrepresented and underserved groups and communities in a meaningful way, including developing joint programs, services, and infrastructure where possible and feasible, vocally speaking in favour of IDEA concepts and plans and denouncing publicly and unequivocally any attempts to orally or in writing, spread hate or fear respecting any person, group, or community within Annapolis County or beyond that respects the principles of IDEA.
8. To carry out all local government functions and decision-making with equity, anti-racism, and accessible lenses, demonstrating community leadership through transparency of actions, accountability for decisions, and open and honest discussions regarding racial biases and the fundamental human rights of fairness and accessibility.
9. To always consider the physical, geographical, and communications methods for local government operations, meetings, and events, by providing the broadest range of

Appendix A: Commitment to Principles of IDEA Terms of Reference

opportunities and access to public services where financially reasonable and technologically possible.

10. To publicly commit to fairness and a desire to ensure underrepresented and underserved communities are aware and encouraged to apply for employment opportunities at all organizational levels, with preference given to persons who meet the job requirements but may otherwise not have been chosen because of a non-recognition of IDEA.
11. To consider establishing and supporting an employee resource group for underrepresented and underserved staff to provide opportunities for learning, education, advocacy, support, and training.

Appendix B: Survey Overview and Public Meeting Summary

Demographics

- 98 responses collected, average duration 15:37.
- 85 identified as White/European descent; 24 as persons with disabilities; 36 seniors aged 60+.
- Gender identification: 52 women, 26 men, eight gender diverse/non-binary.

Experiences with Municipal Services

- 51 respondents (54%) had good experiences with town/County services; 18 (18%) did not.
- 22 respondents (14%) faced barriers in accessing municipal programs.

Suggestions for Improvement

- 65 responses on improving inclusivity: accessibility for mobility challenges, better advertising of programs.
- 63 responses on feeling included: better social media engagement, community events, and welcoming initiatives.

Celebrating Diversity

- 65 responses on recognizing different cultures: more events, support for pride, and cultural festivals.
- 70 responses on challenges to inclusion: accessibility issues, lack of understanding, and transportation barriers.

Appendix B: Survey Overview and Public Meeting Summary

Community Engagement

- 65 responses on decision-making: regular surveys and open meetings suggested.
- 54 responses from community leaders to consult: local churches, businesses, and inclusive groups.

Communication Preferences

- Preferred communication methods: 56 social media, 43 email, 39 website updates.
- 36 respondents (42%) want to stay connected; 49 (58%) do not.

Public Meeting Results - Highlights

Theme 1: Accessibility and Infrastructure

Accessibility and Infrastructure emphasize creating barrier-free, welcoming environments. This includes accessible buildings, sidewalks, signage, public spaces, events, and ensuring policies and communications are in clear, accessible formats.

1. Enhancing Physical Access to Buildings, Facilities, and Public Spaces

- Building Standards and Renovations
 - New municipal buildings and major renovations must comply with the Building Code, all Accessibility Standards and any other related Provincial requirements.

Appendix B: Survey Overview and Public Meeting Summary

- Assessments and audits will be conducted as feasible to address accessibility concerns, and the findings will be integrated into five-year capital investment plans.
 - When changes occur in the built environment, the budget will be sufficiently resourced to ensure the effective implementation of codes and standards mentioned above.
- Sidewalks and Infrastructure
 - Sidewalks and curb cuts should meet Canadian Standards Association (CSA) accessibility guidelines and be properly maintained, including snow and gravel removal.
 - Improvements, developments, and ongoing maintenance of these structures must prioritize the inclusion of safe and accessible alternative pathways.

2. Fostering Accessible and Inclusive Public Spaces and Events

- Inclusive Public Spaces
 - Trails and parks should be upgraded with accessibility features and play spaces.
 - Support community organizations in enhancing accessibility by providing practical guidance, promoting resources on the website, and offering grants when applicable.

Appendix B: Survey Overview and Public Meeting Summary

- Develop community audits and/or assessments to assess whether current programming and projects meet the needs of equity-deserving groups.
- Inclusive Events
 - Develop and follow an accessibility and inclusion checklist for staff and Council to use for events, meetings, and programs.

3. Ensuring Accessible Policies, Bylaws, and Communications

- Accessible Communication
 - Train staff to use plain language and inclusive communication.
 - Municipal documents—including policies, forms, and bylaws—should be able to be made available upon request in multiple formats (large print, Braille, languages other than English, and plain language).
 - Municipal websites should comply with the Web Content Accessibility Guidelines (WCAG).

2025 Facility Accessibility Assessments

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Annapolis County Facility Accessibility Assessments 2025

In January 2022, the Municipality of the County of Annapolis created an assessment of accessibility in municipal assets including buildings, parks, and trails.

Accessibility assessments were done again in October 2025. This document provides an update of facility improvements and additions that have been made since 2022.

In addition to assessments of existing facilities, three new parks were added:

- Upper Clements Trails
- Annapolis Basin Tidal Beach Park
- Hollow Mountain Community Park (in progress in 2025)

An accessible addition to the Nictaux Park and Playground was completed in 2025. The new fully accessible Bear River Comfort Station was also completed in 2025.

This report includes a list of recommended improvements to County facilities to be considered in the next 5 years, pending budget allocations.

An accessibility assessment for the Town of Annapolis Royal is found in Appendix D; for the Village of Lawrencetown in Appendix E; and for the Town of Middleton in Appendix F. The Town of Middleton created a new park called the Middleton Wetland Restoration Trail which has accessible features. The Town of Annapolis Royal has made upgrades to

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their active transportation links and upgraded their playground with accessible opportunities. The Comfort Station in the Town of Annapolis Royal Comfort Station is a fully accessible facility.

These assessments give a general overview of the state of the region's infrastructure with respect to accessibility, as well as evaluating and recognizing successes. As new indoor and outdoor facilities are upgraded or as new facilities are built, they will have to conform with the Nova Scotia Built Environment Accessibility Standard, which is now law in Nova Scotia and follows along the regulations under the Nova Scotia Accessibility Act.

From the Built Environment Accessibility Standard Overview:

“The Built Environment Accessibility Standard is a new set of regulations that are different than the Nova Scotia Building Code Regulations. This standard addresses parts of the built environment that the Building Code does not - such as outdoor spaces, recreational spaces, and maintenance.”¹

Municipalities and organizations in Nova Scotia have new requirements for designing, constructing, and managing their built environments in accessible ways.

“The built environment means human-made spaces in which people live, work, learn and play. This includes inside and outside buildings as well as outdoor spaces such as trails, parks, and beaches.”²

¹ Built Environment Accessibility Standard Overview

² Built Environment Accessibility Standard Overview

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Compliance with the Built Environment Accessibility Standard regulations will not be enforced until April 1, 2026. After April 1, 2026 people in Nova Scotia may make complaints about non-compliance. The Built Environment Accessibility Standards mostly applies to new construction.

Upgrades to existing infrastructure, such as parks, trails and other outdoor spaces, need to be assessed through an accessibility lens during planning, design, and implementation. The NS Standards make reference to the Transportation Association of Canada and rules in the CSA/ASC B651, which is also referenced by the National Building Code of Canada, so a thorough understanding of those regulations is also necessary.

This report focuses on publicly owned facilities that are open to the public. Municipal sites such as Municipal Operations (Public Works) work sites, storage areas, and the animal control facility were not included in this assessment. These facilities will need to be evaluated in future assessments.

Guidelines and Principles

Several general principles, discussed in the following section, were used to guide assessments. The interim guidelines give some common measurements to be included in the general assessments, which include, but are not limited to the following:

- A 1:20 ratio (5 %) slope is recommended for new trail installations, including pathways, with a maximum cross-slope of 1:50 (2 %). (Cross-slope allows drainage from trails and pathways.)

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Some facilities do not meet the new criteria, but did meet the building code requirements of the day. Not all parks can be made fully accessible, but accessible additions and improvements can be made.

The NS Built Environment Accessibility Standard Regulations are grounded in the following three core principles that are key to all accessible planning and future training:

1. Whole Journey Approach

All parts of the journey, from arrival to destination, are interlinked and equally important. A single obstacle can make it impossible to complete the journey, even if the rest of the way is accessible.

2. Universal Design

Environment should be designed to meet the needs of anyone wishing to use it, regardless of their age, size, ability, or disability.

3. Seasonal Maintenance

Seasonal conditions, such as snow and ice, can create barriers to accessibility. Seasonal maintenance can help to ensure that public spaces are made and remain accessible when conditions change.

Additional guidance for accessible spaces

- Signage, wayfinding, ramps, stairs, and handrails are to be strategically located to allow individuals of different sizes, ages, and abilities to manage a journey.
- Accessible parking spaces must be located close to the accessibility entrances.

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- In newer facilities, exterior pathways and entrances must be designed with minimal level changes, so that people of all abilities may easily enter or leave.
- Where there are other pathways and/or road crossings, clear directional signage is required.
- Seating should be provided along the trailway and at key points where possible.
- In outdoor parks, all exterior pathways that connect parking areas with facilities and amenities must comply with the accessibility routes criteria outlined for sidewalks, including grade.
- Area playgrounds, parks, parking areas and other facilities should be connected by at least one accessible route.
- Adequate space should be provided for children and their caregivers to move through, in, and around the play space.
- There should be equipment in the playground that can be enjoyed by individuals with sensory, visual, or physical disability.
- There should be quiet areas, with seating, to support those who prefer to play alone.
- Waste receptacles must be secure, colour-contrasting, of appropriate height, and reasonably close to structures.
- Picnic tables that meet the accessible picnic table guidelines should be provided. (Not all tables need to be accessible in a park setting; however, depending upon the size of the park, there should be more than one, dispersed throughout the park).

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- Signage must use clear, simple font in large sizes, printed on a high-contrast background. Where appropriate, Braille lettering should be included.

A Quick Response (QR) code is a small marker that can be read with a smartphone to provide information such as read-aloud capability or additional resources. QR codes for both information signs and interpretive signs at county facilities can provide additional accessibility for users.

Many of the parks, trails and open spaces owned by the County of Annapolis were not designed with accessibility in mind, although upgrades have been made to many of these.

A municipal site accessibility checklist will be developed that is based upon provincial standards.

General Observations

The County is planning for each park or trail facility to have at least one accessible parking space and an accessible picnic area with signage by the end of year three of the plan. The County is working to assess the cost of including an accessible toilet or portable toilet at each park location over time.

There are plans to upgrade and promote County parks and trails, showcasing accessible features and including the universal accessible sign in our publications.

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2025 County-Owned Facility Assessments

The general assessments that follow include completed improvements, as well as planned or recommended improvements. Upgrades and improvements will meet current accessibility standards.

1. Queen Elizabeth 11 Jubilee Park

Facility improvements completed 2022-2025

- Accessible pathway from Granville Street to the playground.
- Procured a lift for the pavilion stage (to be installed in 2026)
- Paved boat launch area to improve water access.

Planned facility improvements

- Updates to natural playground to include accessible pathways, structures, and quiet areas.
- Improved access and safety features around the stage area.
- Improved accessible signage throughout the park.
- Accessibility improvements to interior washroom layout.
- Accessible parking spaces in both upper and lower parking areas.
- Improve access from the parking lot to the accessible pathway on the waterfront.
- Assess the floating dock system for potential accessible options.
- Safety and accessibility improvements to the bridge structure at Soloman Creek.
- Improved lighting along accessible pathway and in playground.

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2. Bridgetown Memorial Ballfield

Planned facility improvements

- Create accessible parking space and signage near the bleachers.

3. Hebbs Landing Park and Boat Launch

Planned facility improvements

- Create an accessible parking space.
- Create accessible picnic space.
- Upgrade to an accessible portable toilet.
- Improved accessible signage throughout the park.
- Improved boat launch that is wider with improved surface.

4. Bridgetown Regional Outdoor Sports Hub

Facility improvements completed 2022-2025

- Three accessible washrooms with change stations.
- Improved accessibility in canteen area.
- Accessible ramp and decking with railing on the east side.
- Paved accessible parking spaces (2) at tennis courts.
- Accessible entrance to tennis courts.
- Three accessible picnic tables.
- Paved area from pathway on east side fence to synthetic track for wheelchair accessibility.

Planned facility improvements

- Pave area between perimeter pathway and accessible parking.
- Improved accessible signage throughout the park.

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The new planned building for storage, meeting and announcing on west side will be fully accessible. This will be a cooperative project between the County and the Annapolis County Outdoor Sports Society (ACOSS).

5. Annapolis County Municipal Building

An accessibility assessment was completed in October 2025.

Facility improvements completed 2022-2025

- Marked accessible parking spaces (4).
- New accessible counter at reception.
- Improvements to accessible washroom upstairs.
- Accessible bathroom and shower downstairs.

Planned facility improvements

- Improved accessible parking.
- Replace ramp to main entrance.
- Improve ramp to downstairs entrance.
- Exterior signage with accessibility features.
- Improve interaction with reception in lobby area.
- Public accessible washroom in lobby area.
- Improved upstairs washroom layout.
- Improved accessible kitchen layout.

6. Upper Clements Trails

Upper Clements Trails is a multiuse nonmotorized recreational trail network that includes a 500 metre accessible trail loop.

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Facility improvements since opening in 2023

- Created a new 500 metre flat looped accessible trail that is five feet wide and has wood perimeter board to define trail for those in wheelchair and for those that are seeing impaired with accessible picnic areas and rest areas.
- Improved signage throughout the park.
- Two accessible parking spaces with signage.
- Accessible portable toilet (year-round).

Planned facility improvements

- Regrade and compact accessible parking areas.
- Ongoing maintenance of pathways to prevent weeds and leaf blowing on accessible pathways.

7. Upper Clements Picnic Park

Facility improvements completed 2022-2025

- Accessible portable toilet (seasonal).
- Accessible picnic table.

Planned facility improvements

- Create picnic space that meets accessibility standards.
- Sheltered roofed picnic area in the park.
- Accessible parking space.

8. Annapolis Basin Tidal Beach Park

Annapolis Basin Tidal Beach Park is a new fully accessible park that was opened in 2023.

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Facility improvements completed 2022-2025

- Accessible portable toilet (seasonal).
- Accessible perimeter pathway with seating and rest areas.
- Expanded parking area with accessible parking spaces (2).
- Mobi-Mat for beach access (seasonal).

Planned facility improvements

- Improved accessible signage throughout the park.
- Assess the need in future for two paved accessible parking spaces.

9. Raven Haven Beachside Family Park

Raven Haven had accessible washrooms, parking areas, and ramps to the washhouse and canteen area prior to the initial facility assessment in 2022.

Facility improvements completed 2022-2025

- Two accessible picnic tables on site.
- Accessible PFDs available in a variety of sizes.
- Mobi-Mat in place for beach and water access.
- Floating Mobi-Chair available for use on site.
- Change tables purchased for washrooms.

Planned facility improvements

- Improved accessible pathways to connect parking, canteen building, and beach and water.
- Improved accessible signage throughout the park.
- Replace the ramp to the canteen building.
- Install change tables in washrooms.

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- Create accessible canoe/kayak launch and fishing options.

10. Annapolis River Causeway Park

Planned facility improvements

- Improve dock accessibility.
- Resurface accessible pathway from parking to dock.
- Create accessible picnic area south of parking.
- Accessible portable toilet (seasonal).
- Accessible link to pathway.
- Improved accessible signage throughout the park.

11. Delaps Cove Wilderness Trail

The Delaps Cove Wilderness Trail is not accessible due to terrain constraints. The trailhead and parking area are now accessible.

Facility improvements completed 2022-2025

- Updated trailhead area with accessible parking, picnic area, information kiosk, and toilet.

Planned facility improvements

- Improved accessible signage throughout the park.

12. Youngs Cove Coastal Access Park

The pathway to the shore is compact and even, but does not meet accessibility standards due to grade.

Facility improvements completed 2022-2025

- Accessible parking area established
- Improved signage.

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Planned facility improvements

- Improved accessible signage including grade and trail length.
- Accessible picnic table.
- Maintain pathway surface to retain accessibility.
- Regrade and compact surface on viewing area at shore.

13. Youngs Cove Coastal Access Park (adjunct)

This small adjunct park has no parking, due to the size of the property, it cannot be designed for wheelchair accessibility but the pathway is flat with no protruding rocks. There is a steep incline at the roadside start. It is primarily accessed along the beach from the Youngs Cove Coastal Access Park.

14. Nictaux Park & Playground

Nictaux Park & Playground comprises two play structures (one red & yellow, one brown & green) with a compacted gravel pathway, picnic tables, and benches.

Facility improvements completed 2022-2025

- Accessible pathway leading from Old Runway Drive to the playground.
- Accessible parking spaces (2), portable toilet (seasonal), and picnic table.
- Improved accessible signage throughout the park.

Planned facility improvements

- Create accessible pathway to swings.

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15. Nictaux Scotney Pathway

The Nictaux Scotney Pathway is an active transportation link that connects two neighbourhoods. It does not meet grade requirements for accessibility.

Planned facility improvements

- Maintain pathway surface to retain accessibility.
- The route could be extended westward to reduce grade.
- The flat gravel area at the Orchard Drive access could accommodate an accessible parking spot and a picnic table.

16. Old Mill Trail

The Old Mill Trail has been accessible since completion in 2000, with a compacted aggregate surface with wooden edging.

Planned facility improvements

- Improved accessible signage throughout the park.
- Maintain pathway surface, including approaches to bridges, to retain accessibility.
- Replace wooden edging where it has deteriorated.
- Accessible portable toilet (seasonal).
- Replace benches along trail.

17. Lake Pleasant Park and Boat Launch

A large parking area with a boat launch suitable for trailers.

Planned facility improvements

- Improved accessible signage throughout the park.
- Provide an accessible picnic site.

Appendix C: Municipality of the County of Annapolis

- Upgrade shoreline access trail and create accessible lakeside picnic site.

18. Shannon River Canoe Access Park

A small park with a steep pathway to the lake shore for launching kayaks or canoes.

Planned facility improvements

- Improved accessible signage throughout the park.
- Improve picnic site to accessible standard.

19. Cornwallis Park Veterans Park

Planned facility improvements

- Improved accessible signage throughout the park.
- Maintain pathway surface to retain accessibility.
- Provide accessible entry to gazebo.

20. Bridgetown Happy Tails Dog Park

The park was not included in the 2025 facility assessments. No amenities are provided.

21. Hollow Mountain Community Park

This is a new park currently under development in Port Royal. Accessible parking has been completed.

Planned facility improvements

- Accessible signage throughout the park.
- Accessible loop pathway with seating and picnic area.
- Playground with accessible opportunities.

Appendix C: Municipality of the County of Annapolis

Other County-owned Amenities

Bridgetown and District Centennial Pool

This facility was assessed in September 7, 2021 and no upgrades have been made. The County will assess additional accessibility needs of the pool in the next 3-4 years.

Bridgetown and District Memorial Arena

This facility was assessed in October 6, 2021 and no upgrades have been made.

Annapolis County Sidewalks, Crosswalks, and Parking

Capital improvements to sidewalks, crosswalks, and municipal parking lots in Bear River, Cornwallis Park, and Granville Ferry will meet all accessibility standards.

Bridgetown sidewalks, crosswalks and parking

Queen Street redevelopment including accessible sidewalks, crossings, lighting, and seating areas was completed in 2023.

A new paved accessible parking area was created east of the former town hall which includes designated accessible parking spaces.

A sidewalk upgrade to meet accessibility requirements along western Granville Street in Bridgetown is planned.

Bridgetown Library

The Bridgetown Library was previously assessed for accessibility, and a number of improvements have been made. Additional accessibility needs will be assessed in the next 3-4 years.

Appendix C: Municipality of the County of Annapolis

Other County of Annapolis Accessibility Initiatives

Education

- Provided workshops on plain language training by Inclusion NS for committee and offered to municipal staff.
- Advised businesses and community on accessibility funding, including on-site presentations of the whole journey approach and first-person lived experiences.
- Educational sharing and presentations from building inspectors, public works, information technology (IT), recreation staff, and community groups.

Communications

- AccessAbility Awareness Event: an annual event in partnership with towns, RCMP, and libraries to showcase national accessibility week with displays, activities, and programs.
- Annapolis County Website additions included a WIDGET called AccessiBe, making it easier for people to access our website.
- Proclamation additions to municipal policy to mark National Accessibility Week in the spring and the International Persons with Disabilities Day in early December.

Town of Annapolis Royal

Facility Accessibility Assessments

1. Built Environment

Achievements: General

- Accessibility inventory on all municipal buildings.
- Construction of the Community Hub, including a new library, which is largely accessible.
- Construction of the Comfort Station accessible washroom.
- Entrance ramp and accessible washroom at Town Hall.
- Accessible portable toilet (seasonal) at French Basin trailhead.
- Renovations at Town Hall to improve accessibility: automatic door opener, dual-height service counter, and improved access to the accessible washroom.
- Sidewalks in Town have recently been smoothed to ease mobility.
- Installed auditory, visual, and tactile markers at three intersections.

Planned Improvements

- Install auditory, visual, and tactile markers at additional intersections.
- Improve sidewalks and curb cuts to accessible standards.
- Contrast strips on the stairs at the Amphitheatre.

The Hub

The Hub houses a café, the public library, a “maker space”, a music room, and the Food Bank.

Achievements

- Braille and Large-Print signage

Planned Improvements

- Interior wayfinding
- An emergency signal in the accessible washroom
- Improvements to “flow” in the library

Town Hall

The Town Hall is a 100-year-old two-story building. The second floor is not accessible; thus, accessibility improvements are mostly on the ground floor.

Achievements

- Interior wayfinding.
- Increase in width of cased opening leading to the accessible washroom.
- Installation of an automatic opener on the front door.
- Lowering of evacuation maps and fire extinguishers.

Planned Improvements

- An emergency signal in the accessible washroom.
- Braille signage.

Comfort Station Public Washrooms

The Comfort Station is the newest municipal building, designed to be accessible.

Planned Improvements

- Improved accessible parking.
- Curb cut and crosswalk re-located to be in line with the accessible parking.
- An emergency signal in the individual washrooms.

Market Square

Market Square is a large open event space.

Achievements

- Accessible parking improvements.

Planned Improvements

- Improvements to the stairs from the parking lot.
- Flatten and level the surface of Market Square.

French Basin Trail

The Trail is a 45-minute walk around a Ducks Unlimited wetland. While the trail-bed is compacted gravel, it is not up to current standards in all areas. Other improvements to the area will include:

Achievements

- Accessible parking.
- A consistently wide trail of compacted gravel.

Planned Improvements

- An accessible path to the off-leash dog park.

- An accessible path to the picnic tables.

Temporary disruptions / Construction mitigation

Public Works makes every effort to create accessible pathways around sidewalk disruptions or construction. These include high-visibility signage, protective barriers and ramps.

2. Information and Communications

Standards in this area will help to ensure all Nova Scotians can receive and share the same information. These may include accessible formats (for example, braille, American Sign Language, or large print), accessible websites and technologies, and standards for communicating with persons with disabilities.

Achievements

- Town Council and Committee of the Whole meetings are now available via Facebook live. This facilitates municipal participation for those with various accessibility challenges including mobility or hearing. Other advisory committees also have the option of meeting via Zoom which offers location flexibility and auditory support to include automatic subtitling.
- The newsletter, The Town Crier, is now available through multiple channels: email via MailChimp and through the website (as PDF) which facilitate access for those with vision challenges and large print hardcopy via free subscription or walk-in at Town Hall for those who may not be connected.

- The Town's website is of current design and is kept up to date. While improvements can be made, it scores moderately well on accessibility assessment software.
- The Town has installed an auditory loop which connects with hearing devices to support communication for those with impairment.

Planned Improvements

- Ensure the Town's web presence meets the latest Web Content Accessibility Guidelines (WCAG).
- Develop and implement a public awareness program (for Town staff and the public) to build awareness around barriers to accessibility and what an accessible community means.
- Improve wayfinding within the Town to be high-visibility and include braille as appropriate.
- The Municipal Government requires the use of printed notices in newspapers for certain public meetings. This format is not accessible to all.
- Improved accessible signage throughout the Town.

3. Employment

Standards in this area will support persons with disabilities in finding meaningful employment.

Achievements

- The Town's HR policy is being updated to include language which explicitly supports a culture of inclusion.
- Members of Council receive iPads to access all documents. The flexibility of the display supports those who may need larger fonts or increased contrast.

Planned Improvements

- Update the employee training manual to include a section on respecting diversity. This will include training in working with people of all ages and abilities. All Town employees will be required to take the Working with Abilities online training provided free by the Nova Scotia Human Rights Commission (workwithabilitiesns.ca).
- Share opportunities for accessibility training with residents and local businesses—online or in person with Town of Annapolis Royal staff training.
- Investigate strategies to reach a wider and more diverse audience with job postings. Include statements in the job postings to ensure applicants are aware that accommodation can be provided.

4. Goods and Services

Standards for delivering and receiving goods and services address how service providers interact with and are trained to serve person with disabilities.

Achievements

- The service counter at Town Hall will soon be dual-height making it wheelchair accessible and will have an auditory loop to support those with hearing aids. (Completed)
- Town Council and Committee of the Whole meetings are broadcast via Facebook Live. Other advisory committees also have the option of meeting via Zoom which offers location flexibility and auditory support to include automatic subtitling.
- The Active Living program oversees the maintenance of sporting facilities, play areas, and the trail system. The gym is accessible with a ramp and automatic door.
- The playground on lower St. George Street has been reconfigured and is now accessible.

Planned Improvements

- Provide an adapted listing of recreation programs and services for people of all ages and abilities and update it annually.
- Where applicable, include an “Accessibility Lens”/Impact Analysis in reports to council and in consultant reports delivered to staff and Council.

5. Transportation

Standards in this area will help make it easier for everyone to travel.

Achievements

- The Town works with King's Transit, whose buses are equipped with Global Positioning and Active Location technology for use with the DoubleMap app. This enables passengers to have accurate arrival times. The buses also have automatic voice announcements and low-floor kneeling capabilities and electric ramps.
- The Town removes snow at transit stops and in parking lots.
- The Town has a private taxi service for point-to-point travel, although it has no capacity to support accessibility options for its users.

Planned Improvements

- Town staff to work with Kings Transit staff to review snow removal at transit stops and steps (including costs) required to improve snow removal timelines.
- Ensure all transit stops are designed to meet or exceed Canadian Standards Association (CSAA) Standard B651-18, Accessible Design for the Built Environment.

Village of Lawrencetown

Facility Accessibility Assessments

Achievements

- Prioritized winter maintenance of Village-owned parking areas and sidewalks.
- The Village office, medical center and pharmacy are all barrier free.
- Village Commission meetings are held at the library which is accessible.
- Improved sound projection for village annual general meetings.
- Barrier-free workplace

Planned improvements

- Install crosswalk lighting and truncated domes at sidewalk cutouts.
- No staff members are trained in alternative communication methods, such as ASL.
- Investigate a railing option for the boat launch as well as improving signage
- Paint clearer sidewalk markings
- Update existing HR policies to include language which supports a culture of inclusion.
- Training for Commission & staff on equity & inclusion

Town of Middleton

Facility Accessibility Assessments

Progress to Date (2022–2025)

Significant achievements have been made across multiple accessibility domains:

1. Built Environment

- Installed new sidewalks on portions of Main Street, Gates Avenue, and Church Street.
- Repaired uneven surfaces by grinding high spots and replacing bricks with concrete on Commercial Street.
- Installed accessible pathways to key recreation amenities including the basketball and tennis courts at Rotary Park.
- Added new accessible picnic tables at Centennial Park and Rotary Park.
- Installed additional benches — six throughout town plus several at Rotary Park and along the trail.
- Created new accessible pathways and improved surfacing at Centennial Park.
- Upgraded the front service counter at Town Hall to be accessible.
- Replaced doorknobs in Town Hall with lever handles; added tactile signage for washrooms and offices.
- Purchased reflective tape to install at crosswalks and replaced high-visibility flags.
- Installed an evacuation chair for Town Hall's upper floor.

- Eliminated parking on Main Street (Queen Street westward) to improve pedestrian safety.
- Planned for new accessible parking along Main Street during our next street painting program.

2. Recreation & Community Assets

- Installed a pool lift at the Middleton Swimming Pool.
- Continued offering Para Sport “Try It” sessions including wheelchair basketball and sledge hockey.
- Added accessible picnic tables and seating areas at public parks.
- Created accessible education posters with QR codes in community kiosks.

3. Information & Awareness

- Established the *Middleton Accessibility Facebook Page* and *Middleton Neighbours Helping Neighbours* group to share resources, promote inclusion, and encourage mutual support.
- Hosted *Accessibility Awareness Weeks* annually (2021, 2022, 2024, and 2025) featuring education activities, flag raisings, colouring contests, and regional events in partnership with Bridgetown and Valley accessibility partners.

4. Policy and Administrative Improvements

- Integrated accessibility considerations into all new park and trail planning (e.g., Wetland Trail project).
- Incorporated accessibility checkpoints into procurement and signage design.

Planned Improvements (2025–2028)

1. Built Environment

Goal: Ensure all municipal buildings, parks, and public spaces barrier free and accessible as possible.

Actions:

- Conduct accessibility reviews for all municipal buildings and parks with costed recommendations.
- Include accessibility upgrades in the Capital Improvement Plan (e.g., tactile plates, ramps, auditory signals, and curb cuts).
- Install additional accessible parking spaces and clear year-round snow removal protocols.
- Incorporate accessibility design into new trail signage, benches, and park amenities.

2. Goods and Services

Goal: Provide equitable access to municipal services and programs for residents and visitors of all abilities.

Actions:

- Develop a public “Accessibility in Recreation” guide outlining adapted and inclusive programs.
- Provide staff training in accessible customer service and communication.
- Continue para-sport programming and expand adaptive recreation offerings.

- Establish an accommodation fund for ASL or CART services at public meetings and events if needed and purchase microphones for council chambers so audio is clear so closed captioning will be more accurate.

3. Information and Communication

Goal: Ensure that Town information is accessible and available in multiple formats.

Actions:

- Redesign the municipal website to meet Web Content Accessibility Guidelines (WCAG 2.1).
- Offer accessible documents (large print, plain language, or Braille) on request.
- Standardize the use of sans-serif fonts and clear layout in print and digital materials.
- Add an accessibility statement to all Town communications.
- Develop internal training for staff on accessible communication practices.

4. Employment

Goal: Create an inclusive and barrier-free workplace for all Town employees and volunteers.

Actions:

- Review recruitment materials to ensure inclusive language and visibility for persons with disabilities.
- Provide assistive technologies or workplace accommodations as needed.
- Offer staff and Council training on disability awareness and inclusive leadership. Encourage intermunicipal training, when possible, to reduce cost and encourage shared experience.
- Track and report progress on inclusive hiring and workplace adjustments.

5. Transportation

Goal: Improve mobility and access for all ages and abilities.

Actions:

- Partner with Kings Transit and Trans County Transportation Society to research options for accessibility at stops, including shelters and benches.
- Maintain priority snow removal at bus stops and curb cuts.
- Collaborate with Bicycle Nova Scotia to complete the Blue Route accessible cycling connection.
- Continue repairs to sidewalks, crosswalks, and curb cuts for safe mobility.

6. Awareness and Capacity Building

Goal: Foster a community culture of inclusion, understanding, and accessibility leadership.

Actions:

- Continue annual Accessibility Week celebrations and awareness campaigns.
- Host accessibility training and information sessions and invite businesses and community groups.
- Work with local media and schools to share accessibility success stories.
- Encourage and recognize accessibility improvements by local businesses through social media promotion.

7. Cross-cutting Policy

Accessible Procurement

The Town will apply an accessibility lens to all procurements. RFPs will include accessibility requirements where relevant (e.g., WCAG 2.1 for software/web, CSA B651/NS standards for built works) and evaluate vendors on accessibility criteria.

Accessible Meetings & Events

Staff will use an event checklist covering venue access, wayfinding, assistive listening, clear audio/mics, seating, quiet space, and how to request ASL/CART or other accommodations. Accessibility features will be communicated in advance in plain language.

Temporary Disruptions & Detours

When accessibility features are temporarily unavailable (e.g., sidewalk under construction, lift (elevator) outage), the Town will: (1) notify the public promptly, (2) provide an accessible alternative route/service, and (3) post expected timelines and contacts.

Emergency Management & Snow Plan (access-first)

Snow clearance at curb cuts, crosswalks, and transit stops will be prioritized. Emergency communications will follow plain language and accessible format practices, and staff will coordinate with transit partners on accessible access during storms and outages.

REQUEST FOR DECISION
AVRL Budget Request
RFD#: 015-2026



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: February 2, 2026 and February 17, 2026
Subject: Annapolis Valley Regional Library (AVRL) Budget Request for 2026-2027

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- 2026-2027 AVRL Budget Request

Legislation

- *Libraries Act*

Recommendation

That Council approve a \$1,600 funding increase which is consistent with the traditional municipal share under the current cost-sharing model, subject to provincial confirmation of their share.

Background

The Annapolis Valley Regional Library (AVRL) is a provincially recognized regional library system established under the Nova Scotia *Libraries Act*. AVRL provides public library services to residents within its service area and is governed by an independent Library Board responsible for setting the annual operating budget and overseeing library operations.

Funding for AVRL is provided through a provincially legislated cost-sharing model involving the Province of Nova Scotia, participating municipal units, and the Library Board. Under this model, the Province establishes an approved operating funding level for the regional library system each year, which is then funded based on a prescribed sharing ratio.

For regional library systems such as AVRL, the approved operating budget is typically funded as follows:

- approximately 70–71% by the Province of Nova Scotia;
- approximately 26% collectively by the participating municipal units; and
- approximately 3% by the Library Board.

REQUEST FOR DECISION
AVRL Budget Request
RFD#: 015-2026

The total municipal share is apportioned among the participating municipalities based on population within the AVRL service area, with each municipal unit contributing its proportional share of the overall municipal requirement. Municipal councils do not approve the AVRL operating budget directly; however, they are responsible for funding their calculated share as determined through the legislated cost-sharing arrangement.

Discussion:

The current funding request from AVRL reflects an increase to its approved operating budget. The Province has not indicated a corresponding increase to its share of funding for the current budget year. Given this, the current ask is that the full budget increase be considered by the municipal partners.

While the cost-sharing framework is intended to distribute increases proportionally between the Province and municipalities, a provincial funding freeze could shift a greater share of operating costs to municipal units. In this circumstance, the request represents more than a routine application of the funding formula and requires Council to consider whether it wishes to assume a higher proportion of library operating costs than is typically contemplated under the model.

Municipal units have limited ability to influence the AVRL operating budget or the provincial sharing ratio. Council's options are therefore focused on how, and to what extent, the Town responds to the requisition under these circumstances.

Risks if Council Approves the Full Funding Increase Without Provincial Contribution:

- **Cost-Shifting:** Municipalities bear a disproportionate share of library operating costs, which are normally shared with the Province.
- **Precedent:** Approval may create an expectation that municipalities will fund future increases in the absence of provincial support.
- **Budget Impact:** Absorbing the increase could strain the Town's budget, affecting other services or requiring higher taxes/reserves.
- **Equity Between Municipalities:** Uneven participation could create tensions within the regional library partnership.
- **Reduced Leverage with Province:** Filling the gap may reduce pressure on the Province to adjust its funding or sharing ratio.
- **Service Escalation:** Funding increases without provincial support could encourage growth that is unsustainable long-term.

REQUEST FOR DECISION
AVRL Budget Request
RFD#: 015-2026



Financial Implications

The Annapolis Valley Regional Library is asking for a 50% increase from its municipal partners. The Town of Middleton has paid \$12,300 per year for its contribution to the library funding model. For 2026-2027, the AVRL is asking for \$18,450 from the Town of Middleton – an additional **\$6,150**.

The financial impact will depend on Council’s chosen option. Approval of the recommended option would result in an increase to the Town’s 2026-2027 draft budget of **\$1,600**.

Strategic Plan/Operating Plan Alignment

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

Alternatives

- Option 1 – Approve the Full Increase**
Approve the requested funding increase of \$6,150, acknowledging that the municipal share exceeds the traditional cost-sharing proportion and that the province may not provide funding.
- Option 2 – Approve the Increase on a One-Time Basis**
Approve the increase as a one-time or interim measure, with direction that staff and the AVRL Board continue discussions with the Province regarding equitable cost-sharing.
- Option 3 – Defer or Decline the Increase**
Defer or decline the request pending confirmation of provincial funding or further information from AVRL regarding alternative funding options.

REQUEST FOR DECISION
AVRL Budget Request
RFD#: 015-2026



Community Engagement/Communication

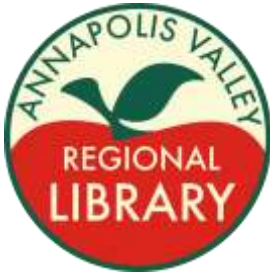
N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026



2026-27 Budget Request

To: The Town of Annapolis Royal
The County of Annapolis
The Town of Middleton
The Town of Berwick
The County of Kings
The Town of Kentville
The Town of Wolfville
West Hants Regional Municipality

From: Julia Merritt, Chief Executive Officer, Annapolis Valley Regional Library

Date: January 5, 2026

Re: 2026-27 Operating Budget Request

The AVRL respectfully submits this budget request for consideration and decision.

Background

At its September 18, 2025 meeting, the Annapolis Valley Regional Library Board passed the following motion:

WHEREAS the Library Funding Formula has expired as of March 31, 2025, and;
WHEREAS the AVRL has made significant cost-savings measures, and;
WHEREAS the AVRL is facing severe budgetary pressure that could lead to major loss of service, and;
WHEREAS it is the hope of the AVRL that both Provincial and Municipal orders of government will increase their financial commitments to retain library service in their communities;
BE IT RESOLVED THAT the AVRL Board request the funding municipalities to increase their annual operating contribution by 50% for the 2026-27 fiscal year.

This report outlines the AVRL's current financial situation and request for additional funding in the 2026-27 fiscal year.

Library Funding Formula and Municipalities

The Provincial Library Funding Formula expired on March 31, 2025.

In 2024, the municipalities were provided notice by the Province that the Library Funding Formula was under review and that changes to their contributions could be forthcoming. No further requests or requirements for additional funds have been sent.

The Library Funding Formula represents the minimum level of financial contribution that a contracting municipality must provide to its regional library board. A municipality has the option to provide more funding to its regional library board.

Prior to 2025, several regional library systems regularly received additional funding: Eastern Counties, Halifax, and Pictou-Antigonish.

In the 2024-25 or the 2025-26 fiscal years, additional regional libraries have asked for and received supplementary funding, including: Cumberland, Pictou-Antigonish, and Western Counties.

AVRL has not previously asked its funding municipalities for additional contributions.

Current Funding Formula and Risks to Service

Since 2009, AVRL's budget has increased by 10% while the Bank of Canada estimates that inflation has increased by 43% during that same time period.

In order to mitigate the ongoing budget limitations, AVRL has implemented the following cost-savings measures:

- 2015-2024, reduction of 25% of the total permanent staff body
- Elimination of the bookmobile service in 2021
- As of 2024, 50% reduction in programming and the elimination of partnerships

The AVRL's 2025-26 budget represents a deficit position that will be funded by operational reserves. Without additional funding support, the Library Board will need to make significant reductions in service in 2026.

AVRL's 2026-27 Budget Overview

This budget represents an interim position for the AVRL prior to the beginning of the fiscal year, pending more information regarding the Provincial Library Funding Formula, Provincial "Bridge" funding, or additional contributions from funding municipalities.

AVRL is on track to realize the full amount of its budgeted deficit in 2025-26. This will deplete the operational reserve fund by approximately \$250,000 and leave roughly \$400,000 available to use in 2026-27.

The attached budget represents an interim deficit of \$528,280.

Changes from 2025-26

1. All wage rates adjusted for the rates negotiated in the 2025-2028 Collective Bargaining Agreement; staff list adjusted for changes made during that time. All benefits categories have been updated to include current data (CPP, EI, etc).
2. Collections budget held at existing levels to prioritize this core service.
3. Loss of Provincial Same Page postage grant; in 2024-25 this was over \$14,000 in revenue.
4. Reduction to Payroll Processing Fees line; AVRL has re-developed in-house competencies to perform the payroll function and has cancelled the contract for managed payroll services.
5. All other lines adjusted to reflect changes to actual expenses, or held at 2025-26 levels where possible.

Remaining to Include

1. Any changes to the Library funding formula.
2. Any additional Bridge/Emergency funding amounts.
3. Any additional contributions from the municipal units.

Expenses are expected to remain as estimated unless service levels change.

2026-27 Budget Request

Below is a chart outlining the requested increase to each municipality’s contribution to AVRL for 2026-26, representing a total increase of \$351,450. This amount would allow the AVRL to continue to provide service at the current level for one full additional year (2026-27) prior to making additional service reductions. If a reduced amount is provided, in combination with potential future Bridge funding from the Province, this could still provide significant or full relief for the 2026-27 year.

Municipality	2020-2025 Contribution	2026-27 Contribution
Annapolis County	\$130,700	\$196,050
Kings County	\$331,600	\$497,400
West Hants County	\$134,400	\$201,600
Annapolis Royal	\$3,400	\$5,100
Middleton	\$12,300	\$18,450
Berwick	\$17,400	\$26,100
Kentville	\$42,800	\$64,200
Wolfville	\$30,300	\$45,450
Total Contributions:	\$702,900	\$1,054,350

Annapolis Valley Regional Library (AVRL)

Budget Overview

Overview - Budget compare: F2027 vs F2026

	Fiscal 2026/2027	Fiscal 2025/2026
INCOME		
4020 Revenue - Province	1,919,600.00	2,115,800.00
4030 Revenue - Municipal	-	-
4031 Annapolis County	130,700.00	130,700.00
4032 Annapolis Royal	3,400.00	3,400.00
4033 Berwick	17,400.00	17,400.00
4034 Kentville	42,800.00	42,800.00
4035 Kings County	331,600.00	331,600.00
4036 Middleton	12,300.00	12,300.00
4037 West Hants	134,400.00	134,400.00
4039 Wolfville	30,300.00	30,300.00
Total 4030 Revenue - Municipal	702,900.00	702,900.00
4105 Revenue - Printing	27,000.00	27,000.00
4700 Revenue - Deferred Write down		48,155.00
4702 Revenue - Donations	8,000.00	8,000.00
4703 Revenue - Grants	98,000.00	
4800 HST Rebate (OLD)	50,000.00	50,000.00
4901 Revenue - Interest	20,000.00	40,000.00
Total Income	2,825,500.00	2,991,855.00
COST OF GOODS SOLD		
5000 COS - Books, Periodicals & related costs	340,000.00	340,000.00
5020 Equipment Purchases	5,500.00	5,500.00
5025 Furniture Purchases	3,000.00	3,000.00
5026 Capital Purchases - Other	\$ -	\$ 54,155.00
Total Cost of Goods Sold	348,500.00	402,655.00
EXPENSES		
6005 Advertising & Promotion		6,000.00
6010 Bank Charges	2,500.00	2,500.00
6015 Communication & Internet Expenses	5,500.00	5,500.00
6025 HST Rebate - Books (OLD)	50,000.00	45,000.00
6040 Insurance	19,000.00	19,000.00
6050 Miscellaneous Expenses		500.00
6055 Office Expenses	35,000.00	35,000.00
6060 Postage	30,000.00	30,000.00
6065 Professional Fees	80,000.00	80,000.00
6200 Program Costs	-	11,000.00
6201 Advertising & Marketing	\$ 6,000.00	
6209 Supplies	11,000.00	
Total 6200 Program Costs	17,000.00	-
6300 Rent	70,550.00	69,507.00
6350 Service Contracts	-	-

Annapolis Valley Regional Library (AVRL)

Budget Overview

Overview - Budget compare: F2027 vs F2026

	Fiscal 2026/2027	Fiscal 2025/2026
6351 Alliance	\$ 63,155.00	\$ 62,795.00
6352 Photocopying	35,000.00	35,000.00
Total 6350 Service Contracts	98,155.00	97,795.00
6400 Salaries & Wages	\$ 2,520,625.00	\$ 2,360,695.00
6406 Payroll Service Chrg	12,000.00	28,000.00
Total 6400 Salaries & Wages	2,532,625.00	2,388,695.00
6600 Vehicle Expenses	22,000.00	22,000.00
6650 Board Expenses	1,700.00	1,700.00
6700 Staff Expenses	40,000.00	40,000.00
6455 Staff Training/Conferences	\$ 750.00	\$ 750.00
6703 Misc	\$ 500.00	
Total 6700 Staff Expenses	\$ 41,250.00	\$ 40,750.00
Total Expenses	\$ 3,005,280.00	\$ 2,854,947.00
OTHER INCOME		
PROFIT	\$ (528,280.00)	\$ (265,747.00)

REQUEST FOR DECISION
Records Management Policy
RFD#: 016-2026



To: COTW and Town Council
From: Sara Marceau, Executive Assistant
Date: February 2, 2026, and February 17, 2026
Subject: Records Management and Destruction Policy

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft Records Management and Destruction Policy
- Redlined version of current Records Management Policy showing updates

Legislation

- *Municipal Government Act*

Recommendation

That Council approve the replacement of the existing Records Management Policy with the Records Management and Destruction Policy.

Background

Staff recommend updating the Records Management Policy to include more detail on records destruction, so the policy reflects how records are managed from creation to disposal.

The existing policy explains how records are created, stored, and kept, but it does not clearly address when or how records should be destroyed once they are no longer needed. Without clear direction, records may be kept longer than required, stored inconsistently, or disposed of without a standard process.

Including records destruction in the policy provides staff with clear guidance on when records can be safely and legally destroyed. This helps ensure records are handled consistently, reduces storage needs, protects privacy, and lowers legal and operational risk.

The updated policy makes expectations clearer for staff and supports good record-keeping practices.

REQUEST FOR DECISION
Records Management Policy
RFD#: 016-2026



Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

Alternatives

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: February 17, 2026

RECORDS MANAGEMENT AND DESTRUCTION POLICY

Effective Date 2016-04-01	Revision Date 2018-11-19 2026-02-17
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1 PURPOSE

- 1.1. Records management is an integral component to a municipality's operation and has become a necessity for municipalities due to changes in legislation. The Association of Municipal Administrators of Nova Scotia has developed a Records Management Manual which combines a standard classification systems and records retention and disposal schedule for municipal records. The Manual establishes levels of responsibility to reduce duplication and to designate accountability for records.

2 SCOPE

- 2.1. The objective of the Records Management and Destruction policy is to establish effective management control and administration over the receipt, creation, use, maintenance, storage and ultimate disposal of all information, regardless of format, and to do so in a flexible manner that is user-friendly and tailored to meet user needs. This policy supports compliance with the *Municipal Government Act*.

3 DEFINITIONS

In the context of this document:

"Council" means the Council of the Town of Middleton.

"Town" means the Town of Middleton.

"Designated Officer" means the person designated and authorized by the Chief Administrative Officer of the Town of Middleton, to act on behalf of the Town of Middleton to manage and maintain the Records Management System.

"Manual" means the AMA Records Management Manual, as amended from time to time.

“Office of Primary Responsibility (OPR)” means the office that has primary responsibility for a category of records or holds the master/official file copy of any record or series of records. The OPR maintains the official master copy of the records in order to satisfy operational, financial, legal, audit and other requirements. This includes signing off on the destruction of records designated as being under his/her care.

“Record” includes books, documents, maps, drawings, photographs, letters, vouchers, paper and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records.

“Records Management System” means a paper-based and/or electronic system used by the Town to manage the records of the Town from record creation through to records disposal.

“Electronic document / electronic record” is described as data that is recorded or stored on any medium in or by a computer system or other similar device and that can be read or interpreted by a person or a computer system on other similar devices and includes a display, print out or other output of that data, other than a printout and further refers to documents or records that have been created, used and stored in digital medium, using computer hardware and software as well as human intelligence to create, modify, store, access and retrieve the documents. Hard copies can also be converted into digital records by scanning.

4 POLICY

4.1. Records Management System Established

The Records Management System of the Town is established and authorized from the effective date of this policy.

4.2. Compliance with Records Management System

All records in the custody and control of the employees and Council of the Town are the property of the Town. All records of the Town must comply with the Records Management System and this policy. All employees and Council of the Town must comply with this policy.

4.3. Designated Officer

The Designated Officer is responsible for the management and maintenance of the Records Management System.

4.4. Adoption of the Manual

The Designated Officer is authorized to adopt and maintain the Manual as part of the Records Management System. Records of the Town must be created, accessed, maintained and disposed of only as provided by the Manual. The Manual includes a Records Retention Schedule that prescribes the period of time that records are kept to meet the operational, legal, regulatory, financial or other requirements of the Town. The Records Retention Schedule also provides instructions as to the manner and time of the disposition of a record.

4.5. Integrity and Authenticity Maintained

The Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.

4.6. Authorization to Amend Manual

The Designated Officer is authorized to amend the Manual.

4.7. Destruction of Records

When the Designated Officer determines that the retention period for a given record described in the Records Retention Schedule has ended, the Designated Officer will allow the record to be destroyed or otherwise disposed of in accordance with the instructions outlines in the Records Retention Schedule and in consultation with stakeholders within the organization as detailed below:

- 4.1.1 The destruction actions must always be authorized, allowing for employees and Council to intercede if specific issues such as a government investigation, audit, freedom of information access request, litigation or legal claim require that destruction must be halted.
- 4.1.2 Records pertaining to any actual or pending government investigation, audit, freedom of information access request, litigation or legal claim shall not be destroyed until the issue is resolved. The original disposal schedule will then resume.
- 4.1.3 Records destruction shall be undertaken in a manner that preserves the confidentiality of records, including the privacy of information about individuals.
- 4.1.4 All copies of records authorized for destruction, including security, preservation, and backup copies, shall be destroyed in accordance with approved retention and destruction procedures. Records shall be maintained to document the destruction actions. Certificates of destruction are generally provided by service agencies, and these are retained permanently, along with information about the records series title, date range and date of destruction.

- 4.1.5 Payroll records of any kind shall be retained for seven (7) years plus the current year.
- 4.1.6 Any document or documents requiring Canadian Revenue Agency approval or other Governmental approval shall not be destroyed unless the required written approvals have been received.
- 4.8. Records that are required by any enactment to be kept, and all minutes, by laws, policies and resolutions of Council shall not be destroyed.

5 REPEAL, REPLACE, OR AMEND

- 5.1. A policy known as Records Management, policy number A 5.3, having an effective date of April 1, 2016, is hereby replaced.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the ____ day of _____ 2026.

Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	February 2, 2026
Date of Approval	February 17, 2026

<u>RECORDS MANAGEMENT POLICY</u> <u>RECORDS MANAGEMENT AND DESTRUCTION POLICY</u>	
Effective Date 2016-04-01	Revision Date 2018-11-19 2026-02-17 Click here to enter a date.

1.0 Rationale Purpose

1.1. Records management is an integral component to a municipality's operation and has become a necessity for municipalities due to changes in legislation. The Association of Municipal Administrators of Nova Scotia has developed a Records Management Manual which combines a standard classification systems and records retention and disposal schedule for municipal records. The Manual establishes levels of responsibility to reduce duplication and to designate accountability for records.

2.0 Scope

1.1.2.1. The objective of the Records Management and Destruction policy is to establish effective management control and administration over the receipt, creation, use, maintenance, storage and ultimate disposal of all information, regardless of format, and to do so in a flexible manner that is user-friendly and tailored to meet user needs. This policy supports compliance with the *Municipal Government Act*.

2.03.0 Definitions

In the context of this document:

“Council” means the Council of the Town of Middleton.

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operational, financial, legal, audit and other requirements. This includes signing off on the destruction of records designated as being under his/her care.

“**Record**” includes books, documents, maps, drawings, photographs, letters, vouchers, paper and any other thing on which information is recorded or stored by graphic, electronic, mechanical or other means, but does not include a computer program or any other mechanism that produces records.

“**Records Management System**” means a paper-based and/or electronic system used by the Town to manage the records of the Town from record creation through to records disposal.

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3.04.0 Policy

3.1.4.1. Records Management System Established

The Records Management System of the Town is established and authorized from the effective date of this policy.

3.2.4.2. Compliance with Records Management System

All records in the custody and control of the employees and Council of the Town are the property of the Town. All records of the Town must comply with the Records Management System and this policy. All employees and Council of the Town must comply with this policy.

3.3.4.3. Designated Officer

The Designated Officer is responsible for the management and maintenance of the Records Management System.

3.4.4.4. Adoption of the Manual

The Designated Officer is authorized to adopt and maintain the Manual as part of the Records Management System. Records of the Town must be created, accessed, maintained and disposed of only as provided by the Manual. The Manual includes a Records Retention Schedule that prescribes the period of time that records are kept to meet the operational, legal, regulatory, financial or other requirements of the Town. The Records Retention Schedule also provides instructions as to the manner and time of the disposition of a record.

3.5.4.5. Integrity and Authenticity Maintained

The Records Management System must maintain the integrity and authenticity of records made or kept in the usual and ordinary course of business.

3.6.4.6. Authorization to Amend Manual

The Designated Officer is authorized to amend the Manual.

3.7.4.7. ~~Disposal by Designated Officer~~ Destruction of Records

When the Designated Officer determines that the retention period for a given record described in the Records Retention Schedule has ended, the Designated Officer will allow the record to be destroyed or otherwise disposed of in accordance with the instructions outlines in the Records Retention Schedule and in consultation with stakeholders within the organization as detailed below:

- A. The destruction actions must always be authorized, allowing for employees and Council to intercede if specific issues such as a government investigation, audit, freedom of information access request, litigation or legal claim require that destruction must be halted.
- B. Records pertaining to any actual or pending government investigation, audit, freedom of information access request, litigation or legal claim shall not be destroyed until the issue is resolved. The original disposal schedule will then resume.
- C. Records destruction shall be undertaken in a manner that preserves the confidentiality of records, including the privacy of information about individuals.

~~D. All copies of records authorized for destruction, including security, preservation, and backup copies, shall be destroyed in accordance with approved retention and destruction procedures. All copies of records that are authorized for destruction, including security, preservation and backup copies, shall be destroyed as soon as reasonably possible; and~~

D. Records shall be maintained to document the destruction actions. Certificates of destruction are generally provided by service agencies, and these are retained permanently, along with information about the records series title, date range and date of destruction.

E. Payroll records of any kind shall be retained for seven (7) years plus the current year.

~~E.F. Any document or documents requiring Canadian Revenue Agency approval or other Governmental approval shall not be destroyed unless the required written approvals have been received.~~

3-8-4.8. Records that are required by any enactment to be kept, and all minutes, by laws, policies and resolutions of Council shall not be destroyed.

REPEAL, REPLACE, OR AMEND

A policy known as Records Management, policy number A 5.3, having an effective date of April 1, 2016, is hereby replaced.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the ____ day of _____ 20**26**~~18~~.

 Chief Administrative Officer

Policy Adoption	
Date of 7-day notification to Council	February 2, 2026
Date of Approval	February 17, 2026

COMMUNITY COMPLAINTS & CONCERNS 2025-2026

Status Report

Complaint #	Date Complaint Received	Method of Complaint	Description of Concern/Complaint	Department Responsible	Complainant Updated	Staff Update	Status
25-020	24-Mar-25	In-person	Complainant is concerned about the sidewalk that goes from Tim Horton's to Needs. They stated that it is dangerous to people with mobility issues. They also said that the sidewalks on Commercial Street are dangerous due to cracks and holes, particularly for people that use mobility aids.	Public Works/Parks	1-May-25	Mar 25/25: Called Complainant - No answer. May1/25 Called and explained Part of this section is on the list to be replaced - sidewalks are categorized by priority area. There is only so much in the budget.	Complete
25-024	26-Jun-25	Phone	Complainant said that the signage at Needs in Middleton impedes visibility when turning left from Bridge Street on to Main Street.	Public Works/Parks	26-Jun-25	Aug 21/25: Letter being drafted. Sep 6/25: Letter was signed by CAO and mailed to property owner. Nov 12/25: Letter was returned to the Town due to no PO Box. It was mailed again with the correct mailing address.	In-Progress
25-026	24-Nov-25	Phone	Complainant would like to see white lines painted along Main Street (Brooklyn Road side), and Brooklyn Road. Complainant finds it very difficult to see the shoulder of the road at night.	Public Works/Parks	4-Dec-25	White lines will be repainted in the spring when weather improves.	In-Progress
26-001	1-Jul-26	Phone	Complainant said the road sign for Mill Street is missing and has been for quite some time. Delivery drivers often miss the street due to missing signage.	Public Works/Parks	7-Jan-26	Jan 7 - Sign will get ordered and replaced. Jan 16: Sign ordered.	Complete

Town of Middleton
Town General Financial Variance Report
as of November 30, 2025
UNAUDITED

	30-Nov-25			YTD Variance Explanation
	Actuals	Budget	Variance (\$)	
REVENUES				
Assessable property taxes	3,900,830	3,927,862	(27,032)	One commercial assessment and multiple residential assessment appeals were successful - \$20k reduction in tax revenue
Grants in lieu of taxes	29,187	29,841	(654)	<i>Nothing to report</i>
Services provided to other governments	54,986	57,425	(2,440)	<i>Nothing to report</i>
Sales of services	38,669	58,349	(19,680)	Revenue shortfalls in day camps and multi-cultural festival
Other revenue from own sources	94,790	71,040	23,750	Penalties & interest on arrears \$16k better than budget
Unconditional transfers from other governments	194,927	194,719	208	<i>Nothing to report</i>
Conditional transfers from federal or provincial governments or agencies	82,257	48,313	33,944	\$30k Emergency Services Provider and \$11.5k Crime Prevention grants received, not budgeted and \$5k Active Community grants higher than budgeted, offset by delayed receipt of MPAL grant
TOTAL REVENUE	4,395,646	4,387,549	8,097	
EXPENSES				
General government services	398,897	423,294	24,397	Bank service charges \$8k below budget , Equip expense \$5k below budget (timing), Training/convention expense \$5k below budget (DOF vacancy), Legal & audit \$5k below budget (timing)
Protective services	1,012,988	763,307	(249,681)	\$285k invoice for Police Contracted svcs budgeted for December - received in November, \$58k invoice for Police Shared svcs and \$14k increase in RCMP for 0.5 additional officer not received yet, offset by \$27k expenses Re: Emergency Service provider grant
Transportation services	580,166	671,030	90,864	\$28k wages & benefits - staff vacancy, \$12k wages timing of when earned vs when paid, \$10k no snow removal/salt/sand needed last April, \$10k survey & engineering not needed to date, \$13k savings equipment repairs, utilities, fuel, & supplies to date, \$8k training expense related to ACWWA & MPWWA conferences not attended (timing conflict)
Environmental health services	304,641	307,633	2,992	<i>Nothing to report</i>
Environmental development services	96,455	132,575	36,120	\$6k savings multi-cultural expenses, \$4k MIP Cost share Econ Dev Officer not needed this fiscal year, \$19k Planning & Fire inspection services running lower than budgeted to date
Recreation and cultural services	290,855	311,810	20,955	\$10k Water invoicing for Rink, Pool and Parks not processed yet, \$10k savings parks equip & maintenance expenses
Mandatory education contributions	347,944	332,488	(15,456)	Provincial education budget arrived after the Town budget was approved
Interest (MFC)	26,335	25,302	(1,033)	<i>Nothing to report</i>
Interest (Inter-fund)	-	-	-	
TOTAL EXPENSES	3,058,282	2,967,439	(90,843)	
ANNUAL SURPLUS / (DEFICIT)	1,337,363	1,420,110	(82,747)	
FINANCING AND TRANSFERS				
Principal repayments (MFC)	(207,370)	(207,370)	-	<i>Nothing to report</i>
	(207,370)	(207,370)	-	
TOTAL AFTER TRANSFERS - SURPLUS/(DEFICIT)	1,129,993	1,212,740	(82,747)	

**Town of Middleton
 Water Utility Financial Variance Report
 as of November 30, 2025
 UNAUDITED**

	30-Nov-25			
	Actuals	Budget	Variance (\$)	YTD Variance Explanation
REVENUES				
Metered sales	320,863	307,298	13,565	Both residential & commercial water invoicing up slightly over budget
Flat rate sales	-	700	(700)	<i>Nothing to report</i>
Public fire protection	-	-	-	<i>Nothing to report</i>
Sprinkler service	-	-	-	<i>Nothing to report</i>
Other operational revenue	4,093	4,592	(499)	<i>Nothing to report</i>
Non-operating revenue	530	272	258	<i>Nothing to report</i>
TOTAL REVENUE	325,486	312,862	12,624	
EXPENSES				
Source of supply	209	4,008	3,799	<i>Nothing to report</i>
Power and pumping	35,462	46,960	11,498	Savings on repairs & maintenance to date
Water treatment	26,464	29,039	2,575	<i>Nothing to report</i>
Transmission and distribution	175,634	175,426	(207)	<i>Nothing to report</i>
Admin and general	162,975	172,648	9,673	<i>Nothing to report</i>
Taxes	53,163	46,607	(6,556)	<i>Nothing to report</i>
Amortization	-	-	-	
TOTAL EXPENSES	453,906	474,688	20,782	
ANNUAL SURPLUS / (DEFICIT)	(128,421)	(161,826)	33,406	
FINANCING AND TRANSFERS				
Capital out of revenue	-	-	-	
Transfer to reservoir reserve	-	-	-	
TOTAL AFTER TRANSFERS	(128,421)	(161,826)	33,406	