

**AGENDA**

**1. CALL TO ORDER**

**2. APPROVAL OF THE AGENDA**

**3. PROCLAMATIONS**

- 3.1 Recreation Month – June 2025
- 3.2 National Indigenous History Month and National Indigenous Peoples Day – June 21
- 3.3 AccessAbility Week – May 25-31, 2025

**4. APPROVAL OF THE MINUTES**

- 4.1 Council Meeting Minutes – April 22, 2025
- 4.2 In-Camera Meeting Minutes – April 22, 2025

**5. ANYTHING BY CITIZENS**

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

**6. NEW BUSINESS**

- 6.1 Committee of the Whole Recommendations
  - a. RFD 019-2025 Memorandum of Understanding with The Salvation Army - CAO
- 6.2 RFD 018-2025 Local Leadership for Climate Change – CAO
- 6.3 RFD 023-2025 Appointment List Update – CAO
- 6.4 RFD 024-2025 Strategic Plan for 2025-2028 – CAO

**7. REPORTS**

- 7.1 Management Report
- 7.2 Middleton Fire Department Dispatch Report for April
- 7.3 Valley REN LOC Apr 14/25 DRAFT Minutes
- 7.4 PAC Public Participation Meeting Apr 15/25 DRAFT Minutes
- 7.5 IMSA Board Apr 16/25 DRAFT Minutes and Meeting Minutes
- 7.6 Joint Police Advisory Board Meeting Apr 17/25 DRAFT Minutes
- 7.7 IDEA Governance Committee Meeting Apr 17/25 DRAFT Minutes
- 7.8 Annapolis County Inter-Municipal Working Group Apr 24/25 DRAFT Minutes

**MIDDLETON TOWN COUNCIL**  
**Town Hall – Council Chambers & Facebook Live**  
**Tuesday, May 20, 2025**  
**7:00 p.m.**



7.9 Mayor's Report

**8. CORRESPONDENCE**

8.1 April 24, 2025, Letter from Minister John Lohr re: Fire Records Management Systems

**9. ANYTHING BY MEMBERS**

**10. IN-CAMERA**

10.1 Personnel

**11. ADJOURNMENT**



# *Proclamation*

## **PARKS & RECREATION MONTH JUNE 2025**

- WHEREAS** parks and recreation are an integral part of communities throughout this country; and
- WHEREAS** parks and recreation promote health and wellness, improving the physical and mental health of people who recreate and live near parks; and
- WHEREAS** parks and recreation promote time spent in nature, which positively impacts mental health by increasing cognitive performance and well-being, and alleviating illnesses such as depression, attention deficit disorders, and Alzheimer's; and
- WHEREAS** parks and recreation encourages physical activities by providing space for popular sports, hiking trails, swimming pools and many other activities designed to promote active lifestyles; and
- WHEREAS** parks and recreation programming and education activities, such as day camps, youth sports and environmental education, are critical to childhood development; and
- WHEREAS** our parks and natural recreation areas ensure the ecological beauty of our community and provide a place for children and adults to connect with nature and recreate outdoors.

**THEREFORE**, I, Gail Smith, Mayor of Middleton do hereby proclaim June 2025 as “Parks and Recreation Month” in the Town of Middleton.

Dated at Middleton, Nova Scotia  
this 20<sup>th</sup> day of May 2025.

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Gail Smith, Mayor



## *Proclamation*

### **NATIONAL INDIGENOUS HISTORY MONTH AND NATIONAL INDIGENOUS PEOPLES DAY**

**JUNE 2025**

**WHEREAS** in 2009, June was declared National Indigenous History month by the passing of a unanimous motion of the House of Commons; and

**WHEREAS** recognizing National Indigenous History Month is an opportunity for citizens to learn more about the history of the Indigenous peoples in Canada – the first peoples of Canada; and

**WHEREAS** in cooperation with Indigenous People’ national organizations, the Government of Canada designated June 21 as National Indigenous Peoples Day; and

**WHEREAS** June 21 was chosen because it corresponds to the summer solstice, the longest day of the year, and for generations many Indigenous Peoples’ groups have celebrated their culture and heritage at this time of year; and

**WHEREAS** National Indigenous Peoples Day is a wonderful opportunity to become better acquainted with the cultural diversity of First Nations, Inuit, and Metis people and to discover the unique accomplishments of Indigenous Peoples; and

**WHEREAS** the Town of Middleton is a community that celebrates its cultural diversity,

**THEREFORE, I, Gail Smith, Mayor of Middleton do hereby proclaim June 2025 as National Indigenous History Month and June 21 as National Indigenous Peoples Day in the Town of Middleton.**

Dated at Middleton, Nova Scotia  
this 20<sup>th</sup> day of May 2025.

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Gail Smith, Mayor



# *Proclamation*

## **AccessAbility Awareness Week “Applying Inclusive Thinking and Actions in Everyday Life”**

**May 25-31, 2025**

**WHEREAS** the Town of Middleton aims to celebrate achievements made both by and for persons with disabilities in the areas of accessibility, transportation, housing, recreation, education, and communication; and

**WHEREAS** the foundation of Nova Scotia’s Accessibility Act is to provide, support, and protect the rights of persons with disabilities to full inclusion and accessibility by the identification, prevention, and removal of accessibility barriers; and

**WHEREAS** through public awareness, community partnerships and education, this campaign aims to foster an environment of equal participation for persons with disabilities within the Town of Middleton.

**THEREFORE**, I, Gail Smith, Mayor of Middleton do hereby proclaim May 25 – May 31, 2025 as AccessAbility Awareness Week, “Applying Inclusive Thinking and Actions in Everyday Life” in the Town of Middleton.

Dated at Middleton, Nova Scotia  
this 20<sup>th</sup> day of May 2025.

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Gail Smith, Mayor

A regular monthly meeting of Middleton Town Council was held in-person at the Town Hall, via Facebook Live on Tuesday, April 22, 2025, starting at 7:00pm.

### **PRESENT**

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

**Also in Attendance:** Linda Bent, Annapolis County (left at 7:06pm)

#### 1. CALL TO ORDER

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

#### 2. APPROVAL OF THE AGENDA

**250422.01** It was moved and seconded that Council approve the agenda as amended.  
**Motion carried.**

#### 3. PRESENTATIONS

##### 3.1 2024-2025 Building and Fire Inspection Update

Linda Bent from Annapolis County provided a brief update on the 2024-2025 Building and Fire Inspection.

A brief discussion took place and Linda answered a few questions from Council.

##### 3.2 2025-2028 Strategic Plan

CAO Crocker provided a brief overview of the 2025-2028 Strategic Plan and the eight Strategic Initiatives

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

Councillor Smith suggested monitoring the comments during the first couple of weeks.

4. PROCLAMATIONS

4.1 Lyme Disease Awareness Month

Mayor Smith proclaimed May 2025, as Lyme Disease Awareness Month in Middleton.

4.2 Emergency Preparedness Week – May 4-10, 2025

Mayor Smith proclaimed May 4 - 10, 2025 as Emergency Preparedness Week in Middleton.

5. APPROVAL OF THE MINUTES

5.1 Approval of the Previous Meeting Minutes

2025.03.17 Council Meeting Minutes

2025.04.07 Special Council Meeting Minutes

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

6. ANYTHING BY CITIZENS

No comments given or received.

7. NEW BUSINESS

7.1 Committee of the Whole Recommendations

**a. RFD 016-2025 Procurement and Purchasing Policy**

CAO Crocker provided a brief overview of the Procurement and Purchasing Policy.

**250422.02** It was moved and seconded that Council, on recommendation from the CAO, approve the draft Procurement and Purchasing Policy. **Motion carried.**

**b. RFD 017-2025 Approval of 2025-26 Valley Waste Budget**

CAO Crocker provided a brief overview of the 2025-26 Valley Waste Budget.

**250422.03** It was moved and seconded that Council approve the draft Valley Waste Operating and Capital budget for the 2025-2026 fiscal year. **Motion carried.**

## 7.2 RFD 020-2025 Low Income Tax Exemption

CAO Crocker provided a brief overview of the Low-Income Tax Exemption RFD.

Councillor Archibald asked whether residents are notified about the low-income tax exemption. They inquired if a notice is included with the tax bills.

**ACTION:** CAO Crocker was asked to confirm with Finance staff whether the information is included in the Beat newsletter or as a note on the tax bills.

**250422.04** It was moved and seconded that Council approve the proposed revisions to the Low-Income Tax Exemption Policy and increase the exemption amount to \$310 and the household income not exceeding \$25,700. **Motion carried.**

## 7.3 RFD 021-2025 PCAP Grant Application

CAO Crocker provided a brief overview of the PCAP Grant Application.

**250422.05** It was moved and seconded that Council confirm their support for the enclosed PCAP Grant Application for submission to the Department of Municipal Affairs and Housing. **Motion carried.**

## 7.4 RFD 022-2025 Pre-approval of Debenture for Public Works Truck

CAO Crocker provided a brief overview of the Pre-approval of Debenture for the Public Works Truck.

**250422.06** It was moved and seconded that Council approve the attached Resolution for Pre-Approval of Debenture Issuance Subject to Interest Rate in the amount of fifty thousand dollars (\$50,000.00) with an interest rate not to exceed 6.5%. **Motion carried.**

## 8. REPORTS

- 8.1 Management Report
- 8.2 Middleton Fire Department Dispatch Report for March
- 8.3 IDEA Committee Mar 4/25 DRAFT Minutes
- 8.4 Planning Advisory Committee Mar 19/25 DRAFT Minutes
- 8.5 Annapolis REMO Advisory Committee Mar 20/25 DRAFT Minutes
- 8.6 IMSA Board Mar 25/25 DRAFT Minutes and Meeting Minute
- 8.7 Annapolis County Inter-Municipal Working Group Feb 27/25 DRAFT Minutes
- 8.8 Mayor's Report

Mayor Smith noted that the above reports were circulated to Council members with the agenda package and called for questions/discussion. No comments or questions were made by Council members.

Councillor Smith requested that, as part of the weekly meetings, an update be provided on the feedback received from residents.

Councillor Archibald noted that a motorcycle club has moved into the location on Commercial Street.

**ACTION:** EA Marceau to follow up on the required permits.

9. CORRESPONDENCE

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

9.1 April 14, 2025 Letter from Minister John Lohr re: legislative and policy changes

9.2 April 10, 2025 Letter from Minister Becky Druhan re: Additional Officer Program

10. ANYTHING BY MEMBERS

Deputy Mayor Marshall reported receiving positive feedback from residents regarding potholes and the recent emergency patching, noting that the repairs were completed in a timely and effective manner. He also commended the RCMP for their prompt response on April 9th and for apprehending the offender on April 10th. He emphasized that a visible police presence sends a clear message that this type of behavior will not be tolerated.

Councillor Smith Church Street by the church and fire department, the pavement seems to be sinking. Also, a hump on Gates right before the high school.

**ACTION:** DPW Verran to investigate.

Councillor Archibald stated that there should have been an alert issued to the community regarding the armed robberies.

11. IN-CAMERA

**250422.07** It was moved and seconded to adjourn the meeting and move to in camera at 7:48pm. **Motion carried.**

**250422.08** It was moved and seconded to move out of camera at 9:30pm. **Motion carried.**

12. ADJOURNMENT

The Mayor declared the meeting adjourned at 9:30 pm.

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Mayor

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Recording Secretary

DRAFT

**REQUEST FOR DECISION**  
**Memorandum of Understanding with**  
**The Salvation Army**  
**RFD#: 019-2025**



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**To:** COTW and Town Council  
**From:** Ashley Crocker, CAO  
**Date:** May 5, 2025 and May 20, 2025  
**Subject:** Memorandum of Understanding with The Salvation Army

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**Guiding Principles for Decision-Making**

**Accountability   Transportation   Diversity   Sustainability   Engaged   Informed**

References/Attachments

- Draft Memorandum of Understanding between Memorandum of Understanding between The Salvation Army Disaster Services, Atlantic Division, AND the Annapolis Regional Emergency Management Organization (Annapolis REMO)

Legislation

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

Recommendation

That Town Council approve the Memorandum of Understanding between The Salvation Army Disaster Services, Atlantic Division, 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*

Powers and duties of municipalities Within one year after the 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 co-ordinator of the municipal emergency management organization and prescribe the duties of the co-ordinator 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**  
**Memorandum of Understanding with**  
**The Salvation Army**  
**RFD#: 019-2025**



Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: 20 May 2025



## **MEMORANDUM OF UNDERSTANDING**

**BETWEEN:**

**THE GOVERNING COUNCIL OF THE SALVATION ARMY IN CANADA  
ON BEHALF OF  
THE SALVATION ARMY EMERGENCY DISASTER SERVICES,  
ATLANTIC DIVISION**

**(“The Salvation Army EDS”)**

**AND**

**MUNICIPALITY OF THE COUNTY OF ANNAPOLIS, TOWN OF ANNAPOLIS ROYAL and TOWN OF MIDDLETON,  
being the participating municipal units of the municipal emergency management organization known as the  
Annapolis County Regional Emergency Management Organization (“Annapolis REMO”)**

### **BACKGROUND and PURPOSE:**

- A. During a municipally declared state of emergency, collaboration among Annapolis REMO and local agencies and service providers is critical to protecting the property, health, safety, and welfare of the public.
- B. The Salvation Army Emergency Disaster Services (EDS) has experience meeting the physical, emotional, and spiritual needs of individuals and communities experiencing local declarations of emergency and would like to collaborate with Annapolis REMO in responding to local declarations of emergency.
- C. This MOU provides a framework for collaboration between Annapolis REMO and The Salvation Army EDS during a local declaration of emergency.

### **1. MUTUAL UNDERSTANDING**

- a. Annapolis REMO is responsible to direct and control a municipal emergency response to protect the property, health, safety, and welfare of the public during a local declared or non-declared emergency.
  - b. Annapolis REMO will call upon The Salvation Army EDS on an as-needed basis.
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- c. The Salvation Army EDS' assistance will be requested by following the activation protocol set out in Schedule "A" to this MOU.
- d. The Salvation Army EDS will provide, to the best of its ability, the services and support described in Schedule "B" as requested by Annapolis REMO. Despite this, both parties understand and agree there may be times when The Salvation Army EDS is unable to meet all requests due to the magnitude and/or duration of the request or emergency.
- e. The Salvation Army EDS may give immediate notice at any time during a declared emergency that it will withdraw or reduce services in the event conditions are such that The Salvation Army EDS is unable to provide services without compromising the health, safety, and well being of its staff and/or volunteers. In the event that services are withdrawn or reduced, The Salvation Army EDS will advise Annapolis REMO of the same within twenty-four hours of any decision being made.
- f. Due to the highly variable circumstances under which supplies are needed, calculation of cost estimates for the services provided under this agreement is not practical, and the parties agree to negotiate such costs on a case-by-case basis.
- g. All expenses incurred under this agreement will be specifically authorized in writing by Annapolis REMO before The Salvation Army EDS incurs the expense. However, nothing in this agreement restricts The Salvation Army EDS from providing additional services at its own expense, in the absence of notification by Annapolis REMO. Costs incurred by the Salvation Army will be compensated in accordance with this MOU, and any applicable legislation, regulation, and policies of Annapolis REMO.
- h. Both parties understand and agree that the specific supplies, services and support, and availability may vary from one emergency to another.
- i. The Salvation Army will be reimbursed the full grocery costs related to the emergency response based on the request in b) regardless of how many meals are served on scene. Reimbursement costs will equal the amount of receipts provided from The Salvation Army to the signing party, which may exceed the initial request in b).

## **2. KEY CONTACT**

Each party shall designate a Key Contact person who will ensure regular and effective communication between the parties, timely activation of and response to emergencies and the resolution of any disagreements that may arise. The contact information for each party's Key Contact and alternates is set out in Schedule "A".

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### **3. TERM, RENEWAL AND TERMINATION**

- a. This MOU will be in effect for a period of 3 years beginning on the date shown below unless terminated earlier by either party.
- b. This MOU may be renewed for an additional period of 3 years on mutual written agreement of the parties.
- c. Either party may terminate this MOU in whole or in part at any time and for any reason on 30 days' written notice to the other. Notice of termination shall be sent to the Key Contact identified in Schedule A.

### **4. ANNUAL REVIEW**

The parties shall meet annually on or near the anniversary date of the effective date of this MOU to review the terms of this MOU and make any changes they consider desirable or necessary. All changes to this MOU must be in writing and signed by both parties.

### **5. INDEMNIFICATION**

Each Party shall, during the Term and after the termination of this Agreement, indemnify and save harmless the other from any loss, damage, claim, cost, expense or liability whatsoever that the other may incur, suffer or be required to pay pursuant to any claim, demand, action, suit, litigation, charge, complaint, prosecution or other proceeding that may be made or asserted against or affect the Party indemnified by reason of a wrongful or negligent act or omission on the part of the indemnifying Party, its employees, servants, agents, subcontractors or volunteers in the performance or rendering of Services.

### **6. INSURANCE**

The three participating municipalities shall, at its sole cost and expense, take out and keep in force throughout the Term of this Agreement public liability insurance covering all acts and omissions of its employees and volunteers (with the exception of The Salvation Army) in respect of loss by or injury to third parties with a limit of at least Ten Million Dollars (\$10,000,000) per incident, or such lesser amount as is approved by The Salvation Army EDS. The policy will include The Salvation Army as an additional insured and will contain a cross liability and severability of interest clause. Certificates of insurance will be delivered promptly to The Salvation Army EDS, on request, throughout the Term.

The Salvation Army EDS shall, at its sole cost and expense, take out and keep in force throughout the Term of this Agreement public liability insurance covering all acts and omissions of its employees and volunteers in respect of loss by or injury to third parties with a limit of a least Ten Million Dollars (\$10,000,000) per incident, or such lesser amount as is approved by Annapolis REMO. The policy will include the three participating municipalities as an additional insured and will contain a cross liability and severability of interest clause. Certificates of insurance will be delivered promptly to Annapolis REMO, on request, throughout the Term.

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**7. LEGAL STATUS OF THIS MOU AND THE PARTIES**

- a. With the exception of the obligation to indemnify one another as set out in section 5 of this MOU, and the obligation to take out and maintain the insurance policies as set out in section 6 of this MOU, this MOU is not intended to be legally binding or to give rise to a legal obligation that Annapolis REMO request the Services or that The Salvation Army EDS deliver the Services described in Schedule B.
  
- b. This MOU does not create a partnership, joint venture, or agency relationship between the parties.

**ENTERED INTO AND EFFECTIVE AS OF THIS DAY OF \_\_\_\_\_, 2025.**

**Annapolis REMO- Municipal Representatives:**

**Town of Annapolis Royal**

\_\_\_\_\_  
Amery Boyer, Mayor  
Town of Annapolis Royal

\_\_\_\_\_  
Date

**Town of Middleton**

\_\_\_\_\_  
Gail Smith, Mayor  
Town of Middleton

\_\_\_\_\_  
Date

**Municipality of the County of Annapolis**

\_\_\_\_\_  
Diane LeBlanc, Warden  
Municipality of the County of Annapolis

\_\_\_\_\_  
Date

**The Governing Council of The Salvation Army in Canada on behalf of The Salvation Army Emergency & Disaster Services, Atlantic Division Representative:**

\_\_\_\_\_  
Martina Stephens,  
Emergency Disaster Services Specialist – NB, PEI & NS

\_\_\_\_\_  
Date

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## **SCHEDULE A**

### **ACTIVATION OF SERVICES**

Upon becoming aware of an emergency in which The Salvation Army's EDS assistance may be required, Annapolis REMO's Key Contact will immediately contact The Salvation Army EDS Key Contact.

Upon notification by Annapolis REMO's Key Contact, The Salvation Army EDS will, to the best of its ability, mobilize its team to provide the services described in Schedule B.

During an emergency activation, the parties will work together to identify the quantities and duration of supplies, services, and support necessary to assist the residents of Annapolis REMO during that emergency.

Annapolis REMO will provide The Salvation Army EDS access to the emergency evacuation centre, warming centre, cooling centre, registration centre or other facility to provide the services under this MOU.

#### **Key Contacts for Activation of Emergencies**

The Key Contact(s) for the Annapolis REMO are:

Brian Orde, Regional Emergency Management Coordinator)  
Chris McNeill, CAO, County of Annapolis  
Sandi Millet-Campbell, CAO, Town of Annapolis Royal  
Ashley Crocker, CAO, Town of Middleton

The Key Contact(s) for The Salvation Army are:

Martina Stephens  
John Bignell  
Divisional Director of Emergency Disaster Services, Atlantic Division

#### **Key Contacts for Termination of MOU**

If The Salvation Army EDS wishes to terminate, a notice of termination must be sent to Annapolis REMO at:

Brian Orde, Regional Emergency Management Coordinator  
Chris McNeill, CAO, County of Annapolis  
Sandi Millet-Campbell, CAO, Town of Annapolis Royal  
Ashley Crocker, CAO, Town of Middleton

If Annapolis REMO wishes to terminate this MOU, a notice of termination must be sent to The Salvation Army at:

Martina Stephens  
John Bignell  
Divisional Director of Emergency Disaster Services Atlantic Division

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## SCHEDULE B

### SALVATION ARMY EDS SERVICES

The Salvation Army EDS will provide, to the best of its ability, the following supplies, and services in such quantities and for such time period, and for such costs as Annapolis REMO specifies in writing:

a) Food Services

- Includes provision of food and/or beverage service at an emergency evacuation centre, warming or cooling centre, registration centre or any other public facility specified by Annapolis REMO. As needed, a Salvation Army Canteen will be deployed from an appropriate Salvation Army ministry unit.

b) Emergency Clothing

- Includes the provision of a voucher to be redeemed at any Salvation Army Thrift Store for clothing and other personal items that may be needed by individuals and families affected by the emergency.

c) Emotional & Spiritual Support

- Includes emotional support and spiritual care that may be required by individuals affected by the emergency.
- Critical Incident Stress Management (CISM) either assisting Individuals in crisis or/and group crisis intervention.

d) Other Services

- The Salvation Army is open to providing other services, based on required needs to the best of its ability.
  - The Salvation Army will prepare volunteers for deployments throughout the province through related training courses and exercises.
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**REQUEST FOR DECISION**  
**Local Leadership for Climate Change**  
**RFD#: 018-2025**



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**To:** Town Council  
**From:** Ashley Crocker, CAO  
**Date:** May 20, 2025  
**Subject:** Local Leadership for Climate Change

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**Guiding Principles for Decision-Making**

**Accountability    Transportation    Diversity    Sustainability    Engaged    Informed**

References/Attachments

- Local Leadership for Climate Adaptation Climate-Ready Plans and Processes Application Form

Legislation

- N/A

Recommendations

That Town Council authorize the Mayor and CAO to submit an application to the Local Leadership for Climate Change Adaptation – Green Municipal Fund for the purpose of hiring a consultant to complete a community-wide climate risk assessment for Middleton, and Council supports the project and commits to provide a contribution of 10% of the contract value before HST, plus 100% of the non-rebateable HST, up to a maximum total contribution of \$10,000.

Background

The Local Leadership for Climate Change Adaptation – Green Municipal Fund is an FCM<sup>1</sup> grant program that supports local governments in tackling climate change. The program is based on the premise that local leadership plays a critical role, often acting faster and more innovatively than national governments.

The Climate Risk Assessment for the Town of Middleton will evaluate the potential impacts of climate change on the town's infrastructure, economy, environment, and communities, helping to identify vulnerabilities and prioritize actions to build resilience. The Town has experienced

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<sup>1</sup> Federation of Canadian Municipalities

**REQUEST FOR DECISION**  
**Local Leadership for Climate Change**  
**RFD#: 018-2025**



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increasing climate impacts, such as flooding and heatwaves, which threaten its business district, aging infrastructure, and essential services.

This assessment will be undertaken by a consultant and will include gathering localized climate data, mapping vulnerabilities, and analyzing risks such as flooding, heatwaves, and drought. Extensive stakeholder engagement will ensure that residents, businesses, and experts contribute to identifying the town's most pressing climate challenges. Activities will include community workshops, focus groups, and surveys to identify Middleton's most pressing climate challenges and to gather local knowledge.

Key deliverables will include a Climate Risk Assessment report, detailed vulnerability maps, and a stakeholder engagement summary. These outputs will inform the creation of a Joint Regional Climate Action Plan, developed in partnership with the Municipality of the County of Annapolis and the Town of Annapolis Royal. This collaborative regional plan will align climate resilience strategies across the three municipalities, enabling coordinated actions and shared resources to address common risks, such as stormwater management and public health. Insights from Middleton's risk assessment will guide regional strategies, ensuring that both local and shared climate challenges are addressed effectively and equitably.

The Climate Risk Assessment will provide Middleton with the knowledge and tools to enhance climate resilience, inform long-term planning, and ensure that future development aligns with climate adaptation goals. By fostering regional collaboration, this project will contribute to safeguarding the future of Middleton and its neighbouring communities through a unified, equitable, and proactive approach to climate action.

**Financial Implications**

The cost of the consultant is estimated at \$75,000 plus non-rebateable HST for a total cost of \$78,000. The Town, as contracting party, would be responsible for 100% of the non-rebateable HST. To obtain the grants for this project, the Town must commit to funding 10% of the cost before HST, plus 100% of the non-rebateable HST, up to a maximum of \$10,000 in total.

The Green Municipal Fund grant is for up to 90% of the cost, up to a maximum of \$70,000.

**Example 1:**

A contract is awarded for \$75,000 plus non-rebateable HST of \$3,000 for a total cost of \$78,000. The Town pays \$7,000 of the cost before HST, plus \$3,000 non-rebateable HST for a total of \$10,000. The FCM grant is \$68,000.

**Example 2:**

A contract is awarded for \$50,000, plus non-rebateable HST of \$2,000, for a total cost of \$52,000. The Town pays \$5,000 (10% of the cost before HST) plus the \$2,000 of non-rebateable HST for a total contribution of \$7,000. The FCM grant would be \$45,000.

**REQUEST FOR DECISION**  
**Local Leadership for Climate Change**  
**RFD#: 018-2025**



Example 3: The project is tendered, and the low bid is \$85,000, plus non-rebateable HST of \$3,200 for a total of \$88,200. The contract could not be awarded. The Town’s maximum contribution is \$10,000 and the FCM grant maximum is \$70,000, for a total of \$80,000.

The Community Climate Capacity Program – Clean Foundation is providing a grant of \$5,500 of in-kind support to the project.

The \$10,000 contribution will be included in the 2025/26 Town Operating Budget and funded from operations.

Strategic Plan/Operating Plan Alignment

| Check Applicable | Strategic Priority Area      | Comments  |
|------------------|------------------------------|---|
| X                | Environment                  | Assessment will identify local vulnerabilities and strategies to mitigate the effects of climate change |
| X                | Infrastructure               | Plan will identify infrastructure vulnerabilities and actions to mitigate risk                          |
|                  | Economy                      |   |
| X                | Community                    | Project will engage with community to access local knowledge and build consensus on community plans     |
|                  | 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: 20 May 2025

# Local Leadership for Climate Adaptation Climate-Ready Plans and Processes Application form

October 2024

## Before you begin

The Green Municipal Fund (GMF) uses this form to collect essential information on your proposed project. Your responses will help us determine whether your project is a good fit to receive funding from Climate-Ready Plans and Processes (CRPP) within the Local Leadership for Climate Adaptation (LLCA) initiative.

This form has six parts:

- Part A: Applicant information
- Part B: Climate-Ready Communities Assessment Tool
- Part C: Collaboration
- Part D: Project information
- Part E: Engagement strategy
- Part F: Declaration and signature

## **IMPORTANT:** [CLIMATE-READY PLANS AND PROCESSES APPLICATION GUIDE](#)

**Before proceeding**, please make sure that you are following the instructions in the Climate-Ready Plans and Processes Application Guide to fill out this form.

Please follow this guidance carefully as you fill out the necessary information and attach the required supporting documentation.

When submitting your application form and supporting documents through the [FCM Funding Portal](#), please make sure you are uploading supported files as specified in the application guide. Please refer to the [attachment guidelines](#) to find out which file formats are accepted, what the limits are on file size, and what to do if your files are too large.

**Consultants may assist in preparing submissions, but consultants cannot submit applications. Only the lead applicant can submit the application.**

## Part A: Applicant information

How did you hear about municipal funding from FCM?

FCM's e-bulletin

FCM event or conference, or FCM-produced resource :

Webinar

### Participating organizations

Please include details on participating organizations in the table below. Note: You must use the full legal name of the organization(s).

| Organization name | Organization role               |
|-------------------|---------------------------------|
| Town of Middleton | Lead Applicant and Municipality |
| Organization name | Organization role               |
| Clean Foundation  | Partner                         |
| Add Row           | Remove Row                      |

#### The following two questions apply to the lead applicant

Which of the following community types describes the lead applicant?

- Indigenous community       Northern community  
 Remote community       Rural community  
 None of the above

How many people are employed at the lead applicant?

- Less than 5     6-10     11-20     21-50     51-100     101-500     More than 500

#### The following question applies to the lead municipality

What is the population of the lead municipality?

- ≤10,000     10,001–50,000     50,001–100,000     100,001–500,000     >500,000

### Project contacts

Please include project contacts in the table below. Note: Indicate the legal name of your organization (lead applicant). If your organization is not a municipal government, your proposed project must be undertaken in partnership with a municipal government (lead municipality). Please provide the contact information for the municipalities or organizations you are partnering with.

| Organization name          | Contact name       | Job title    | Contact role                   |
|----------------------------|--------------------|--------------|--------------------------------|
| Clean Foundation           | Cassidy Walker     | Climate Lead | Application contact (required) |
| Address                    |                    |              |                                |
| 126 Portland Street        |                    |              |                                |
| City                       | Province/Territory | Postal Code  | Phone Number                   |
| Dartmouth                  | Nova Scotia        | B2Y 1H8      | (782) 321-5898                 |
| Email                      |                    |              |                                |
| cwalker@cleanfoundation.ca |                    |              |                                |

| Organization name             | Contact name       | Job title           | Contact role                  |
|-------------------------------|--------------------|---------------------|-------------------------------|
| Town of Middleton             | Ashley Crocker     | CAO                 | Municipal contact (required i |
| Address                       |                    |                     |                               |
| 131 Commercial Street         |                    |                     |                               |
| City                          | Province/Territory | Postal Code         | Phone Number                  |
| Middleton                     | Nova Scotia        | B0S 1P0             | (902) 825-4841                |
| Email                         |                    |                     |                               |
| acrocker@town.middleton.ns.ca |                    |                     |                               |
| Organization name             | Contact name       | Job title           | Contact role                  |
| Town of Middleton             | Sara Marceau       | Executive Assistant | Secondary contact (recommen   |
| Address                       |                    |                     |                               |
| 131 Commercial Street         |                    |                     |                               |
| City                          | Province/Territory | Postal Code         | Phone Number                  |
| Middleton                     | Nova Scotia        | B0S 1P0             | (902) 825-4841                |
| Email                         |                    |                     |                               |
| ea@town.middleton.ns.ca       |                    |                     |                               |
| Add Row                       |                    | Remove Row          |                               |

## Part B: Climate-Ready Communities Assessment Tool

**IMPORTANT:** Completing the [Climate-Ready Communities Assessment Tool](#) is mandatory.

The Climate-Ready Communities Assessment Tool (also known as, "the CRC Assessment Tool" or "the Assessment Tool") has two functions: Firstly, a self-assessment to help your organization build awareness of the key elements of climate adaptation and to develop a snapshot of your current adaptation efforts; and secondly, a roadmap to help identify actionable steps for building climate adaptation.

The Assessment Tool consists of three pillars: (1) People, Partnerships and Governance, (2) Risk and Adaptation Planning, and (3) Integration and Implementation.

Submit your completed Climate-Ready Communities Assessment Tool in the "Supporting documents" section in the [FCM Funding Portal](#).

### Community-wide climate risk assessment

We recommend that municipalities working toward climate adaptation, have or plan on having a community-wide climate risk assessment.

Has the lead municipality completed a community-wide climate risk assessment with the following characteristics?

- **Assesses all core service areas:** It must be conducted at the scale of the community and ideally cover multiple systems, recognizing that assessing individual assets or services in isolation may not provide a comprehensive understanding of climate risks.
- **Assesses multiple climate hazards:** The risk assessment must encompass an analysis of multiple climate hazards relevant to the community, including but not limited to extreme weather events (such as wind and storms), floods, sea level rise, heatwaves, drought and changes in precipitation patterns.

Yes       No

If no, we encourage the applicant to complete a community-wide climate risk assessment within the activities of your proposed project.

## Part C: Collaboration

**IMPORTANT:** [CLIMATE-READY PLANS AND PROCESSES APPLICATION GUIDE](#)

Before completing this part, please make sure that you are following the instructions in the [Climate-Ready Plans and Processes Application Guide](#).

### Collaboration details

Do you plan on collaborating with other communities/municipalities or organizations on this project?

Yes       No

#### Collaborating organizations

Please identify each of the collaborating communities/municipalities or organizations using the table below, including the name and province/territory of the organizations. Please include only one organization per line.

| Organization name                       | Province/territory |
|---|--------------------|
| Municipality of the County of Annapolis | Nova Scotia        |
| Organization name                       | Province/territory |
| Town of Annapolis Royal                 | Nova Scotia        |
| Add Row                                 | Remove Row         |

Please describe below the nature and expectations of your collaborative project and identify specific, tangible benefits that are directly linked to the collaborative approach.

The Town of Middleton, the Town of Annapolis Royal, and the Municipality of the County of Annapolis are working together as a cohort in Clean Foundation’s Community Climate Capacity program, and will be creating a Joint Climate Action Plan for the region. This project focuses on a climate risk assessment for Middleton, with the intention of using the results to inform the regional Joint Climate Action Plan. While Annapolis Royal and the Municipality of the County of Annapolis already have most of the relevant climate data, Middleton’s participation in the assessment will help fill in critical gaps specific to its region. The collaborative nature of this project allows Middleton to benefit from the existing data and climate knowledge of the other municipalities, ensuring a more comprehensive understanding of regional climate risks.

Key benefits of this approach include:

- Resource Sharing: Middleton will leverage the existing data and climate knowledge from Annapolis Royal and the Municipality of the County of Annapolis, saving time and costs while ensuring that the risk assessment is consistent with regional efforts by providing updated, localized data that enhances regional understanding
- Regional Integration: The collaboration ensures Middleton’s climate risk assessment aligns seamlessly with regional efforts, creating a unified framework for addressing shared challenges like flooding, drought, and heatwaves.
- Enhanced Capacity: Through joint workshops and information-sharing sessions, all municipalities will benefit from expanded climate knowledge and best practices, strengthening their ability to address climate risks collaboratively.
- Increased Efficiency: By working collaboratively, the municipalities can align their climate actions and share resources for future projects, avoiding the need for separate assessments in each community and promoting cost-effective, region-wide climate solutions.

## Part D: Project information

**IMPORTANT:** [CLIMATE-READY PLANS AND PROCESSES APPLICATION GUIDE](#)

**Before completing this part**, please make sure that you are following the instructions in the [Climate-Ready Plans and Processes Application Guide](#).

### Project title

Please indicate your project's working title. This title will be used publicly to identify the project.

The Town of Middleton's Community-wide Climate Risk Assessment

### Project description

Provide a high-level description of your project. Summarize activities, planned actions and project objectives.

If funding is approved, this section will be used as the public description of your project.

The Climate Risk Assessment for the Town of Middleton will evaluate the potential impacts of climate change on the town's infrastructure, economy, environment, and communities, helping to identify vulnerabilities and prioritize actions to build resilience. Often referred to as the Heart of the Annapolis Valley, with a population of ~1,900, Middleton serves as a key service hub and agricultural area for the region. The has experienced increasing climate impacts, such as flooding and heatwaves, which threaten its business district, aging infrastructure, and essential services. This assessment will be undertaken by a consultant and will include gathering localized climate data, mapping vulnerabilities, and analyzing risks such as flooding, heatwaves, and drought. Extensive stakeholder engagement will ensure that residents, businesses, and experts contribute to identifying the town's most pressing climate challenges. Activities will include community workshops, focus groups, and surveys to identify Middleton's most pressing climate challenges and to gather local knowledge.

Key deliverables will include a Climate Risk Assessment report, detailed vulnerability maps, and a stakeholder engagement summary, these outputs will inform the creation of a Joint Regional Climate Action Plan, developed in partnership with the Municipality of the County of Annapolis and the Town of Annapolis Royal. This collaborative regional plan will align climate resilience strategies across the three municipalities, enabling coordinated actions and shared resources to address common risks, such as stormwater management and public health. Insights from Middleton's risk assessment will guide regional strategies, ensuring that both local and shared climate challenges are addressed effectively and equitably.

The Climate Risk Assessment will provide Middleton with the knowledge and tools to enhance climate resilience, inform long-term planning, and ensure that future development aligns with climate adaptation goals. By fostering regional collaboration, this project will contribute to safeguarding the future of Middleton and its neighbouring communities through a unified, equitable, and proactive approach to climate action.

### Activities and deliverables

Please describe the 1 to 5 activities that compose your proposed project. Complete one row for each activity.

Each activity must also feature at least one deliverable.

Please see the application guide for additional guidance on the level of detail expected.

| Activity  | Deliverable   |
|---|---|
| <p>Please identify 1 to 5 adaptation related activities.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Conduct a community-wide climate risk assessment</li> <li>• Establish a climate adaptation policy that promotes equitable adaptation</li> <li>• Develop an actionable adaptation plan that includes funding strategy and addresses climate risks and vulnerability</li> <li>• Set up a cross-functional climate team</li> <li>• Training for municipal staff and/or cross-functional climate team members</li> </ul> | <p>Please identify specific items you will send to GMF to demonstrate completion of each activity.</p> <p>Examples:</p> <ul style="list-style-type: none"> <li>• Community-wide climate risk assessment report</li> <li>• Climate adaptation policy and resolution confirming endorsement by board or council</li> <li>• Adaptation plan</li> <li>• Climate team terms of reference and minutes from first 4 meetings</li> <li>• Training attendance record and copy of training materials</li> </ul> |
| <p>Conduct a Community-wide Climate Risk Assessment</p>   | <ul style="list-style-type: none"> <li>- Community-wide Climate Risk Assessment Report that will include a Risk Identification and Impact Assessment identifying specific climate risks (e.g., flooding, heatwaves) and assessing their potential impacts on Middleton's infrastructure, economy, and public health</li> <li>- Climate Data and Analysis Report summarizing the climate data and projections, highlighting key climate variables and anticipated risks for Middleton</li> </ul>       |
| <p>Vulnerability Assessment and Mapping: Identify and map</p>   | <ul style="list-style-type: none"> <li>- Vulnerability and Risk Mapping Report that will include detailed maps that visualize vulnerabilities across Middleton, identifying areas most at risk from climate impacts</li> <li>- Screenshots, printouts, or reports from the GIS database</li> </ul>  |
| <p>Stakeholder Engagement and Community Consultation:</p>   | <ul style="list-style-type: none"> <li>- Stakeholder Engagement Summary Report: A document summarizing the input from diverse community stakeholders, including equity-deserving groups, outlining local concerns and adaptation priorities</li> <li>- Training Attendance records, including Names of participants and Date of training</li> <li>- Copy of training workshops materials or workshops presentations</li> </ul>  |
| <p>Development of a Climate Adaptation Action Plan</p>  | <ul style="list-style-type: none"> <li>- Climate Adaptation Action Plan that will include a prioritized action plan outlining specific strategies and measures to enhance Middleton's climate resilience, including timelines and responsible stakeholders.</li> <li>- Climate Adaptation Strategies and Actions addressing identified climate risks, including infrastructure upgrades, policy changes, and community-based solutions.</li> </ul>  |

|         |            |
|---------|------------|
|         |            |
| Add Row | Remove Row |

### Outcomes

Describe what you'd likely achieve through your proposed activity(ies) and how this will increase your community's climate resilience.

In addition to the deliverables, you can also describe the long-term impact the activity(ies) will ultimately have on your community.

The proposed community-wide Climate Risk Assessment for the Town of Middleton will help identify climate vulnerabilities, prioritize actions, and develop strategies to increase resilience +

### Capacity to deliver

#### Internal project team

Lead applicant: please describe the structure and composition of your internal project team using the table below.

### Outcomes

Describe what you'd likely achieve through your proposed activity(ies) and how this will increase your community's climate resilience.

In addition to the deliverables, you can also describe the long-term impact the activity(ies) will ultimately have on your community.

For the community-wide climate risk assessment in the Town of Middleton, the project team will be built by collaborating with key internal and external stakeholders. The team will include members from the Town's staff, external consultants, and partners from Clean Foundation's Community Climate Capacity Program. Anticipated Roles +

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In addition to the deliverables, you can also describe the long-term impact the activity(ies) will ultimately have on your community.

## Capacity to deliver

### Internal project team

Lead applicant: please describe the structure and composition of your internal project team using the table below.

## Outcomes

Describe what you'd likely achieve through your proposed activity(ies) and how this will increase your community's climate resilience.

In addition to the deliverables, you can also describe the long-term impact the activity(ies) will ultimately have on your community.

## Capacity to deliver

### Internal project team

Lead applicant: please describe the structure and composition of your internal project team using the table below.

| Full name [if known] | Title | Role and responsibilities   |
|----------------------|-------|---|
| Ashley Crocker       | CAO   | The CAO will oversee the community-wide climate risk assessment, managing the selection of the external consultant, ensuring the project stays on budget and timeline, and coordinating with internal departments and stakeholders. They will integrate findings into town planning, provide recommendations to council, and ensure transparency and community engagement throughout the process. |

| Full name [if known] | Title                           | Role and responsibilities   |
|----------------------|---------------------------------|---|
| Cassidy Walker       | Climate Lead - Clean Foundation | As the Climate Lead working with the Town of Middleton, Town of Annapolis Royal, and Annapolis County, Cassidy will help support on various aspects of this project (e.g. planning engagement events, analyzing data, editing the report, etc.) |

| Full name [if known] | Title  | Role and responsibilities   |
|----------------------|--|---|
| Kaytland Smith       | Funding & Engagement Specialist - Clean Foundation | The Funding and Engagement Specialist will assist with the development of internal engagement practices and connections with equity-deserving groups. They will also prepare training materials and provide access to resources for the staff hire and review any relevant documents, reports, or applications. |

| Full name [if known] | Title  | Role and responsibilities   |
|----------------------|--|---|
| Logan Horrocks       | Sr. GIS & Adaptation Specialist - Clean Foundation | The GIS and Adaptation Specialist will assist with establishing the framework of the analysis, sourcing data, |

validating risk methodology, creating training materials for the staff hire, work planning, liaising with specialists, integrating community values, and reviewing technical report components of reports.

| Full name [if known] | Title               | Role and responsibilities   |
|----------------------|---------------------|---|
| Sara Marceau         | Executive Assistant | The Town's Executive Assistant will support the project by coordinating schedules, managing communications, and organizing materials. They will help ensure smooth collaboration between the consultant, town officials, and community stakeholders throughout the process. |

|         |            |
|---------|------------|
| Add Row | Remove Row |
|---------|------------|

If you are unsure of your internal project team's structure at this time, please identify how you plan to build your project team and what the anticipated roles are.

**Note:** Keep in mind that staff remuneration is an eligible cost for this funding offer and can be leveraged to support this project. Refer to the application guide for more information (refer to Appendix A: Eligible costs of the guide).

**External project team (includes consultants)**

Do you plan on working with consultants or other external resources on this project?

- Yes       No

If you answered yes, please identify those external resources or service providers and describe their role, (if known) in the table below. This includes contracted project managers, subject matter experts and other service providers.

| Full name [if known]  | Title [if known]                   |
|---|------------------------------------|
| Unknown   | Climate Risk Assessment Consultant |
| Organization/Company name [if known]  | Organization type                  |
| To be determined  | Consultant / service provider      |
| Role and responsibilities   |                                    |
| The external consultant will lead the climate risk assessment for the Town of Middleton, providing expertise in identif |                                    |
| Full name [if known]  | Title [if known]                   |
| Unknown   | Engagement Consultant              |
| Organization/Company name [if known]  | Organization type                  |
| To be determined  | Consultant / service provider      |
| Role and responsibilities   |                                    |
| The Engagement Consultant will be responsible for ensuring inclusive and culturally sensitive engagement througho       |                                    |
| Add Row   | Remove Row                         |

## Project challenges and mitigations strategies

Identify potential risks and challenges in executing this project. Provide your proposed mitigation strategy for each risk or challenge.

| Project risk/Challenges   | Mitigation strategies  |
|---|--|
| Data availability & quality: Limited access to high-quality or localized climate data, especially for smaller or rural communities like Middleton. Inaccurate or outdated data could lead to inaccurate risk assessments and poor decision-making.                            | Collaborate with local institutions (e.g., Nova Scotia Community College), government agencies, and climate researchers to access high quality data. Utilize global models and adapt them to local conditions where needed. Invest in tools that enhance data accuracy, such as GIS mapping and remote sensing.  |
| Stakeholder Engagement & Public Participation: Low community participation or lack of engagement from key stakeholders, including residents, businesses, and marginalized groups, which may lead to insufficient input or community buy-in for climate resilience strategies. | Implement an inclusive engagement strategy targeting participation from equity-deserving groups, using accessible formats like multilingual surveys and virtual platforms. Partner with community organizations to co-host events and ensure diverse representation.   |
| Technical & Expertise Gaps: Lack of technical expertise or capacity within the Town to carry out sophisticated climate modeling, vulnerability mapping, or adaptation strategy development.   | Engage external consultants to fill any potential technical gaps and provide training for local staff to build internal capacity for ongoing climate risk assessments and adaptation planning.   |
| Resource & Funding Challenges: Budget constraints and/or unanticipated costs to completing the assessment.  | Secure initial funding through grants and funding programs for climate resilience and include a 10% contingency amount within the budget to account for unexpected project costs (delays, etc.).   |
| Political & Institutional Barriers: Resistance to change or lack of political will to prioritize climate resilience, particularly if climate impacts are not immediately visible or if the costs of adaptation are perceived as high.   | Build strong political support through early engagement with key-decision makers (mayor, town council, etc.) and highlighting the long-term economic and social benefits of climate resilience. Use data and case studies to demonstrate the cost-effectiveness of proactive adaptation measures. Foster a sense of urgency by communicating potential climate risks and their impacts on the community. |
| Implementation Challenges: Difficulty in implementing recommended adaptation measures, particularly if they require significant changes to infrastructure, policies, or community behaviour.  | Develop a phased implementation plan with clear roles, responsibilities, and deadlines. Use the Joint Climate Action Plan to align efforts across municipalities and ensure resource-sharing for smooth execution.   |
| Add Row   | Remove Row   |

## Part E: Engagement strategy

**Before completing this part,** please make sure that you are consulting the section on inclusive engagement in the [Climate-Ready Plans and Processes Application Guide](#) for guidance.

## Inclusive engagement

Proposed projects that meaningfully address **reconciliation and/or anti-racism, equity, and inclusion** could be eligible for a 15% cost-share top-up on the grant amount.

Will your project include inclusive engagement with equity-deserving groups?

Yes       No

| Equity-deserving groups, including rights holders  | Level of engagement |
|--|---------------------|
| Mi'kmaq Communities  | Involve             |
| Description  |                     |
| <p>Mi'kmaq communities have deep-rooted cultural and traditional connections to the land, and their insights on climate impacts and adaptation strategies are invaluable. Engaging Mi'kmaq communities is essential to understanding the unique climate risks they face, as well as incorporating traditional ecological knowledge into planning processes. This project will work with local Mi'kmaq organizations like the Confederacy of Mainland Mi'kmaq and the Assembly of Nova Scotia Mi'kmaq Chiefs to ensure engagement activities align with community expectations. We will have a minimum of 2 engagement sessions that will be organized by the inclusive engagement consultant, and feedback from these sessions will be incorporated into the larger project.</p> |                     |

| Equity-deserving groups, including rights holders  | Level of engagement |
|--|---------------------|
| African Nova Scotians  | Involve             |
| Description  |                     |
| <p>African Nova Scotians, particularly those living in communities with a history of systemic inequality, face unique vulnerabilities related to climate change. These communities have specific needs when it comes to resilience planning, including housing, economic security, and health. This project will engage African Nova Scotians through focus groups and community meetings to ensure their voices are central to the climate risk assessment process and will share findings and recommendations in culturally relevant formats that resonate with community values and priorities. We will hold a minimum of 2 engagement sessions in the form of focus groups or workshops (to be determined by consultant) to gather input on climate vulnerabilities and resilience strategies.</p> |                     |

| Equity-deserving groups, including rights holders   | Level of engagement |
|---|---------------------|
| Newcomers to Canada & Low-income Residents  | Consult             |
| Description   |                     |
| <p>Low-income community members, newcomers to Canada, and other marginalized groups often face disproportionate risks from climate change due to factors like housing instability, and limited social supports. Ensuring their engagement in the climate risk assessment process is crucial to addressing these vulnerabilities. Collaborate with community organizations that serve these groups, including housing advocacy groups, local food security networks, etc., and ensure that materials are clear, accessible and provided in multiple languages and formats.</p> |                     |

| Equity-deserving groups, including rights holders  | Level of engagement |
|--|---------------------|
| Individuals with Accessibility Needs   | Consult             |
| Description  |                     |
| <p>Seniors and individuals with disabilities often face barriers to participation in public processes due to mobility limitations, digital access issues, and other physical or social challenges. Their specific needs must be considered to ensure that climate adaptation strategies address health risks, mobility challenges, and accessibility in the built environment. Middleton has an Accessibility Plan that was developed by their Accessibility Advisory Board in 2022, which will help to ensure that all events are held in accordance with these standards, including fully accessible venues and offering materials in multiple formats (e.g., large print, Braille, etc.).</p> |                     |

| Equity-deserving groups, including rights holders   | Level of engagement |
|---|---------------------|
| <p>Middleton is committed to ensuring the Climate Risk Assessment process is inclusive, equitable, and accessible, particularly for equity-deserving groups. Building on initiatives like the 2022 Accessibility Plan, this project will enhance and strengthen engagement practices. Existing Inclusive Engagement Practices 1. Accessibility Plan (2022): Middleton's plan ensures public spaces, programs, and communications are accessible, meeting universal accessibility standards for all residents. This plan will be utilized as a tool when designing all engagement activities to ensure equitable access. 2. Community Partnerships: Middleton partners with local organizations to ensure culturally relevant and accessible engagement, reaching a diverse range of community members. 3. Accessible Communication: Materials are provided in multiple languages and formats (large print, audio, etc.), with communications through community radio, social media, and newsletters. Planned Developments 1. Tailored Outreach: Develop specific engagement strategies for Mi'kmaq, African Nova Scotian, senior, those living with a disability, and low-income residents, ensuring cultural relevance and accessibility through a co-design process with community leaders. 2. Enhanced Accessibility: Both digital and in-person options will be offered, ensuring accessibility features like closed captioning and fully accessible event venues. 3. Capacity Building: Provide training and mentorship to empower marginalized groups to actively participate in the climate risk assessment and planning process. 4. Ongoing Feedback: Regularly collect feedback through surveys and focus groups to adapt and improve engagement strategies. By building on Middleton's existing practices and enhancing these strategies, the Climate Risk Assessment will be inclusive, reflective of diverse community needs, and accessible to all ensuring broad public support and meaningful participation from all groups.</p> |                     |
| Description   |                     |
|   |                     |

| Equity-deserving groups, including rights holders | Level of engagement |
|---|---------------------|
|   |                     |
| Description                                       |                     |
|   |                     |
| Add Row   | Remove Row          |

Please describe any inclusive engagement practices you have in place already. If you do not have any in place yet, please describe how you plan to develop inclusive engagement practices in your proposed project.

### Stakeholder engagement

Engagement with stakeholders not described above (i.e. stakeholders not representing equity-deserving groups) will not impact the possible 15% cost-share top-up on the grant amount for inclusive engagement.

Will your project include engagement with other stakeholder groups (ie. Local industry associations, local businesses, property owners, tenants and residents, community organizations)?

Yes       No

| Stakeholders                   | Level of engagement | Description   |
|--------------------------------|---------------------|---|
| General Community Members      | Consult             | General community members will be consulted throughout the Climate Risk Assessment process. The community will have the opportunity to voice their concerns, share local knowledge about climate risks, and offer suggestions for resilience strategies. Their feedback will be incorporated into the planning process to ensure the assessment reflects the needs and priorities of residents.   |
| Local Businesses/Organizations | Consult             | Local businesses/organizations will also be consulted throughout this Climate Risk Assessment process. As key stakeholders in the community, businesses and organizations will be engaged to understand how climate change may affect their operations, resources, and services. Their input will guide the development of strategies that support both environmental and economic resilience. Groups that will be consulted include, but are not limited to: environmental groups, |

educational institutions (Nova Scotia Community College - Middleton Campus), Emergency Management Organizations, and tourism operators.

|              |             |   |
|--------------|-------------|---|
| Town Staff   | Collaborate | Town staff will collaborate closely on the Climate Risk Assessment. Staff will provide their expertise in local policies, infrastructure, and community needs. They will help implement climate adaptation strategies and ensure that the assessment aligns with the town's broader goals for sustainability, emergency preparedness, and resilience.   |
| Town Council | Empower     | The Town Council will have final decision-making power on the recommendations and actions outlined in the Climate Risk Assessment. Town Council will review the completed assessment and provide approval for the proposed actions. They will play a critical role in the final decision-making process, ensuring that the Climate Risk Assessment and resulting policies align with the Town's priorities and resources. |
| Add Row      |             | Remove Row  |

## Part F: Declaration and signature

*Information provided in applications to FCM, including all attachments, will be kept confidential. Access to this information will be limited to FCM employees, professional representatives who are involved with your initiative, persons to whom the applicant has granted access, and persons authorized by law.*

*The information provided in applications, including attachments, is subject to [FCM's Privacy Policy](#).*

**I do hereby declare that:**

The information contained in this application and in the accompanying documents is true, accurate and complete as of the date of submission. The proposed project meets all applicable provincial/territorial regulations and requirements. The organization for which I am submitting this application is **not** one of the following entities excluded from receiving LLCA funding:

- Provincial or territorial governments
- Corporations owned or controlled by a province or territory
- Federal departments (as listed in Schedule 1 of the Financial Administration Act)
- Departmental corporations (as defined in Section 2 of the Financial Administration Act)
- Parent Crown Corporations or wholly owned subsidiaries of parent Crown Corporations (as defined in Subsection 83(1) of the Financial Administration Act)
- Not-for-profit corporations or trusts established by a federal department, departmental corporation, parent Crown Corporation or wholly owned subsidiary of a parent Crown Corporation
- Not-for-profit organizations with 50% or more of their annual funding coming from Quebec public funds (except those organizations with authorization from the Government of Quebec to enter into relevant/appropriate agreements)

The organization for which I am submitting this application has authorized me to do so. **By typing my name and submitting this application, I am providing my signature for the declaration above.**

Consultants are NOT authorized to sign this declaration and submit this application. Only a lead applicant with the "application contact" role can submit the application.

Name:

Dated at: Municipality

Dated at: Province or territory



Signature:

Date YYYY-MM-DD



Submit this application using the [FCM Funding Portal](#). If you do not have access to the FCM Funding Portal, [contact a GMF representative](#).

**REQUEST FOR DECISION**  
**Appointment List**  
**RFD#: 023-2025**



---

**To:** Town Council  
**From:** Ashley Crocker, CAO  
**Date:** May 20, 2025  
**Subject:** Appointment List Update

---

**Guiding Principles for Decision-Making**

**Accountability   Transportation   Diversity   Sustainability   Engaged   Informed**

References/Attachments

- Updated Draft Appointment List

Legislation

- *Municipal Government Act*

Recommendation

That Council, on recommendation from the CAO, remove Ning Liang as a Development Officer.

That Council, on recommendation from the CAO, remove Dawn Sutherland as a Development Officer.

That Council, on recommendation from the CAO, appoint Lauren Isabelle of Brighter Community Planning and Consulting as a Development Officer for the Town of Middleton.

That Council approve the Appointment List, as presented.

Background

Ning Laing and Dawn Sutherland no longer work for Brighter Community Planning and Consulting.

Lauren Isabelle works for Brighter Community Planning and Consulting and will be under the supervision of Development Officer, Chrystal Fuller.

**REQUEST FOR DECISION**  
**Appointment List**  
**RFD#: 023-2025**



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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: 20 May 2025

**TOWN OF MIDDLETON**  
**APPOINTMENT LIST**  
*(Approved by Council February 3, 2025)*

**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, DIANNE MCDONALD,  
JOHN SMITH, KATRINA KELLOGH, LESTER BARTSON,  
SPENCER REYNOLDS, CAMERON STIFF, PIERCE IVAN,  
LARRY PETERS

**AUDIT COMMITTEE**

Citizens: PATRICIA LESLIE, SYLVESTER ATKINSON, THI ANH  
DAO BUI  
Town Council: COUNCILLORS BERNADETTE KNAPP,  
SANDRA FOURNIER

**COMMUNITY CENTRE & FIRE HALL COMM**

Fire Department: MIKE TOOLE, JODY SPIDLE, SCOTT VEINOT  
Town Council: MAYOR GAIL SMITH, COUNCILLORS  
BERNADETTE KNAPP, GARY MARSHALL  
Town Planner: DAWN SUTHERLAND  
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: COUNCILLOR BARTLETT, COUNCILLOR 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 GIDGET OXNER  
Town Council: BERNADETTE KNAPP, SANDRA FOURNIER  
Staff: DPW ADAM VERRAN

**ASSET MANAGEMENT WORKING GROUP**

Town Council: MAYOR GAIL SMITH  
Staff: CAO ASHLEY CROCKER, DOF BRIGITTE STENNETT  
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

**IMSA WORKING GROUP (VALLEY WASTE & KINGS TRANSIT)**

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**

SPECIAL CONSTABLE ZACHARY CROMWELL  
SPECIAL CONSTABLE ASHLEY GERVAIS

**BUILDING & FIRE OFFICIALS**

DANNY WRIGHT, ANDREW DOBSON, ERIN SCHURMAN-  
KOLB, DANA OLMSTEAD

**DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR**

DPW ADAM VERRAN, CAO ASHLEY CROCKER (ALT)

**DEVELOPMENT OFFICER(S)**

CHRYSTAL FULLER  
**LAUREN ISSABELLE**

**FIRE CHIEF & DEPUTIES**

CHIEF MIKE TOOLE, DEPUTIES SCOTT VEINOT, JODY  
SPIDLE

**RCMP NCO IN CHARGE**

SGT MIKE MAXWELL

**REMO COORDINATOR**

BRIAN ORDE, NANCY CHISHOLM (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**

BRIGITTE STENNETT

**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,  
TARA BALCOME, KELLEY DOUCETTE, ALEX BALCOME,  
SHALENE BURNS

**REGIONAL LIBRARY BOARD**

JILL COX

**WESTERN REGIONAL HOUSING AUTHORITY**

Citizen at Large: DIANNE MCDONALD

**REQUEST FOR DECISION**  
**2025-2028 Strategic Plan**  
**RFD#: 024-2025**



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**To:** Town Council  
**From:** Ashley Crocker, CAO  
**Date:** May 20, 2025  
**Subject:** 2025-2028 Strategic Plan

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**Guiding Principles for Decision-Making**

**Accountability   Transportation   Diversity   Sustainability   Engaged   Informed**

References/Attachments

- Updated Draft Strategic Plan for 2025-2028
- Summary of Strategic Plan Focus Group Feedback
- Survey Results

Legislation

- N/A

Recommendation

That Council approve the 2025-2028 Strategic Plan as presented.

Background

The draft 2025-2028 Strategic Plan was presented to Council at the May 5, 2025 COTW meeting. Council's intention was to do public consultation and bring the Strategic Plan back to Council for approval at the May meeting. Engagement with the public has resulted in some comments in the attached documents, and some minor changes to the strategic plan document. 34 responses were received to the online survey, and 3 residents participated in the in-person focus group.

The draft 2025-2028 Strategic Plan has been updated (updates all highlighted in yellow).

Staff's next steps are to finalize the 2025-2026 budgets and create an operating plan.

Financial Implications

N/A

**REQUEST FOR DECISION**  
**2025-2028 Strategic Plan**  
**RFD#: 024-2025**



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

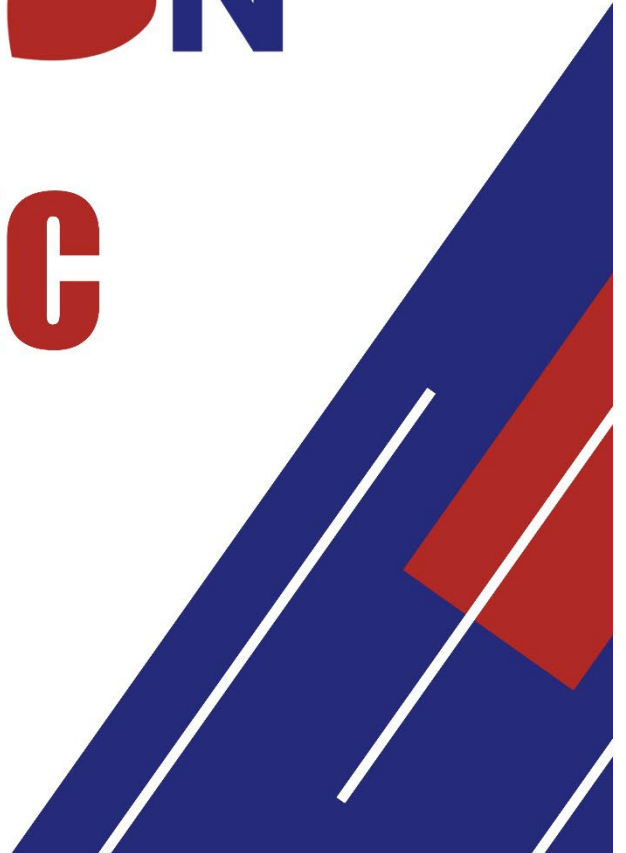
Target Decision Date: 20 May 2025



**MIDDLETOWN**  
Heart of the Valley

# STRATEGIC PLAN

2025-2028



DRAFT

## Table of Contents

|  |    |
|--|----|
| Message from the Mayor .....                 | 5  |
| Introduction .....                           | 6  |
| Strategic Planning Process .....             | 7  |
| Vision Statement .....                       | 8  |
| Guiding Principles for Decision Making ..... | 9  |
| Strategic Priority Areas .....               | 10 |
| Council’s Strategic Initiatives .....        | 11 |
| Summary .....                                | 19 |



DRAFT

## Message from the Mayor

It is an exciting time for our community. We are experiencing real, visible growth that brings both opportunity and responsibility. Our population is increasing, due to major projects such as the development of the Northlands, and new housing like the apartment complex on Main Street. These additions are more than just buildings - they are homes for families, individuals, and businesses that have chosen our community as their place to live, work, and thrive.

To support this momentum, we've made critical infrastructure investments, including the construction of a new water reservoir. This project meets current needs and ensures we are ready for the continued development and growth we see on the horizon. It's about proactive planning for the future, strategically, and with care.

As our community grows, so does our responsibility to communicate clearly, transparently, and accessibly. We are committed to sharing information in ways that reach and respect all residents regardless of age, ability, or background. Whether it's online, in print, or in person, we want every resident to feel informed, heard, and included in the decisions that shape our future.

This strategic plan reflects our commitment to building a strong, inclusive, and resilient community. It outlines our shared vision for a vibrant town where services, infrastructure, and community support evolve alongside our population. From communication and housing to recreation and sustainability, this plan is shaped by the residents' voices and focuses on their quality of life.

We know that with growth comes the need for thoughtful leadership. Our Council remains focused on collaboration with residents, local businesses, and regional partners to ensure we are making smart, cost-effective decisions with long-term impact. Together, let's embrace this growth, invest wisely, and shape a future that reflects the values, spirit, and potential of our town.

Yours truly,

*Gail Smith*

Gail Smith  
Mayor



## Introduction

According to the 2021 national census, the Town of Middleton is home to just over 1,800 residents. While the population has remained relatively stable in recent years, trends across Nova Scotia suggest that rural communities like Middleton are positioned to experience growth, driven by in-migration from within the province, across Canada, and internationally. As the Heart of the Valley, Middleton can serve as a regional hub for services, commerce, education, and recreation, making it a desirable place to live, work, and visit.

With this potential for growth comes the need for responsible planning. Without proactive investment, the Town could face mounting challenges such as aging infrastructure, gaps in housing and public safety services, limited recreational and social programming, and strain on essential systems such as water, roads, and sidewalks. To avoid these outcomes and support healthy, sustainable development, Middleton must make thoughtful decisions today to ensure a strong tomorrow.

Over the next four years, the Town will focus on eight key strategic initiatives aimed at addressing current needs and setting a foundation for long-term success. These include assessing policing services, exploring the construction of a new municipal facility, developing comprehensive plans for road, sidewalk, and water infrastructure upgrades, completing the construction of a new reservoir, and creating a growth plan that supports housing, population, and economic development. Additionally, the Town will enhance communication with residents through a new communications strategy and increase recreational programming and social events that strengthen community connections.

These initiatives reflect a balanced approach—addressing both critical infrastructure needs and the social, economic, and civic elements that contribute to quality of life. The council and staff are committed to ensuring that all decisions and investments are guided by transparency, accountability, and public input.

This Strategic Plan outlines a clear path forward, with realistic and achievable priorities that respond directly to the needs of our residents. It represents our commitment to careful stewardship of public resources and a belief in Middleton’s potential for growth and revitalization.

Together, we will continue to build a community that is welcoming, well-served, and future-ready—a place where residents are proud to call their neighborhood “The Heart of the Valley.”



## Strategic Planning Process

Middleton Town Council and the Management Team underwent a comprehensive strategic planning process that led to the development of this document. The process started in January 2025 and Council met three times over February and March to work on the Strategic Plan.

- 1) **Input**: the strategic planning process included feedback and input from three key areas:
  - a. **Community** – a Community Engagement Survey was released in January and closed on February 6, 2025. **86** responses were received from residents.
  - b. **Staff** – a strategic planning session with all Town staff was held in January where employees provided feedback on the Town SWOT (strengths, weaknesses, opportunities, and threats) analysis and Strategic Initiatives.
  - c. **Council** – a questionnaire was distributed to Council members prior to any sessions being held, to get individualized feedback.
- 2) **Organization Review**: an overview of the Town was presented by staff as a reminder of what resources (staff) the Town has, in addition to the services it provides to the community. The Town’s financial situation was also reviewed, which guided the affordability of projects and goals.
- 3) **Previous Strategic Plan**: the previous strategic plan from 2020-2024 was reviewed in depth to ensure Council considered carrying forward any key projects that had not yet been completed.
- 4) **Vision Statement**: Council reviewed the Town’s vision statement and made minor updates.
- 5) **Guiding Principles**: Council reviewed the previous guiding principles and made no changes.
- 6) **Strategic Priority Areas**: Council reviewed the previous priority areas and made no changes.
- 7) **Environmental Scan**: Council performed a SWOT that assessed internal and external factors, as well as current and future potential. The SWOT analysis included internal sources (strengths or weaknesses of the Town) and external forces that may have uncontrollable impacts on decisions (opportunities and threats). Council considered the SWOT analysis completed by staff.
- 8) **Strategic Initiatives/Goals**: From the work done above, Council set eight (8) strategic initiatives. These initiatives took into consideration the response from the Community Engagement Survey, as well as staff input.

### NEXT STEPS:

**Community Feedback**: the Strategic Plan will be posted on the Town’s website and social media for one month, giving residents an opportunity to provide feedback.

**Operating Plan**: staff will prepare a plan that identifies how the strategic plan will be achieved.

**Budget Preparation**: staff will finalize the 2025-2026 budgets, using the strategic plan as a guide.

## Vision Statement

A vision is a clear and concise statement that states what the Town hopes to accomplish in the future and the impact the Town wants to have on the community one day.

***“Middleton is the Heart of the Valley, a welcoming community valuing diversity, opportunity, and partnership.”***



## Guiding Principles for Decision Making

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

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

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



## Strategic Priority Areas

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

### Environment



**Maintaining a healthy and natural environment through responsible use, protection and sustainable practices.**

### Infrastructure



**Well maintained infrastructure and facilities that meet community needs and allow growth and development for prosperity.**

### Economy



**Building a strong and vibrant community by attracting, supporting and retaining businesses and residents.**

### Community



**Building social capital and engaging citizens and partners to improve the well-being and diversity of the community.**

### Governance



**Fiscally sustainable government focused on strategic decision-making, transparency and inclusiveness.**

## Council's Strategic Initiatives

Council's strategic initiatives represent key priorities the Town aims to accomplish over the next four (4) years. These initiatives are essential components of the Town's overall strategy, helping to focus efforts, and allocate resources effectively. Initiatives serve as a roadmap to achieve the Town's long-term vision by translating broad goals into focused, actionable areas. Following a comprehensive review of community feedback gathered through the Community Engagement Survey and feedback provided by staff, Council held three strategic planning sessions. After thoughtful consideration, Council identified **eight (8)** strategic initiatives.

### STRATEGIC INITIATIVE 1

#### PERFORM AN ASSESSMENT OF POLICING SERVICES WITHIN THE TOWN OF MIDDLETON

Public safety is an increasing concern due to many contributing factors. The General Duty Police Resource Methodology (GDPRM) review performed by the RCMP shows that the frequency and severity of crime is increasing in Annapolis County. Crime in Middleton varies and includes theft, violent incidents, vandalism, youth violence, speeding and reckless driving. This has contributed to a sense of unease within the community, as concerns around mental health crises and substance use continue to grow. These challenges can sometimes result in unpredictable or unsafe behavior in public spaces. Council acknowledges the rising demand from residents for enhanced safety and security, understanding that a safe community is essential to a thriving one. Community safety impacts property values, business investments, and the overall well-being of residents. Over the next four years, Council commits to strengthening relationships with policing services, ensuring the Town of Middleton is a safe place to live. Council is committed to pursuing effective, accountable, and community-oriented policing.



## STRATEGIC INITIATIVE 2

### EXPLORE THE CONSTRUCTION OF A MULTI-FACETED FACILITY FOR MUNICIPAL SERVICES

Infrastructure is aging, including both utilities and buildings. As a result, Council is exploring a **multi-faceted municipal facility**. This is a centralized building that contains town services and amenities—such as the town hall, library, community center, and fire hall—under one roof. Municipal units throughout the province are investing in multi-faceted facilities:

- **Cost Efficiencies** - shared maintenance/utilities avoids redundancy of multiple aging facilities
- **Resident Convenience** - single access to services makes it easier for those with limited transportation
- **Community Engagement** - space for meetings, programs, and cultural events helps build a stronger community identity and connection to one another
- **Land Use** - Efficiently utilizes town property and provides existing sites with options for redevelopment
- **Future-Ready Infrastructure** - incorporates green design and sustainable technologies

Over the next four years, Council commits to assessing town facilities, engaging consultants to perform feasibility studies, and conducting community input sessions. This information will guide the path forward. This could be more than just a building, but an investment in community connection, efficiency, and long-term growth.



Image is a rendering only

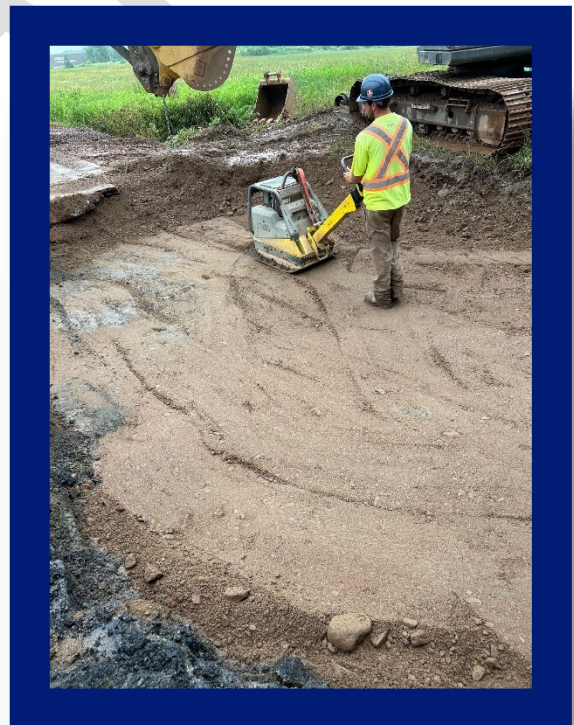
## STRATEGIC INITIATIVE 3

### **CREATE A PLAN FOR REPLACING ROAD AND SIDEWALK INFRASTRUCTURE IN PRIORITY AREAS**

Investing in roads and sidewalks is essential for economic growth, public safety, and community well-being. Well-maintained roads improve transportation efficiency, reduce vehicle maintenance costs, and support businesses by ensuring reliable access for employees and customers. Sidewalks enhance pedestrian safety, encourage walking and biking, and promote healthier lifestyles. Together, quality roads and sidewalks foster inclusive, accessible communities, support environmental sustainability by reducing traffic congestion, and can increase property values.

Council recognizes that the condition of many roads has deteriorated to the point where comprehensive overhauls are necessary, rather than simple repairs, which increases costs and complexity. Recent changes in our region's climate have led to frequent freeze-thaw cycles, which cause road surfaces to expand and contract. This process results in the formation of potholes and accelerates the deterioration of pavement, posing hazards to drivers.

The Town owns approximately 20 kilometers of roads and 25 kilometers of sidewalks. On average, it costs about \$500,000 to repair a single kilometer of road. This is an overwhelming expense for a Town that only has annual revenues of approximately \$4.5 million. However, we understand the need to reserve money each year that is designated for future upgrades of the roads. Implementing this initiative within the operating budget will be challenging, but Council remains dedicated to prioritizing this initiative, recognizing its long-term benefits for the Town. Securing provincial and federal grants will also be a crucial component.



## STRATEGIC INITIATIVE 4

### CREATE A PLAN FOR UPGRADING WATER INFRASTRUCTURE IN PRIORITY AREAS

Water is something we use every day—often without thinking twice. But behind every faucet, fire hydrant, and drain is a complex system that needs care, investment, and modernization. Upgrading our water infrastructure is about protecting the quality of life for everyone in our community.

- Upgrades ensure every household has safe, reliable drinking water
- Well-maintained hydrants and mains mean firefighters have the pressure and flow needed to respond quickly and effectively during emergencies
- Reliable infrastructure ensures we're ready to grow in a way that's sustainable, and well-planned

Our water infrastructure is aging, which leads to frequent water main breaks, leaks, and service interruptions. Watermain breaks have become a regular occurrence in specific areas like School Street and Connaught Avenue. A full review of the water system will help to identify locations that require upgrading. Although water lines are not visible to us every day, they are critical to our community. We will create a plan that will ensure the long-term sustainability of the water system.



## **STRATEGIC INITIATIVE 5**

### **FINISH THE NEW RESERVOIR INCLUDING THE DECOMMISSIONING OF THE OLD RESERVOIR**

The reservoir is a critical component of the Town’s water infrastructure system, which provides water to over 1,800 town residents, 125 businesses, the Nova Scotia Community College, Soldiers Memorial Hospital (which serves over 25,000 people), Annapolis East Elementary School, Middleton Regional High School and long-term care facilities. The reservoir acts as storage that provides backup water for fire protection, as well as accessible water during power outages – but the reservoir has a much more important role in the Town’s water system: it regulates the well pumps to ensure there is enough water in the system at any given time, and that the water pressure in the system is adequate. Without a reservoir, the Town’s water system would not function.

The reservoir has been failing for several years. It has multiple cracks and is currently operating at 25% of its capacity to reduce leakage rates. Approximately 10,000 liters of chlorinated water is seeping into the ground per hour. As a result, there is limited emergency water supply and water available for fire protection.



The Town has applied for several grants over the years to help fund the replacement of the reservoir, which is a multi-million-dollar project. In March 2024, the Town received \$3.2 million in funding from the province through the Municipal Capital Growth Program, enabling the Town to move forward with the reservoir replacement. The project was tendered and awarded to Roscoe Construction Limited in August 2024. The total cost of the project is estimated at \$5.7 million.

Council is committed to completing this project, which will strengthen the Town’s water system, support population growth and developments, and positively impact the community.

## STRATEGIC INITIATIVE 6

### **CREATE A GROWTH PLAN THAT PROMOTES HOUSING AND POPULATION GROWTH, AS WELL AS ECONOMIC DEVELOPMENT**

Growth in small towns is not just a matter of population size, it's a strategic approach to long-term vitality, economic stability, and quality of life. Strategic growth is essential to attract and retain families and young professionals, maintain local education systems and preserve the town's social fabric and traditions. A growing population allows expansion of the customer base for local businesses and the creation of jobs. Growth also enhances the town's ability to attract external investment and entrepreneurial ventures.

As a town with a small population but large responsibility for infrastructure, it is a challenge to generate enough tax revenue to upgrade infrastructure. Growth is essential to increasing revenue through property and utility taxes, allowing reinvestment into public services. It will allow Middleton to become more adaptable and self-sufficient and will reduce the financial burden on existing residents.

According to the Town's 2023 Housing Needs Assessment, there was a housing shortage of 85 units in Middleton at the end of 2022. Projections suggest that to keep pace with population growth, the Town will need 165 new units by 2027. With growth comes new residents, ideas, and experiences that contribute to a more dynamic and inclusive community. New residents contribute to volunteering, community programming, cultural events and greater intergenerational connection.

Growth, when managed thoughtfully, is an investment in the future of our small town. It strengthens the local economy, enriches community life, improves essential services, and secures the town's long-term viability. We are excited by the benefits that potential development will have on the town, including the Northlands, 438 Main Street, and the provincial Property Opportunity Notices (PON) such as Magee Drive. **Council is committed to updating the Municipal Planning Strategy and Land Use Bylaw to ensure policies promote economic development and reduce barriers.**



## STRATEGIC INITIATIVE 7

### **CREATE A COMMUNICATIONS STRATEGY THAT ENHANCES PUBLIC COMMUNICATION AND TRANSPARENCY**

Effective communication is the cornerstone of building trust, fostering meaningful community engagement, and ensuring transparency in municipal operations. The Town of Middleton recognizes the importance of clear, consistent, and accessible communication in shaping a well-informed community.

The Town will develop and implement a comprehensive Communications Strategy designed to solidify its relationship with residents, businesses, and stakeholders. The strategy will aim to strengthen the Town's overall communication approach, ensuring that information is inclusive, accessible, and engaging for all demographics within the community. The Town will construct communications through various mediums that reach these diverse audiences. Print and digital media will be explored that allows for two-way, clear communication with residents, while also strengthening the Town of Middleton's voice and reach.



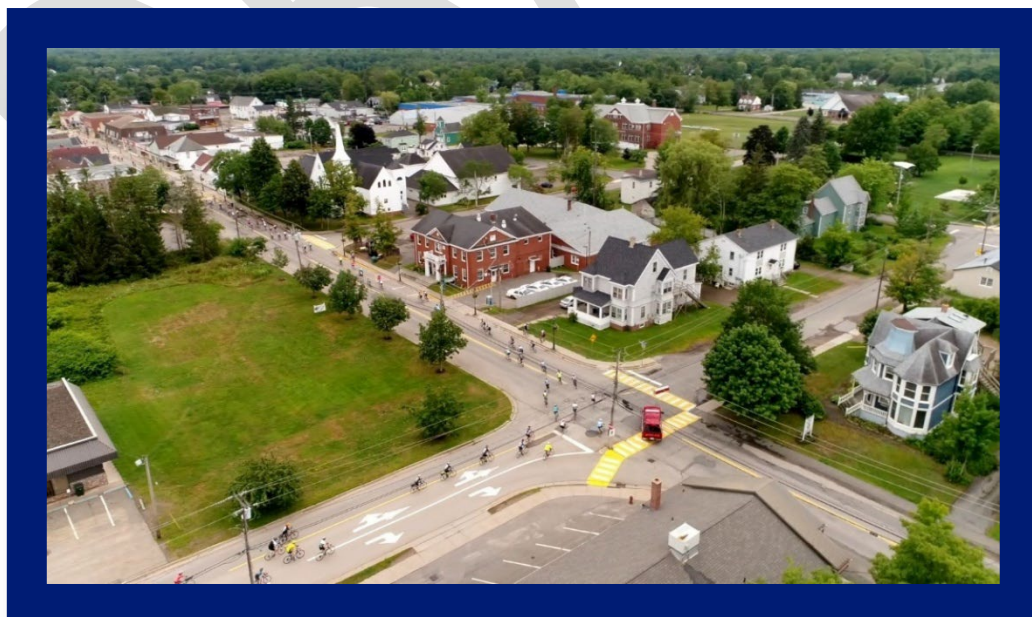
## STRATEGIC INITIATIVE 8

### **INCREASE RECREATIONAL PROGRAMMING AND SOCIAL EVENTS TO THE PUBLIC**

Recreation is a vital part of community life—it brings people together, supports physical and mental well-being, and fosters a strong sense of belonging. The Town of Middleton is committed to expanding and enhancing recreational programming and social events to meet the diverse needs of residents of all ages and backgrounds. To support these efforts, the Town will explore ways to expand financial support from the County, emphasizing the regional impact of our recreational offerings.

In the spirit of regional cooperation, Middleton will investigate the feasibility of a joint regional recreation facility, working closely with the County and neighbouring communities to assess needs, funding opportunities, and potential locations.

Attention will be given to welcoming initiatives that support newcomers and help foster a sense of belonging. Events and programs that encourage connection, inclusion, and community-building could be explored, depending on interest and available resources. We will aim to examine our current facilities and parks as venues for these events.



## Summary

The Town of Middleton’s 2025–2028 Strategic Plan is a clear and thoughtful vision for the future of our community. One that puts people first while preparing for long-term growth and sustainability. This four-year plan serves as a guiding framework for how the Town will make decisions, invest in its future, and respond to the evolving needs of residents, businesses, and visitors. Grounded in public input and shaped by local values, it reflects a collective desire to build a more vibrant, inclusive, and connected Middleton.

The plan focuses on enhancing the quality of life for all who live and work here. It prioritizes maintaining and modernizing essential infrastructure, while also encouraging economic activity through support for local business and tourism. Community wellbeing is at the heart of this plan, with renewed investment in parks, public spaces, recreation, infrastructure, and communication. It also champions transparency, public participation, and meaningful engagement with residents to ensure that everyone has a voice in shaping Middleton’s future.

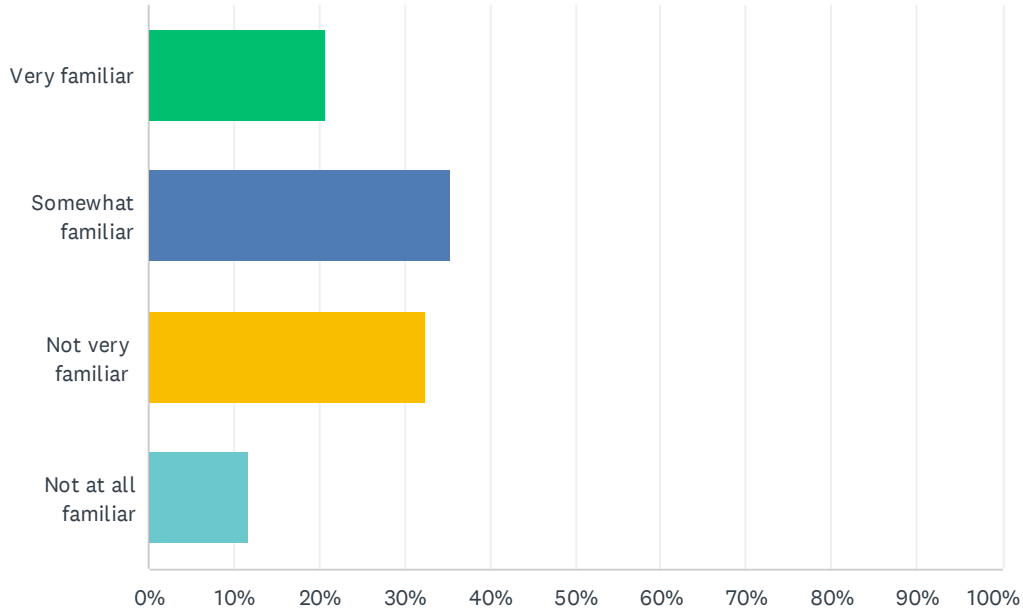
The Town is focused on ensuring housing options are available and accessible, and that new development supports thoughtful growth while preserving the charm and character of the community. The plan also emphasizes fiscal responsibility and accountability, recognizing that a strong and stable financial foundation is key to delivering on all other priorities. By managing public funds wisely, Middleton will be able to maintain essential services and invest in initiatives that have lasting value.

Overall, the Strategic Plan outlines a bold, balanced, and achievable path forward. It is a living document that will guide the council and administration in making intentional, community-driven choices so Middleton can continue to thrive, adapt, and grow as the Heart of the Valley.



# Q1 How familiar are you with the Town of Middleton's Strategic Initiatives Plan?

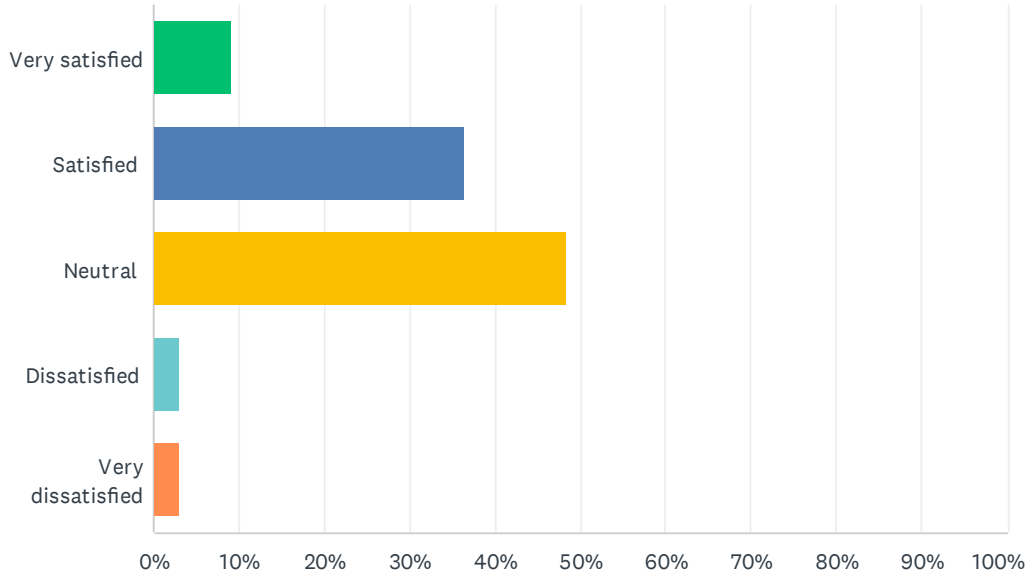
Answered: 34 Skipped: 0



| ANSWER CHOICES      | RESPONSES |           |
|---------------------|-----------|-----------|
| Very familiar       | 20.59%    | 7         |
| Somewhat familiar   | 35.29%    | 12        |
| Not very familiar   | 32.35%    | 11        |
| Not at all familiar | 11.76%    | 4         |
| <b>TOTAL</b>        |           | <b>34</b> |

## Q2 How satisfied are you with the overall direction of the Strategic Initiatives Plan?

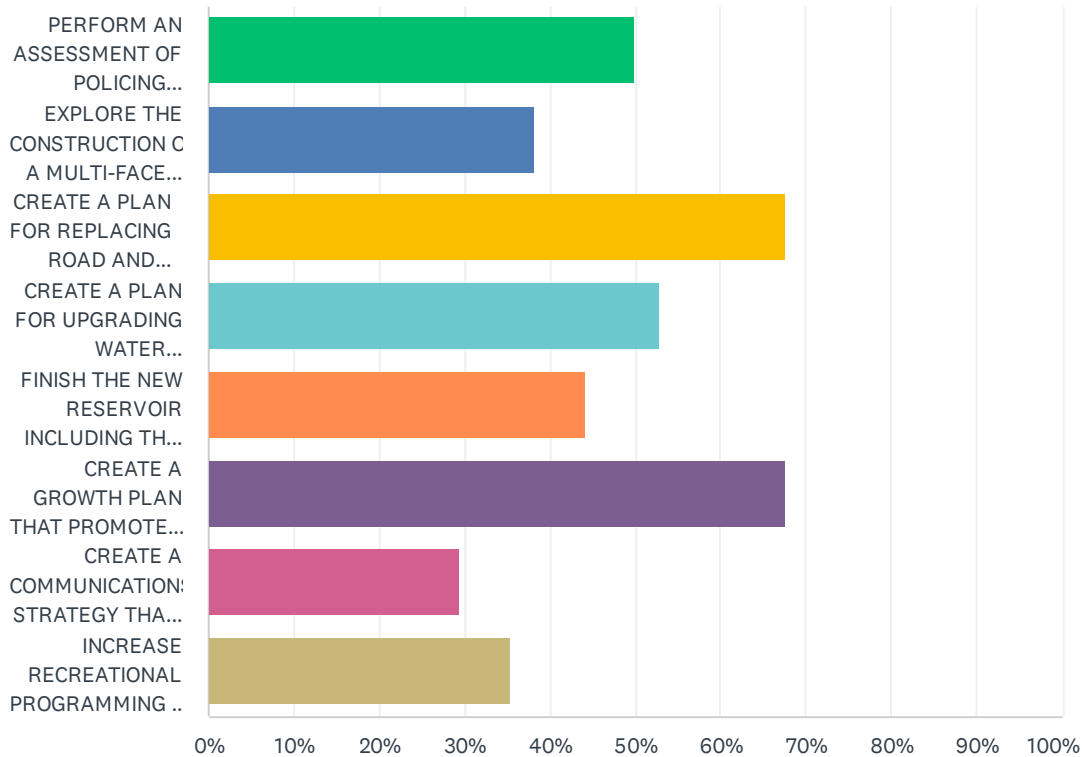
Answered: 33 Skipped: 1



| ANSWER CHOICES    | RESPONSES |           |
|-------------------|-----------|-----------|
| Very satisfied    | 9.09%     | 3         |
| Satisfied         | 36.36%    | 12        |
| Neutral           | 48.48%    | 16        |
| Dissatisfied      | 3.03%     | 1         |
| Very dissatisfied | 3.03%     | 1         |
| <b>TOTAL</b>      |           | <b>33</b> |

### Q3 Which areas of the Strategic Initiatives Plan do you find most important? (Select all that apply)

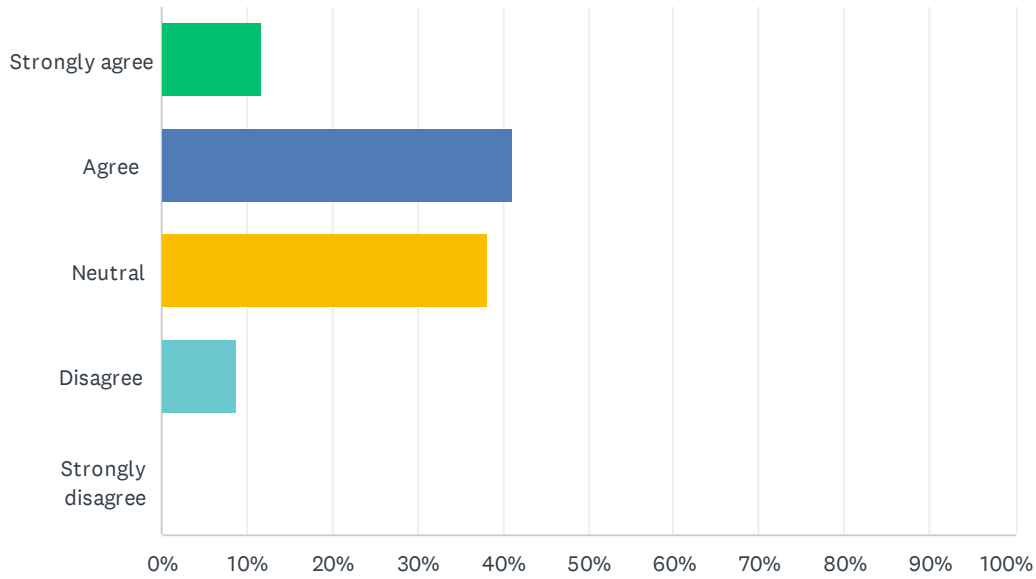
Answered: 34 Skipped: 0



| ANSWER CHOICES  | RESPONSES |
|---|-----------|
| PERFORM AN ASSESSMENT OF POLICING SERVICES WITHIN THE TOWN OF MIDDLETON                           | 50.00% 17 |
| EXPLORE THE CONSTRUCTION OF A MULTI-FACETED FACILITY FOR MUNICIPAL SERVICES                       | 38.24% 13 |
| CREATE A PLAN FOR REPLACING ROAD AND SIDEWALK INFRASTRUCTURE IN PRIORITY AREAS                    | 67.65% 23 |
| CREATE A PLAN FOR UPGRADING WATER INFRASTRUCTURE IN PRIORITY AREAS                                | 52.94% 18 |
| FINISH THE NEW RESERVOIR INCLUDING THE DECOMMISSIONING OF THE OLD RESERVOIR                       | 44.12% 15 |
| CREATE A GROWTH PLAN THAT PROMOTES HOUSING AND POPULATION GROWTH, AS WELL AS ECONOMIC DEVELOPMENT | 67.65% 23 |
| CREATE A COMMUNICATIONS STRATEGY THAT ENHANCES PUBLIC COMMUNICATION AND TRANSPARENCY              | 29.41% 10 |
| INCREASE RECREATIONAL PROGRAMMING AND SOCIAL EVENTS TO THE PUBLIC                                 | 35.29% 12 |
| Total Respondents: 34   |           |

## Q4 Do you believe the Strategic Initiatives Plan addresses the most critical issues facing our town?

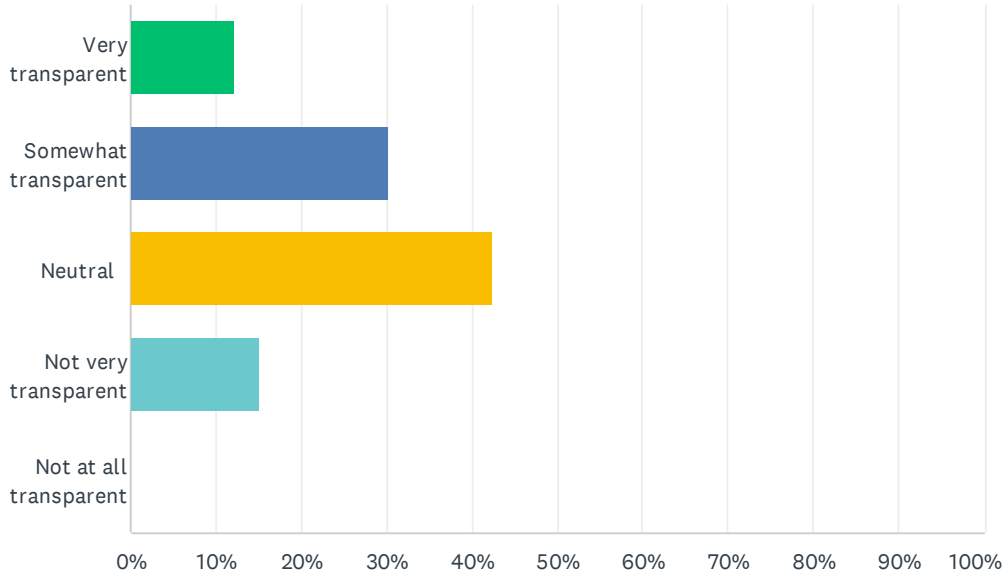
Answered: 34 Skipped: 0



| ANSWER CHOICES    | RESPONSES |           |
|-------------------|-----------|-----------|
| Strongly agree    | 11.76%    | 4         |
| Agree             | 41.18%    | 14        |
| Neutral           | 38.24%    | 13        |
| Disagree          | 8.82%     | 3         |
| Strongly disagree | 0.00%     | 0         |
| <b>TOTAL</b>      |           | <b>34</b> |

## Q5 How do you rate the transparency of the planning process for the Strategic Initiatives Plan?

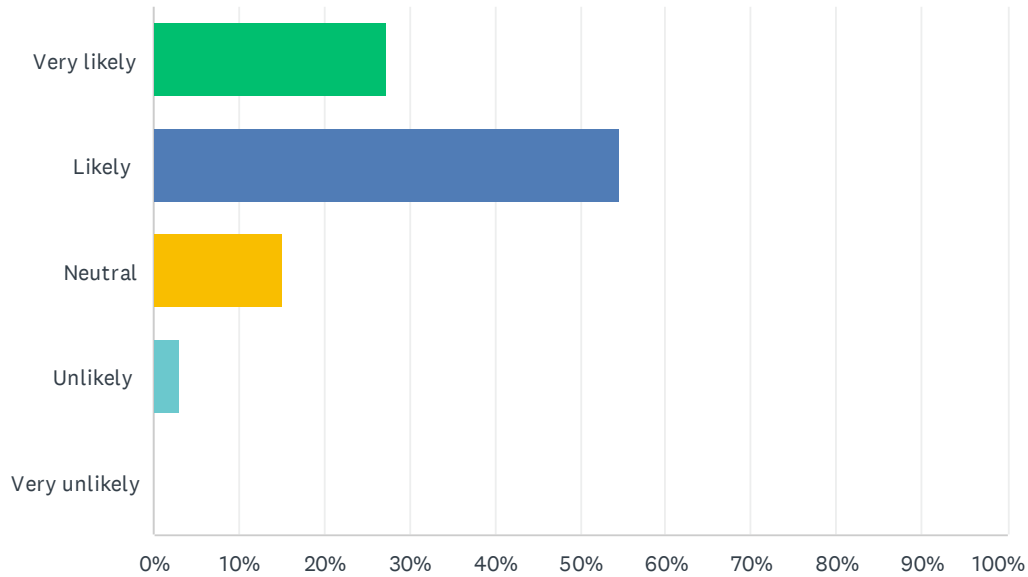
Answered: 33 Skipped: 1



| ANSWER CHOICES         | RESPONSES |           |
|------------------------|-----------|-----------|
| Very transparent       | 12.12%    | 4         |
| Somewhat transparent   | 30.30%    | 10        |
| Neutral                | 42.42%    | 14        |
| Not very transparent   | 15.15%    | 5         |
| Not at all transparent | 0.00%     | 0         |
| <b>TOTAL</b>           |           | <b>33</b> |

## Q6 How likely are you to support the implementation of the Strategic Initiatives Plan?

Answered: 33 Skipped: 1



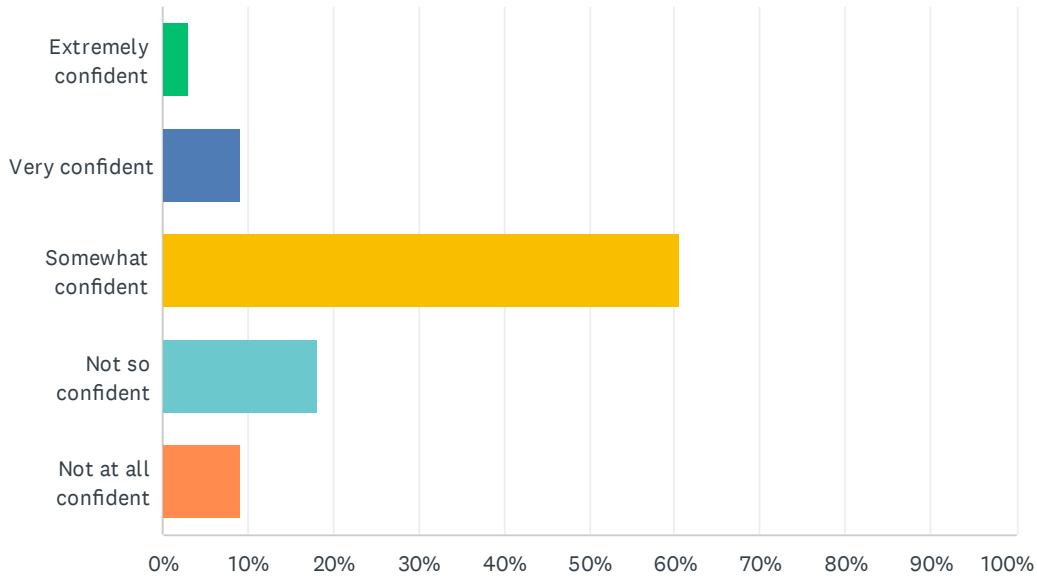
| ANSWER CHOICES | RESPONSES |           |
|----------------|-----------|-----------|
| Very likely    | 27.27%    | 9         |
| Likely         | 54.55%    | 18        |
| Neutral        | 15.15%    | 5         |
| Unlikely       | 3.03%     | 1         |
| Very unlikely  | 0.00%     | 0         |
| <b>TOTAL</b>   |           | <b>33</b> |

## Q7 Are there any important topics or issues that you feel are missing from the strategic plan?

Answered: 14 Skipped: 20

## Q8 How confident are you that the goals in the strategic plan can be achieved?

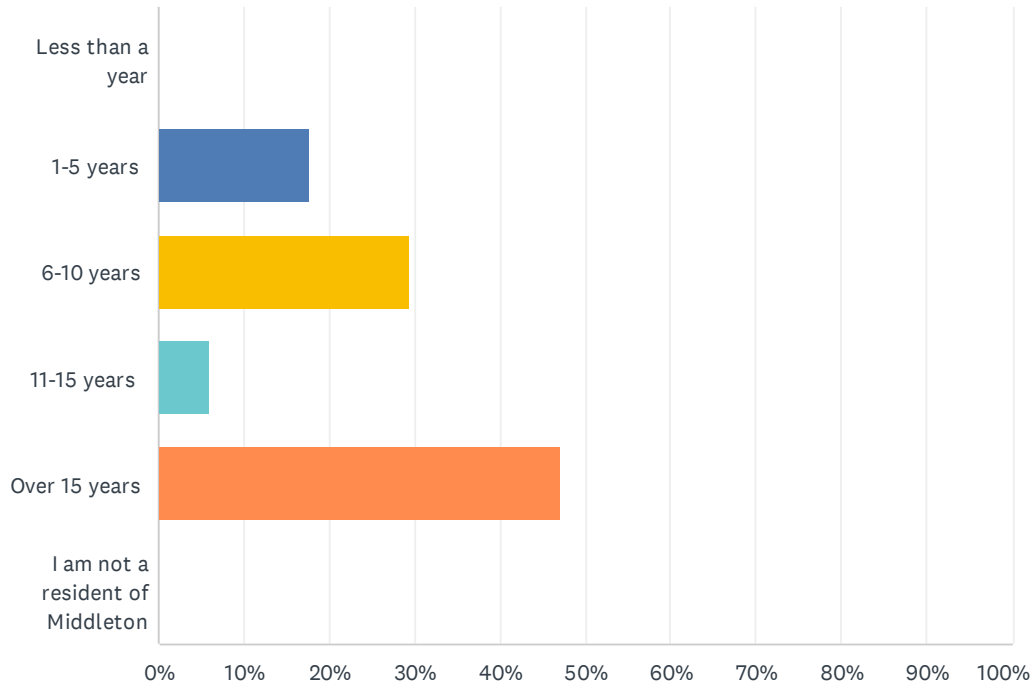
Answered: 33 Skipped: 1



| ANSWER CHOICES       | RESPONSES |           |
|----------------------|-----------|-----------|
| Extremely confident  | 3.03%     | 1         |
| Very confident       | 9.09%     | 3         |
| Somewhat confident   | 60.61%    | 20        |
| Not so confident     | 18.18%    | 6         |
| Not at all confident | 9.09%     | 3         |
| <b>TOTAL</b>         |           | <b>33</b> |

## Q9 How long have you been a resident of Middleton

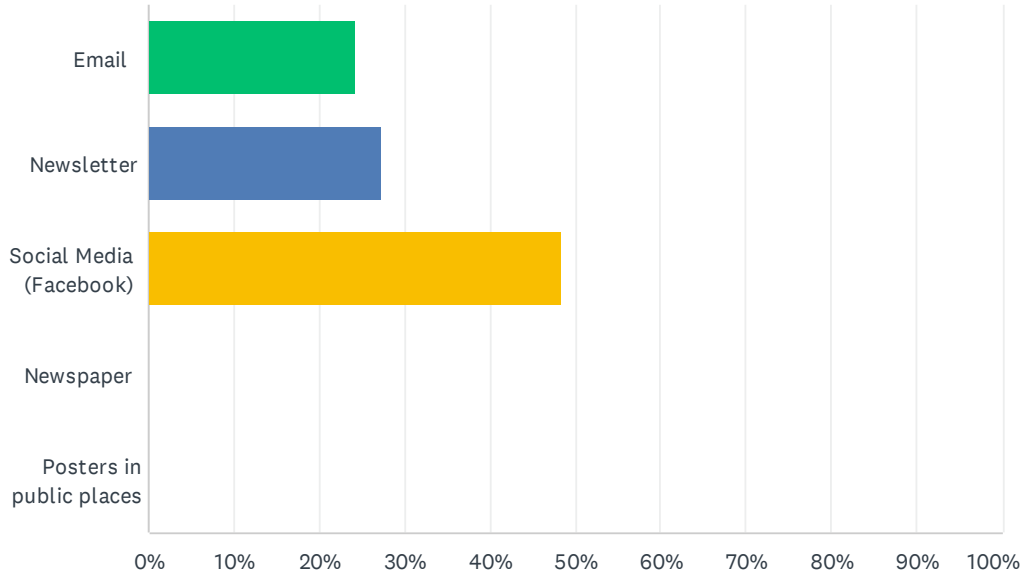
Answered: 34 Skipped: 0



| ANSWER CHOICES                   | RESPONSES |
|----------------------------------|-----------|
| Less than a year                 | 0.00% 0   |
| 1-5 years                        | 17.65% 6  |
| 6-10 years                       | 29.41% 10 |
| 11-15 years                      | 5.88% 2   |
| Over 15 years                    | 47.06% 16 |
| I am not a resident of Middleton | 0.00% 0   |
| <b>TOTAL</b>                     | <b>34</b> |

# Q10 How would you prefer to be contacted about updates to the Strategic Plan or future plans?

Answered: 33 Skipped: 1



| ANSWER CHOICES           | RESPONSES |           |
|--------------------------|-----------|-----------|
| Email                    | 24.24%    | 8         |
| Newsletter               | 27.27%    | 9         |
| Social Media (Facebook)  | 48.48%    | 16        |
| Newspaper                | 0.00%     | 0         |
| Posters in public places | 0.00%     | 0         |
| <b>TOTAL</b>             |           | <b>33</b> |

## Q7 Are there any important topics or issues that you feel are missing from the strategic plan?

Answered: 14 Skipped: 20

| #  | RESPONSES   | DATE               |
|----|---|--------------------|
| 1  | The clean up unsightly properties in the town . There are a number of buildings on Bridge Street that are a disgrace to the town. There is an area behind the Capital pub beside the dumpsters that is a breeding ground for ground for rodents (rats) . Middleton is a lovely town but I feel these areas are harmful to the way people see the town.              | 5/13/2025 8:35 PM  |
| 2  | Justifying the high tax rate , you are killing the home owners and economic growth!   | 5/13/2025 8:53 AM  |
| 3  | policing needs to be addressed.   | 5/12/2025 3:02 PM  |
| 4  | No  | 5/10/2025 9:00 AM  |
| 5  | Adding sidewalks to provide more exercise options.  | 5/9/2025 12:34 PM  |
| 6  | When looking at policing, safety, and crime, the strategic plan focuses only on police and briefly mentions substance use and Mental Health. They should likely consider something like Kentville's Community Crisis Navigator to help with the MH/substance use link with crime and safety if you're truly trying to be inclusive and responsive to your community | 5/9/2025 11:25 AM  |
| 7  | Middleton DOES NOT NEED to waste money on a multi-facted facility. That is a careless use of tax dollars, especially when your strategic plan claims that the tax base is only \$4.5 million, and Middleton has got to have one of the highest mill rates in the entire province.   | 5/8/2025 2:04 PM   |
| 8  | Town streets in are deplorable, sewer and water are archaic these need to be addressed in conjunction with the housing development plan   | 5/8/2025 7:27 AM   |
| 9  | Increasing business growth. We need more retail business and restaurants  | 5/7/2025 11:38 AM  |
| 10 | Social media should open comments.  | 5/2/2025 3:12 PM   |
| 11 | Town taxes need to be lowed to help familys struggling  | 4/30/2025 2:29 PM  |
| 12 | Accessibility   | 4/30/2025 12:12 PM |
| 13 | Younger families need more support with oppportunities. Our children are our future, we need to stop catering to seniors!   | 4/30/2025 11:33 AM |
| 14 | Maintaining or improving the financial position of the town   | 4/29/2025 9:36 PM  |

**To: Town Council**

**From: Gina Pearson, Communications and Events Coordinator**

**Date: May 15, 2025**

### **Summary of Strategic Plan Focus Group Feedback**

**The following summarizes key points and feedback gathered during the recent focus group session on the Town of Middleton's Strategic Plan. These insights are intended to guide the refinement of the draft strategic plan and ensure the council is aware of public perspectives and suggestions.**

#### **General Feedback:**

- There is concern that the draft plan lacks a clear indication of change and growth since the previous strategic initiatives in 2021.
- Participants questioned how the Town's vision is currently reflected in the document.
- It was suggested that tools and reference materials used to create the 2021 plan be included as appendices in the updated version.
- The strategic planning process should be better documented for transparency and consistency.
- A unified calendar should be created to consolidate all public meetings and planning sessions on the website
- It was noted that the Province provides access to GIS data via *Landscapeviewer*, which could be used to create customized maps.
- Strategic Priority Areas – don't mention economic development or community safety

#### **Strategic Initiatives Feedback:**

##### **Strategic Initiative #1 – Community Engagement & Public Safety**

- Emphasis on reducing policing costs through increased community engagement efforts like a neighborhood watch type of a group.

- Stronger “buy-in” from citizens is needed; consider phrasing in the introduction that highlights citizen involvement.
- Encouraging residents to take part in community watch and similar programs may foster a more inclusive sense of citizenship.
- Consider referencing existing RCMP tools such as a community board or tipline for non-emergency concerns.

### **Strategic Initiative #2 – Infrastructure Project**

- Suggest including a clear statement on whether the project will proceed.
- The photo used may be too specific and could be reconsidered or replaced or put a disclaimer at the bottom saying it’s just for reference.

### **Strategic Initiative #3 – Highway & Public Spaces**

- Explore the potential reversal of ownership for the 4 km section of Highway 1 that runs through town.
- Recommend initiating dialogue with the province regarding responsibility for Highway 1.
- Issues raised include:
  - Overgrown vegetation
  - Poor lighting along back pathways
  - Lack of sidewalk near apartment buildings by Avery’s

### **Strategic Initiative #4 – Research & Student Engagement**

- NSCC’s Applied Geomatics Research Group (AGRG) may be able to support the Town by placing a student locally to assist with related projects.

### **Strategic Initiative #5 – [No comments received]**

### **Strategic Initiative #6 – Economic Development**

- Many feel this should be listed as the top priority.
- Additional focus is needed on funding and the role of the Town's economic development staff.
- Highlight ongoing business development efforts.

### **Strategic Initiative #7 – Public Input**

- Suggest using focus groups and surveys to gather further public input and feedback.

### **Strategic Initiative #8 – [No comments received]**

### **Questions Raised:**

- Is there a record of the previous strategic plan?
- Can we review the previous version along with benchmarks or outcomes from that plan?

# Management Report

May 20, 2025



## COUNCIL'S STRATEGIC INITIATIVES

| # | STRATEGIC INITIATIVE  | UPDATE   |
|---|---|--|
| 1 | <b>Community Centre &amp; Fire Hall</b><br>To build a new accessible and inclusive Community Centre & Fire Hall   | <ul style="list-style-type: none"><li>• Staff have explored three different grant programs to help fund the new Community Centre Fill Hall</li><li>• The CCFHC instructed staff to explore a phased approach with JOST and the low bidder.</li><li>• Received phased approach. Exploring funding options.</li></ul>  |
| 2 | <b>New Reservoir</b><br>To build a new reservoir to serve the customers of the Middleton Water Utility  | <ul style="list-style-type: none"><li>• Two grant applications were submitted. One was through the DMAF program on July 19/23 and the Town was not successful. The second was through the provincial MCGP program on December 13/23, and the Town received \$3.1 million</li><li>• A land swap was completed – the new reservoir will be constructed on Junction Road</li><li>• UARB approved the project on Aug 2/24</li><li>• Contract was publicly tendered and awarded to Roscoe Construction on Aug 6/24</li><li>• Site preparation has begun</li><li>• Construction of the pump house has begun</li><li>• Reservoir tank is at the border - dealing with potential tariffs</li></ul> |
| 3 | <b>Economic Development Initiatives</b><br>To concentrate on economic development initiatives that support business park growth, brand awareness and small business | <ul style="list-style-type: none"><li>• <b>COMPLETE</b> – the final plan document on the Business Park Expansion Study was received and presented to Council on Nov 21<sup>st</sup></li></ul>  |
| 4 | <b>Public Safety</b><br>To address public safety concerns in the downtown and public spaces   | <ul style="list-style-type: none"><li>• Concerns that are brought forward by Mayor and Council during COTW and Council meetings continue to be communicated to public works for investigation. Many of these concerns relate to safety of sidewalks, crosswalks, and roads.</li></ul>  |
| 5 | <b>Infrastructure Maintenance</b><br>To develop an asset management plan focused on improving the maintenance of town infrastructure                                | <ul style="list-style-type: none"><li>• Final Asset Management Report was received from AIM in 2020</li><li>• Staff have completed 3/5 courses through AIM</li><li>• The Asset Management Plan is being updated as the courses are taken, and the Working Group is meeting to review the updates that were made</li><li>• A maintenance plan is in the process of being drafted and will be finalized after the AMP is complete</li></ul>  |

# Management Report

May 20, 2025



## OPERATIONAL PRIORITIES

| # | STRATEGIC INITIATIVE  | UPDATE  |
|---|---|---|
| 1 | <b>Boundary Review</b><br>Prepare RFP and Award RFP                               | <ul style="list-style-type: none"><li>• <b>COMPLETE:</b> the UARB have approved Council's request to maintain the Council size at 7, with 6 Councillors and 1 Mayor, all elected at large</li></ul>   |
| 2 | <b>Secondary Plan</b><br>Finalize scope of work and award work to third party     | <ul style="list-style-type: none"><li>• Land swap has been executed with the developer</li><li>• Developer submitted a request to amend the MPS/LUB via a Secondary Planning Strategy</li><li>• Staff have applied to the Housing Accelerator Fund – this was unsuccessful, and no grant money was awarded</li><li>• Jan 9/24 - Kick-off meeting</li><li>• Feb 1/24 – Public Workshops</li><li>• Feb 20/24 – presentation to Council</li><li>• May 28/24 – draft final plan presented to staff</li><li>• Jun 26/24 – draft final plan presented to Council and PAC</li><li>• Jul 15/24 – draft final plan presented to landowners</li><li>• Planner working with main landowner on implications for construction – deadline was given for feedback of Dec 13/24</li><li>• Plan still needs to be approved by Council, and MPS/LUB amendments approved</li><li>• Apr 15/25 – PAC held a public hearing on the secondary plan</li><li>• Planner is working with main developer to understand issues with the draft Secondary Plan</li></ul> |
| 3 | <b>Main Street/Taylor Drive Crosswalk</b><br>Move crosswalk                       | <ul style="list-style-type: none"><li>• <b>COMPLETE:</b> The Crosswalk Light has been installed, and the overhead light is now working.</li></ul>   |
| 4 | <b>Second Lake</b><br>Agree on key points for partnership agreement with AEA Club | <ul style="list-style-type: none"><li>• No further update - staff have met with the AEA Club to further build the draft of the new lease agreement</li></ul>  |

# Management Report

May 20, 2025



## OPERATIONAL UPDATES

### ADMINISTRATION

| Completed   | In Progress  | Issues  |
|---|--|---|
| <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>Hired a temp contract worker to help with the front counter during year-end processes</li> </ul>   | <p><b>Staffing:</b></p> <ul style="list-style-type: none"> <li>Supporting managers with HR related items</li> <li>Recruitment for summer positions (interviews, job contracts, etc.)</li> <li>Supporting Finance department on year-end procedures</li> </ul>  | <p><b>Staffing:</b></p>   |
| <p><b>Project Work:</b></p> <ul style="list-style-type: none"> <li>Creation of the 2025-2028 Strategic Plan and Operating Plan is complete</li> <li>Continue to meet with other CAOs on VWRM and KTA regarding funding options</li> <li>Continuing to apply for multiple grants</li> </ul>  | <p><b>Project Work:</b></p> <ul style="list-style-type: none"> <li>Options for Town Hall – received a draft report from Palmer and Doherty</li> <li>Communications Coordinator is working on new website with AMANS rep</li> <li>Communications Coordinator working on Communications Strategy for the Town</li> </ul> | <p><b>Project Work:</b></p>   |
| <p><b>Other Items:</b></p> <ul style="list-style-type: none"> <li>REMO positions have all been assigned – next step is to ensure staff receive the necessary training as its offered</li> <li>Attended a Community Evacuation Workshop through REMO</li> <li>Council met with MLA David Bowlby to discuss issues facing the Town</li> </ul> | <p><b>Other Items:</b></p> <ul style="list-style-type: none"> <li>Management team reviewing priorities, policies, by-laws</li> <li>Exploring policing contracts locally</li> <li>Working with County of Annapolis to update the contract for Animal Control, as well as the Town’s Dog Bylaw</li> </ul>                | <p><b>Other Items:</b></p> <ul style="list-style-type: none"> <li>Affordability Study of keeping certain assets and services should be completed</li> </ul> |

# Management Report

May 20, 2025



## FINANCE

| Completed   | In Progress   | Issues  |
|---|---|---|
| <ul style="list-style-type: none"><li>• Responses to the Information Requests for the Water Rate Study for the Water Utility</li><li>• HST return and HST rebate for April 1, 2024 – September 30, 2024, has been filed</li><li>• Finalized the process of participating in the Municipal Finance Spring Debenture. Debt has been secured for the new Public Works vehicle.</li><li>• Accounts payable as at March 31, 2025, has been closed for audit purposes.</li><li>• Interim property tax billings have been prepared, processed, and sent out by deadline of May 1, 2025</li><li>• Audit planning meeting with audit committee and BDO took place on April 28, 2025</li><li>• Financial analyst attended the Spring AMANS conference</li></ul> | <ul style="list-style-type: none"><li>• UARB Public Hearing for approval of amendments to Schedules of Rates and Charges for Water Services is scheduled for June 4, 2025</li><li>• Review of January – March 2025 bank reconciliations and journal entries</li><li>• Operating and Capital budgeting process for 2025-26 fiscal year has commenced</li><li>• Executing the planned year-end cut-off procedures for accounts payable for March 31, 2025</li><li>• Preparation for the year-end has commenced. Account reconciliations, reviews, year-end allocations and accruals are in process</li><li>• Annual Information Return for the Town’s pension funds are in process (not due until June)</li></ul> | <ul style="list-style-type: none"><li>• Finance staff are continuing to balance duties and responsibilities of their positions while working under time constraints to meet deadlines - a temporary contract person has been hired to help at the front counter and with year-end</li></ul> |

# Management Report

May 20, 2025



## RECREATION & COMMUNITY DEVELOPMENT

| Completed  | In Progress   | Issues   |
|--|---|--|
| <ul style="list-style-type: none"> <li>• Another Activate Your Neighbourhood challenge will take place soon</li> <li>• Two new weekly fitness classes (Zumba &amp; Core Connections) were successful</li> <li>• Final reports for the ACF and previous AKHK Grants have been submitted</li> <li>• Grants for multiple projects have been applied for to help boost Recreation Services in the Town of Middleton</li> <li>• The Recreation Department was approved for an AKHK Grant to purchase some new life jackets and two carts to pull canoes and kayaks from the sea can to the river.</li> <li>• Washrooms at Centennial and Rotary Parks are open and porta potties are now at Riverside and Wetland Parks</li> <li>• Recreation just finished two days at AEES doing a Wheelchair Basketball Demonstration with every class at the school in partnership with the County and Parasport NS</li> <li>• Immediate plan in place for any sharps found in at the parks. Long term plan will be determined based on pilot program in Kentville.</li> <li>• Recreation Staff participated in a series of community conversations regarding Mental Health, Food and Housing security as a county wide initiative to discuss resources and determine the scope of the problem county wide.</li> <li>• CORAH indoor walking has finished for the season.</li> </ul> | <ul style="list-style-type: none"> <li>• Wetland Official Opening – waiting on a date from CARP</li> <li>• There is a Nova Scotia Walk Day, walk scheduled for May 14<sup>th</sup> at the Wetland Park. Open to all. It begins at 2PM</li> <li>• Open Gym at AEES is from 6-8 on Wednesday Evenings</li> <li>• Second round of fitness classes are in progress and going well.</li> <li>• A new art installation will be painted at the Skate Park</li> <li>• Shad Derby is being planned for May 24<sup>th</sup> at Riverside Park. Recreation staff participated in an evening training with CARP to learn about safe handling and releasing of the fish.</li> <li>• June is Recreation Month: there is a Bike Repair and Safety Workshop planned for Jun 3<sup>rd</sup> and a guided walk with CARP at the Wetlands planned for Jun 17<sup>th</sup> a town wide scavenger hunt will be on the last week of June</li> <li>• The Heart of the Valley Multi-Cultural Festival will be Jun 28<sup>th</sup></li> <li>• Registration is open for the Heart Run (Aug 10<sup>th</sup>) and Century Ride (Aug 9<sup>th</sup>)</li> <li>• Canada Day Parade planning is in progress</li> </ul> | <ul style="list-style-type: none"> <li>• Vandalism still an ongoing issue</li> <li>• Dirt Bikes and ATVs in the parks (and on streets) is an ongoing issue – public works has installed signage at the parks saying “No ATV</li> </ul> |

# Management Report

May 20, 2025



## PLANNING

| Completed  | In Progress  | Issues |
|--|--|--------|
| <ul style="list-style-type: none"> <li>• 3 Building Permits Issued</li> <li>• 6 Building Inspections Conducted</li> <li>• 4 Fire Inspections conducted, and letters sent</li> <li>• 2 Fire Inspections were closed this month</li> </ul>   | <ul style="list-style-type: none"> <li>• IF Holdings DA – application for a development on Commercial Street which will add one commercial unit and 6 residential units to an existing building was approved by Council on Jul 17/24 and no appeals were lodged</li> <li>• Revised agreements have been approved by Planner and solicitor and sent to our lawyer.</li> <li>• Waiting for applicant to sign affidavit.</li> </ul> |        |
| <ul style="list-style-type: none"> <li>• An application was submitted for an LUB Text Amendment to enable a craft brewery in the Commercial Downtown (CD) Zone. The application was approved, and no appeals were received by the UARB. The applicant has applied for a permit, waiting on payment.</li> </ul> | <ul style="list-style-type: none"> <li>• The closing date for the Province’s Property Opportunity Notices was Mar 30/24</li> <li>• Staff are working on a proposal for the Development Agreement for a higher density multi-unit</li> <li>• Developer has submitted subdivision application which is being reviewed</li> </ul>   |        |
| <ul style="list-style-type: none"> <li>• Development Agreement for 438 Main Street is now registered with the Land Registration Office. The applicant has received a development permit and is working with the building inspectors on the building permit.</li> </ul>   | <ul style="list-style-type: none"> <li>• The Secondary Plan that was finalized in the spring of 2024 was reviewed by the Planning Advisory Committee, who held a Public Hearing on the matter on Apr 15<sup>th</sup></li> <li>• The feedback received at the public meeting will be included in the planning report that will be presented to the PAC in June</li> </ul>   |        |

# Management Report

May 20, 2025



## PUBLIC WORKS

| Completed  | In Progress   | Issues  |
|--|---|---|
| <p><b><u>General Public Works:</u></b></p> <ul style="list-style-type: none"> <li>Put up no ATV signs in parks</li> </ul>  | <p><b><u>General Public Works:</u></b></p> <ul style="list-style-type: none"> <li>Replacing culverts in driveways</li> <li>Mowing Green Spaces</li> </ul>   | <p><b><u>General Public Works:</u></b></p> <ul style="list-style-type: none"> <li>Some ditches need to be cleaned out and there are multiple catch basins that need to be replaced</li> </ul> |
| <p><b><u>Public Works Equipment:</u></b></p> <ul style="list-style-type: none"> <li>Dodge 550 safety complete and breaks repaired</li> <li>Replaced brushes on Trackless</li> </ul>  | <p><b><u>Public Works Equipment:</u></b></p> <ul style="list-style-type: none"> <li>Dump truck getting in for safety inspection</li> </ul>  | <p><b><u>Public Works Equipment:</u></b></p> <ul style="list-style-type: none"> <li>Trackless has some hydraulic leaks and AC is starting to go needs some work</li> </ul>                    |
| <p><b><u>Roads, Streets, Sidewalks:</u></b></p> <ul style="list-style-type: none"> <li>Patching and cold patch, a lot has been completed</li> <li>Shouldering complete</li> <li>Sod and lawn repair from winter plowing</li> </ul> | <p><b><u>Roads, Streets, Sidewalks:</u></b></p> <ul style="list-style-type: none"> <li>Prepping for pavement</li> <li>Sweeping and cleaning streets to get prepped for paint</li> <li>Replacing catch basins along Main Street</li> </ul> | <p><b><u>Roads, Streets, Sidewalks:</u></b></p> <ul style="list-style-type: none"> <li></li> </ul>  |
| <p><b><u>Water &amp; Equipment</u></b></p> <ul style="list-style-type: none"> <li>Replaced old turbidity meter</li> <li>Attended ACWWA conference</li> </ul>   | <p><b><u>Water &amp; Equipment</u></b></p> <ul style="list-style-type: none"> <li>Repair water meters or install new on going</li> <li>New reservoir construction is on-going</li> </ul>  | <p><b><u>Water &amp; Equipment</u></b></p> <ul style="list-style-type: none"> <li>Clean well 3 in 2025-2026</li> </ul>  |
| <p><b><u>Wastewater &amp; Equipment</u></b></p> <ul style="list-style-type: none"> <li>Cleaned UV lights</li> <li>Grit Chamber had 6-month cleaning</li> </ul>   | <p><b><u>Wastewater &amp; Equipment</u></b></p> <ul style="list-style-type: none"> <li>Service aerators ongoing</li> <li></li> </ul>  | <p><b><u>Wastewater &amp; Equipment</u></b></p> <ul style="list-style-type: none"> <li>Pump stopped working at Grit Chamber. Sent in for repair. Priced a new pump to replace it.</li> </ul>  |

# Management Report

May 20, 2025



## FIRE DEPARTMENT

| Completed   | In Progress   | Issues   |
|---|---|--|
| <ul style="list-style-type: none"><li>• 23 Members completed an ICS 100 course</li><li>• Two training nights on pump operations</li><li>• Completed monthly truck inspections</li><li>• Attended Annapolis County meeting</li><li>• Held MFR training night</li></ul> | <ul style="list-style-type: none"><li>• Hosting a vehicle extrication course from fire school</li><li>• Level 1 training still on going</li><li>• New stall installation going well</li></ul> | <ul style="list-style-type: none"><li>• 1991 pumper now having coolant leaks and more electrical problems</li><li>• 2005 Rescue truck having electrical problems, will be sending out for repairs</li><li>• Parking lot pavement needs repaired, safety trip issue and should be repaired soon</li></ul> |

**Incident Summary**  
**From Apr 1 25 to Apr 30 25**

| <b>Date/No.</b>                 | <b>Address/Type</b>  | <b>Minutes</b> | <b>Responders</b> | <b>Injuries</b>        | <b>Fatalities</b> |
|---------------------------------|--|----------------|-------------------|------------------------|-------------------|
| Apr 1 25 18:29:06<br>25-02595   | 101 Exit 18a W, SPA SPRINGS<br><b>MVA - Confirmed Entrapment / Unknown</b> | 0              | 0                 |                        |                   |
| Apr 5 25 20:09:41<br>25-02715b  | 9422 Highway 10, NICTAUX<br><b>Mutual Aid to the Scene</b>                 | 11             | 0                 | Assistance to 25-02715 |                   |
| Apr 9 25 18:20:50<br>25-02811   | 12827 Highway 1, BRICKTON<br><b>Commercial Fire Alarm</b>                  | 19             | 0                 |                        |                   |
| Apr 11 25 21:36:18<br>25-02898  | 13641 Highway 1, WILMOT<br><b>Grass / brush</b>                            | 20             | 0                 |                        |                   |
| Apr 26 25 21:59:33<br>25-03398b | 56 Station Rd, LAWRENCETOWN<br><b>Mutual Aid to the Scene</b>              | 0              | 0                 | Assistance to 25-03398 |                   |
| <hr/>                           |  |                |                   |                        |                   |
| 5 incidents for                 | Middleton  | 0 hrs 50 mins  | 0                 |                        |                   |
| <hr/>                           |  |                |                   |                        |                   |
|                                 |  | 0 hrs 50 mins  | 0                 |                        |                   |

April 14, 2025

Call to Order: 10:02 AM  
The meeting met quorum.

Attendance:

|                  |                                |                                |
|------------------|--------------------------------|--------------------------------|
| Mark Phillips    | CAO                            | West Hants ( <i>virtual</i> )  |
| Chrystal Remme   | Vice Chair, Councillor, VM     | West Hants ( <i>virtual</i> )  |
| Dave Corkum      | Mayor, VM                      | County of Kings                |
| Rob Frost        | Deputy CAO                     | County of Kings                |
| Mike Trinacty    | Mayor, VM                      | Berwick                        |
| Derrick Jamieson | Councillor, Alternate          | Berwick                        |
| Jen Boyd         | CAO                            | Berwick                        |
| John Andrew      | Councillor, VM                 | Kentville                      |
| Kevin Matheson   | Interim CAO                    | Kentville                      |
| John Bartlett,   | Chair, Councillor, VM          | Middleton                      |
| Evan Williams    | Growth & Development, VM       | Nova Scotia ( <i>virtual</i> ) |
| Judy Lynch       | Labour, Skills and Immigration | Nova Scotia                    |
| James Clouthier  | Board Chair                    | Valley REN                     |
| Emily Boucher    | CEO                            | Valley REN                     |
| Jennifer Tufts   | COO                            | Valley REN                     |

**1) Call to Order**

The meeting was called to order by Councillor Bartlett at 10:02am.

**2) Approval of the Agenda – April 14, 2025**

**Mayor Corkum moved to approve the Valley REN Liaison and Oversight Committee Meeting Agenda for April 14, 2025, seconded by Mayor Trinacty. Motion Carried.**

**3) Review of the Minutes – February 3 and 11, 2025**

No changes were noted.

**4) Business Arising**

**a. Letter of Intent for Annapolis County**

Boucher confirmed that the letter of intent was circulated to the Municipality of the County of Annapolis after the February 11, 2025 meeting. No formal response has been received from them. She noted that she anticipates a meeting with them soon to discuss the potential of joining Valley REN. It was noted that the municipalities in Annapolis County have applied for 3-year funding for a REN-like organization.

**b. Valley REN 2025-2026 Business Plan**

Boucher noted that the business plan had been previously reviewed with LOC, and it is now formally approved with the inclusion of the approved budget. There were only minor changes to the key performance indicator numbers, specifically around the number of meetings with stakeholders being updated, along with updating titles of Board Members. Boucher will circulate to LOC.

## c. **LOC e-Vote Policy**

Boucher noted that LOC does not have a formal e-vote policy and suggested one be adopted for any potential urgent items. She noted that she followed the Board e-vote policy. This would not be used if the item required significant discussion, only for previously discussed and specific topics. She will distribute after the meeting for review. Councillor Jamieson asked how an alternate would vote via an e-vote. Boucher will clarify that in the document. Deputy CAO Frost noted that as per the Municipal Government Act, municipalities cannot conduct e-votes, but can have virtual meetings. Because the REN is an intermunicipal service organization, he wondered if the Municipal Government Act applies to the REN as well and recommended reaching out to Jason Haughn to confirm. Boucher will connect with Jason Haughn to confirm.

## 5) **New Business**

### a. **Provincial Funding**

Boucher provided an update on Provincial funding. She noted that all REN CEOs were notified in March that all RENs will receive the same amount of funding from the Province for the 2025-2026 fiscal year. She noted that the concern is that we are at a tipping point after next year and will need to scale back if no additional funding is received. She noted that the Provincial staff have been incredibly supportive and the RENs will continue to push for multi-year funding to align with our IMSA term. CAO Boyd noted that the current IMSA is continuous and municipalities must have 2 years notice to withdrawal from the REN.

Williams noted that the department budget is flat this year and a package was put forward for an increase, but was unsuccessful. Boucher also noted that the Province has expressed an openness to discuss providing additional matching funds should the Municipality of the County of Annapolis confirm interest in joining the Valley REN. Williams noted that the Province wants full coverage and to support existing infrastructure, and is open to discussing matching funds.

### b. **Valley REN Annual General Meeting (AGM)**

Boucher noted that the audit process begins next week, as well as beginning to organize our AGM. The goal is to have the AGM during the week of June 23, and we are in discussion with Brock Dickenson as a potential keynote speaker. Dickenson teaches at the University of Waterloo and the Economic Development Association of Canada and is from Nova Scotia. She noted that we are touring the Greenwood Golf Club as a potential venue tomorrow. A 'save the date' will be circulated soon. If you notice any potential date conflicts, please let Boucher know.

### c. **2025 Business Retention and Expansion (BRE) Diagnostics Plan**

Boucher noted that BRE is a core economic development activity undertaken by the REN every 2 years. BRE analyzes the region's business climate, which is specifically important as there are a number of impacts on our business climate right now. The REN was initially looking at beginning this winter, but given that the Province and several other support organizations also have surveys in market, BRE will be opened up and conducted in Fall. Over the Summer, we will begin engagement and working with municipalities and partners to develop the finalized diagnostics tool. Once started, BRE will be open for three months. During BRE, the REN also highlights business supports that are available to businesses throughout our region, as our BusinessNOW Program has access to all detailed programs and can navigate businesses to necessary supports during the BRE process. Boucher noted that the PESTLE-R is also being finalized and looks at macro environment factors impacting

economic development in the region and how to best prepare and address them.

#### **d. NS REN Proposal**

Boucher noted that the REN CEOs met in early March to discuss provincial funding and discussed areas of collaboration on a Provincial project. Given the significance of the tariffs, the REN CEOs are looking at potential collaborations tied to supporting businesses during this time. As a result, the REN CEOs developed and submitted a joint proposal looking at supply chain alternatives for businesses. Williams noted that the Minister has the proposal and it is under review. Boucher noted that this will need LOC approval as a special project and will bring it forward if funding is approved.

### **6) Valley REN Operations and Activity Update**

Boucher circulated two reports: one report highlighted program reach of core services and impact or anticipated impact and programs, as well as a detailed activity report. Highlights include:

- Immigration and Settlement Navigation:

This is the most widely used program by employers. With allocation cuts to immigration, we are seeing impacts to businesses in our region. Our Coordinator attended the Metropolis Conference in Toronto and the major trends noted nationally is the prevalent negative sentiment towards immigration, as well as transit challenges. Deputy CAO Frost noted that it would be a good time to connect with the new Kings Transit GM as they are reviewing the IMSA partners. Councillor Remme recommended looking at all options, as the West Hants Regional Municipality does not have Kings Transit. Boucher noted that Valley REN could look at helping facilitate regional discussions around transit as a barrier to regional economic growth. She also noted that the REN is looking at developing a partnership with the Annapolis Valley Regional Library for the Welcome Network.

- Connector Program:

Boucher noted that this program is renewed on an annual basis, and it has been renewed for 2025-2026, but with a significant shift in focus. With the Province focused on skilled trades, the revised focus is on matching students (high school and post-secondary, under employed) with the direct entry skilled trades apprenticeship program. This is new for us and all RENs with Connectors. If successful, this revised focus could be incredibly positive and see significant impact in the region. We will also continue with the traditional model, but not focus on it. If any of the municipalities are interested in participating and have Red Seal journey persons on staff, please let us know.

- Business Supports:

Boucher noted that the REN team is highly trained in BRE, and recently participated in FDI (Foreign Direct Investment) training to assist in our work with Invest NS.

- PESTLE-R:

The REN staff met with 21FSP, the consultants developing the PESTLE-R analysis. The focus is looking at all the macro environmental impacts beyond the REN's control that impact the region and the REN's work. The staff session was held in early April, and upcoming sessions will be held with the Board and partner engagement opportunities upcoming. The final report will be shared with partners when completed.

- Marketing Levy Framework Development:

Five consultation sessions were held in March. A number of one-on-one sessions were held with tourism operators. A What We Heard report is being finalized. Overall, larger hotels are pro marketing levy, but short term rentals are not. The report will provide a suggested approach and is being presented and reviewed with municipal staff next week.

- Agri Food Tech:  
There are a lot of moving parts with this project. There is a group of entrepreneurs developing an incubator in our region and we will identify any other gaps beyond this initiative and how we move forward with the recommended proposal for the region based on the research and concept-testing that's been done to date by Valley REN.
- Tourism:  
Valley REN is filling in the gap while the DMMO is being built. We are preparing for a best practice mission to Ontario, Prince Edward County, which is a tourism hub to see if we can learn from their work and see if some of their approaches could work here. The AMR Program to support market readiness with tourism operators is completed and the final report will be shared in the coming weeks. The REN is looking at utilizing the living lab concept with tourism and agri food tech to develop and test programs and initiatives.

CAO Phillips asked if businesses were identifying any concerns. Boucher noted that Michelin would be the largest employer in the region potentially impacted by the tariffs, but given their nature as a global company, they are adapting and expansion in the region is still underway. In agriculture, other international markets are being explored, such as the NS Fruit Growers Association in their exploration of Taiwanese markets. There is a new tariff funding program from the NS Association of CBDCs and Invest NS. In tourism, there are opportunities and operators are cautiously optimistic. Councillor Jamieson noted that security is becoming an issue, and are there additional conversations with 14 Wing Greenwood, in relation to their drone program. Boucher noted that she recently met with the Wing Commander to get a better sense of their projects underway. She noted that over the next 5 years, they will need 300-400 skilled trades and they are focused on addressing housing for the increased staff in that area and filling the talent needed for their projects. She also noted opportunities tied to the private sector that could support 14 Wing Greenwood and procure local business.

## 7) Board of Directors Chair Update

### a. Board Recruitment – Recommended Candidates

Clouthier noted that he has been heavily involved in Board recruitment. An open call was put out and Board members approached community and business leaders from a short list developed by the Board.

### b. Review of Recommended Candidates and LOC Vote

Clouthier presented the three recommended candidates and reviewed their applications. He noted that he met with all three candidates and the Board has approved recommending them to LOC for Board appointment. Boucher noted that there will be four vacancies, as Shirritt agreed to stay until the end of April.

**Mayor Corkum moved to accept the three applications to the Valley REN Board of Directors, seconded by Councillor Andrew. Motion Carried.**

## 8) Meeting Schedule (next meeting): July 14, 2025, at 448 Main Street, Kentville

Boucher noted that the next meeting could be at a different location and have the Board present at the meeting. She will explore another suitable location.

## 9) Adjournment: The meeting was adjourned at 11:22am.

## Action Items

| Action Item  | Responsible   | Due Date            |
|--|---------------|---------------------|
| 1. Distribute approved 2025-2026 Business Plan                                 | Emily Boucher | April 22, 2025      |
| 2. Reach out to Jason Haughn to confirm LOC e-vote policy is allowed under MGA | Emily Boucher | As soon as possible |
| 3. Determine location for next LOC meeting                                     | Emily Boucher | As soon as possible |

A meeting of the Planning Advisory Committee (PAC) was held in person on Tuesday, April 15, 2025, starting at 6:00pm.

**PRESENT**

Chairing the meeting: Howard Selig; Councillors Dan Smith and Jonathan Archibald; Citizens-at-large, Hilary Campbell, and Margaret Jerke, Planner Chrystal Fuller, CAO Ashley Crocker; and Recording Secretary/Planning Services Coordinator, Sara Marceau.

Regrets: Dianne McDonald and Councillor John Bartlett

Also in attendance: 36 citizens

**1. CALL TO ORDER**

CAO Crocker called the meeting to order at 6:12pm.

**2. NORTHLAND SECONDARY PLANNING STRATEGY**

Planner Fuller provided the Planning Advisory Committee (PAC) and citizens with an overview of the proposed Northlands Secondary Planning Strategy:

- Background
- SPS Area
- Initial Engagement
- Purpose of Today's Session
- Stormwater Management
- Transportation
- RS & R3 Zones
- Design, Amenities, & Landscaping

**3. ANYTHING BY CITIZENS**

**Jenneth Swinamer, 96 School Street**

- Will commercial use be permitted in the apartment buildings? If so, it must be clearly specified.
  - Planner Fuller stated, yes, in the R3 zone.

**Paul Legault, 97 School Street**

- Asked about buffering between properties and raised concerns about wildlife.
  - Planner Fuller said comments related to landscaping are not significant.
  - The property is located in a semi-urban area within town limits, and there are no municipal or provincial safe requirements related to deer. That habitat will be changed.

**Jan Davis, 14 Reagh Avenue**

- Will the development be connecting to the road from Reagh Avenue? If so, how much additional traffic can be expected on Reagh Avenue and down through School Street?
  - Planner Fuller stated the Town's traffic authority is responsible for determining the anticipated traffic volume and assessing the capacity of the roads.
- Asked about the watershed, water main breaks, and the process of connecting new infrastructure to existing systems. What kind of strain will this place on the Town's infrastructure, and how much will it cost taxpayers?
  - CAO Crocker stated that the Town engaged CBCL for an Infrastructure Capacity Review on the Northlands Area and will it be presented to PAC and Council in the future.
  - Planner Fuller stated that a higher-level study is usually paid for by the developer.

**Dave Higgins, 251 Commercial Street**

- Inquired about the condition of Lily Lake Brook and its recurring annual flooding, which results in water backing up into his backyard. He expressed concern about the potential impact of the new development and emphasized the need for a buffer zone between the brook and the project site. He also stressed that existing drainage issues must be addressed prior to the start of construction. Will there be a greenbelt on the west side of Lily Lake Brook?
  - Planner Fuller stated if the brook is fish-bearing (which it is), this introduces an added layer of complexity due to Federal Fisheries Regulations. Fathom has submitted this proposal, but its approval is still to be determined.

**Larry & Norma Sproule, 98 Victoria Street**

- Asked how many units are being proposed and what changes are planned for Victoria Street as a result.
  - Planner Fuller did not have the exact number readily available.

**Stephanie Schaffner, 106 Victoria Street**

- Lives in the last house on Victoria Street. While she is not opposed to development in Middleton, she does have concerns about how it might affect residents' ability to enjoy their properties once construction begins. How will this impact Victoria Street specifically? What will happen to the tree line and the woods surrounding her home? She is concerned about how these changes might affect the overall enjoyment of living in her home and the quiet, natural setting that drew her here in the first place.
  - Planner Fuller stated there will undoubtedly be a significant change for residents living at the end of Victoria Street. Regarding the trees on or around your property, it is likely that many of them will be removed. If this plan moves forward, it will include a connectivity development that extends to Victoria Street.

**Craig Miller, 255 Commercial Street**

- Inquired about the components of the agricultural zone and whether it includes manure spreading. Questioned the reasoning behind incorporating agriculture into a development area.
  - Planner Fuller indicated uncertainty about how that would function within the development. She noted that there is no requirement for the landowner to cease agricultural operations, referencing existing "right to farm" legislation.
- Asked about traffic volumes on Bentley Street and how much traffic would be routed through that area.
  - Planner Fuller noted that the timing would depend on how quickly the area develops.

**Craig Parsons, Developer**

- A map showing the various development phases would go a long way in addressing community concerns.

**Mary Lu Hicks, 208 Commercial Street**

- What is the process for managing stormwater? Is the stormwater infrastructure addressed before the development is constructed? If the project is done in phases, and stormwater management is delayed until halfway through or the end, what is the plan for handling it—especially since it is already an issue?
  - Planner Fuller stated if there is a stormwater issue, the stormwater management plan is incorporated into each phase of the development.
  - Chair Selig stated that PAC meetings are open to the public, and residents are encouraged to attend. Residents have the right to voice their opinion, and it is important to speak up during the process.
- If this development moves forward, what is the town's obligation, and which parts of the infrastructure will the town be responsible for?
  - Planner Fuller stated that this leads into the next steps. Right now, we're at the Public Participation Meeting, then it goes to the Planning Advisory Committee, the Planning Advisory Committee makes a recommendation to Council, then there is a First reading, Public Hearing and then a Second reading.

**Kevin Goodlad, 16 Bentley**

- Will the Town be enlarging the culvert under the brook at Bentley?
  - Planner Fuller mentioned that this is more of an infrastructure-related question and recommended reaching out to staff for further details.
  - CAO Crocker suggested the resident write an email to herself and the Director of Public Works.

**Dave Smith, 49 Gates Avenue**

- When is this expected to go to Council?

- Planner Fuller stated it is scheduled to go to the Planning Advisory Committee in May, which means it could go to Council in May or June.

**Dave Higgins, 251 Commercial Street**

- Just a comment—this is seen as a positive step for the Town. There is a need for more housing, and overall, things are still looking positive.

**Larry & Norma Sproule, 98 Victoria Street**

- When was the last time the water system in Middleton was upgraded?
  - Chair Selig responded that the system is continuously being upgraded and that this is a question for Public Works.
- This resident had been away at university during previous meetings. They inquired whether there was a specific reason this site was selected for development. They noted that the location appears somewhat removed from local stores and downtown businesses and asked if there are any plans to bring transportation services into the area once developed.
  - CAO Crocker stated that a letter was received from Parson’s Investments Limited, indicating their interest in developing the site. CAO Crocker noted that there is no other parcel of comparable size available within the downtown core.
  - Craig Parsons identified the land as designated for residential use to support future growth.

**Bill Linley, 14 Connaught Avenue**

- Heard the Town received federal funding through the Housing Accelerator Fund. Will any of that funding be allocated to this new development?
  - CAO Crocker explained that the funding is specifically allocated for the initiatives outlined in the grant application. If any funds remain and Council approves, they could be redirected toward eligible infrastructure repairs.

**4. NEXT MEETING**

The next regular meeting will be held on April 24, 2025, at 4:00pm. Going forward, PAC meetings will take place on the third Thursday of each month, starting at 4:00pm.

**5. ADJOURNMENT**

**250319.07:** It was moved and seconded to adjourn the meeting at 7:20pm. **Motion carried.**

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CHAIR

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RECORDING SECRETARY

# INTERIM INTERMUNICIPAL SERVICES AGREEMENT BOARD

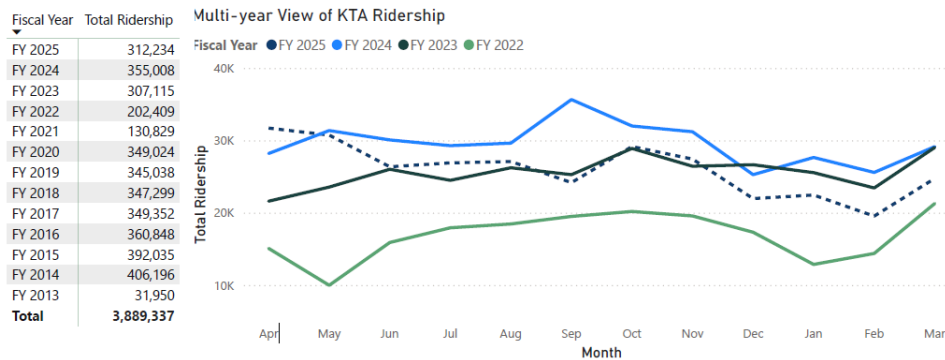
## “MEETING MINUTE” BASED ON BOARD MEETING HELD ON APRIL 16, 2025

The April regular monthly meeting of the Interim Intermunicipal Services Agreement Board of Directors was held on April 16, 2025, beginning at 10:00 a.m., in keeping with the normal meeting schedule. The meeting was based in the Valley Waste-Resource Management Boardroom with a virtual attendance option.

### KINGS TRANSIT AUTHORITY

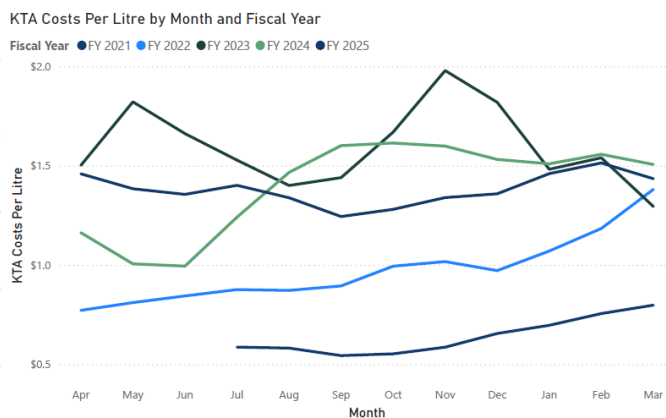
A leadership transition is well underway as Meg Hodges assumed the role of General Manager on April 3, 2025 and has hit the ground running. Mr. Whynot remains available and is providing guidance to Ms. Hodges to ensure a smooth transition. Key projects include:

- Implementation of new bus tracking software with identified issues under investigation.
- Full staffing levels are in place; however, active recruitment for drivers continues to ensure that an acceptable driver pool is in place.
- A review of routes and stops is underway to determine immediate changes that can be implemented to improve service and adhere to schedules and route timing.
- A decision has been made to slow the implementation of battery electric buses to allow time to investigate all possible technology options to ensure a viable service into the future. Investigations will include the continuing use of diesel buses, the use of battery electric buses and the use of hydrogen fueled buses or a combination of the three. More details will be brought before the Board during an upcoming meeting.
- The graphs below provide key performance indicator data for both ridership and fuel costs.



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

| Diesel Average Cost                                       | Total Diesel Cost                      |
|---|--|
| <small>Includes Taxes Expensed (not posted price)</small> | <small>Includes Taxes Expensed</small> |
| FY 2025<br>\$1.38   | FY 2025<br>\$539,691                   |
| FY 2024<br>\$1.39   | FY 2024<br>\$566,538                   |
| FY 2023<br>\$1.59   | FY 2023<br>\$672,054                   |
| FY 2022<br>\$0.97   | FY 2022<br>\$411,623                   |
| FY 2021<br>\$0.64   | FY 2021<br>\$176,067                   |



MEETING MINUTE

Kings Transit Authority



## VALLEY WASTE –RESOURCE MANAGEMENT

Under the leadership of General Manager, Andrew Garrett, focus remains on negotiations with Circular Materials regarding the impending implementation of Extended Producer Responsibility for Packaging and Printed Paper.

- As per the direction of the IMSA Board, a letter to the Honourable Minister Timothy Halman, Nova Scotia Environment and Climate Change, was sent requesting considerations be made for the co-mingling of industrial, commercial and institutional (ICI) recycling in curbside collection programs.
- Circular Materials is in discussions with Divert NS on reporting requirements to determine if ICI recycling can be permitted curbside in collection systems.
- It is likely that items such as polystyrene and flexible plastics (pouches, chip bags) will be recyclable through drop-off depots only.
- Schools and campgrounds are being provided with information about free collection and processing of recycling through private contractors on behalf of Circular Materials. Multi-family properties and First Nations communities are currently receiving service by Valley Waste.
- Negotiations for post collections services at the Management Centres are underway. Staff completed a per-tonne cost analysis to store and deliver recycling materials to Scotia Recycling and have provided that information to Circular Materials.

### CAPITAL PROJECTS

- Roscoe Construction is installing the new household hazardous waste building and shelter.
- Palmer and Doherty have almost completed the engineering for the expansion of the East Management Centre transfer station building. Cost estimates have; however, been delayed due to the uncertainty of the current political climate affecting tariffs.
- The wood grinder has arrived and is operational.
- Plans for the expansion of the construction and demolition debris yard has been approved by NSECC. A Request for Proposals will be released for the work once budgets are approved.

### 2024-2025 TONNAGE SUMMARY

|                                    | F2024         | F2025         | Variance     |               |
|------------------------------------|---------------|---------------|--------------|---------------|
| <b>Incoming Curbside Materials</b> |               |               |              |               |
| Curbside                           | 21,934        | 22,025        | 91           | 0.41%         |
| Clean-up                           | 2,290         | 2,578         | 288          | 12.56%        |
|                                    | <b>24,224</b> | <b>24,603</b> | <b>379</b>   | <b>1.56%</b>  |
| <b>Incoming Customer Materials</b> |               |               |              |               |
| Garbage                            | 14,289        | 12,585        | -1704        | -11.93%       |
| Recycling                          | 1,261         | 1,612         | 351          | 27.84%        |
| Organics                           | 718           | 529           | -189         | -26.32%       |
| Sorted C&D                         | 2,778         | 2,865         | 87           | 3.13%         |
| Mixed C&D                          | 5,217         | 5,262         | 45           | 0.86%         |
| Metals                             | 186           | 197           | 11           | 5.91%         |
| Yard Waste                         | 275           | 744           | 469          | 170.55%       |
|                                    | <b>24,724</b> | <b>23,794</b> | <b>- 930</b> | <b>-3.76%</b> |
| <b>Outgoing Materials</b>          |               |               |              |               |
| Garbage                            | 28,297        | 27,218        | -1079        | -3.81%        |
| Organics                           | 10,685        | 10,662        | -23          | -0.22%        |
| Recycling                          | 5,752         | 5,771         | 19           | 0.33%         |
| Sorted C&D                         | 1,382         | 7,397         | 6015         | 435.24%       |
| Metals                             | 675           | 659           | -16          | -2.37%        |
| Yard Waste                         | 193           | 469           | 276          | 143.01%       |
|                                    | <b>46,984</b> | <b>52,176</b> | <b>5,192</b> | <b>11.05%</b> |

### NEXT MEETING

The May regular monthly meeting of the Interim Intermunicipal Services Agreement Board will be held on **May 21, 2025** beginning at **10:00 a.m.** based in the Valley Waste Boardroom with the virtual attendance option, in keeping with the normal meeting schedule

**INTERIM INTERMUNICIPAL SERVICES AGREEMENT BOARD OF DIRECTORS MEETING**

**Wednesday, April 16, 2025**

**10:00 a.m.**

**Valley Waste-Resource Management Boardroom with Virtual Attendance Option**

**DRAFT MINUTES**

A meeting of the Interim Intermunicipal Services Agreement Board of Directors was held on Wednesday, April 16, 2025, at 10:00 a.m., based in the Valley Waste-Resource Management Boardroom with a virtual attendance option.

**Attendees:**

**Board Members**

|                                      |  |
|--------------------------------------|--|
| Municipality of Annapolis County:    | Diane Le Blanc, Warden                     |
| Town of Annapolis Royal:             | Amery Boyer, Mayor                         |
| Town of Berwick:                     | Mike Trinacty, Mayor                       |
| Town of Kentville:                   | Andrew Zebian, Mayor                       |
| Municipality of the County of Kings: | Dave Corkum, Mayor (arrived at 10:29 a.m.) |
| Town of Middleton:                   | Gail Smith, Mayor                          |
| Town of Wolfville:                   | Jodi MacKay, Mayor                         |
| Mun of Digby:                        | Linda Gregory, Warden                      |

**Also in Attendance:**

|                                      |  |
|--------------------------------------|--|
| Town of Annapolis Royal              | Sandi Millett-Campbell, CAO                  |
| Town of Berwick:                     | Justin Serino, Councillor, and Jen Boyd, CAO |
| Town of Kentville:                   | Kevin Matheson, Interim CAO                  |
| Town of Middleton:                   | Ashley Crocker, CAO                          |
| Municipality of the County of Kings: |  |
| Municipality of Annapolis County:    |  |
| Town of Wolfville:                   |  |
| Municipality of Digby:               | Tyler Pulley, CAO                            |
| IMSA Executive Director:             | Dwight Whynot                                |
| Valley Waste:                        | Andrew Garrett, General Manager              |
| Kings Transit and Valley Waste:      | Dan L'Abbe                                   |
| IMSA:                                |  |
| Recording Secretary:                 | Brenda Davidson                              |

**Agenda Item No. 1 –Welcome and Call To Order**

As Chair Corkum had not yet arrived and Vice-Chair MacKay was participating virtually, Mayor Mike Trinacty agreed to Chair the meeting.

Mayor Trinacty called the meeting to order at 10:12 a.m., extending a hearty welcome to Meg Hodges who is attending her first Board meeting in her role as General Manager to the Kings Transit Authority. At Mayor Trinacty's suggestion, Ms. Hodges provided a brief overview of her experiences indicating that she has extensive involvement with municipal government including transit operations and is pleased to have been selected as the successful candidate to serve as General Manager. Ms. Hodges added that she is looking forward to leading the Kings Transit Authority into the future.

## **Agenda Item No. 2 – Approval of Agenda**

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**ON MOTION OF WARDEN GREGORY AND SECONDED BY MAYOR ZEBIAN THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENT BOARD OF DIRECTORS APPROVE THE APRIL 16, 2025, AGENDA, AS CIRCULATED.**

**MOTION CARRIED.**

## **Agenda Item No. 3 – Approval of the Minutes**

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### **Agenda Item No. 3.1 – Approval of the Minutes from meeting held March 25, 2025**

It was the consensus to approve the minutes from the March 25, 2025, meeting of the Interim Intermunicipal Services Agreement Board of Directors, as circulated.

## **Agenda Item No. 4 – Kings Transit Authority**

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### **Agenda Item No. 4.1 – General Manager’s Report**

Mr. Whynot noted that this will be his last Kings Transit Authority General Manager’s Report, as General Manager Hodges will be submitting the reports going forward. Mr. Whynot referred to the Report, as circulated and attached to these minutes, highlighting the key issues.

Mr. Whynot noted that he met with the Chief Administrative Officers Committee last week and did have the intention of bringing a Request for Decision regarding the acquisition of battery electric buses to the Board for consideration today; however, since that time, a meeting was held with representatives from the Halifax Regional Municipality where representatives were open and honest regarding the challenges they are experiencing in rolling out their electric bus fleet. They have taken possession of 59 buses, but only 3 of those are actively in service. Several issues have been identified including the condition of the new buses when delivered, operational attributes, bus operators and charging infrastructure.

In follow-up to the meeting with HRM transit representatives, it was decided to slow the process for Kings Transit down to ensure that all aspects of the operation of an electric fleet are identified with any associated challenges mitigated. Work will continue with HRM to secure any data and associated information related to successes and challenges for consideration. Staff will also be investigating all fleet options including continuing with diesel buses, adding battery electric buses and the possible use of hydrogen fueled equipment, or a combination of available technologies.

Mr. Whynot noted he met with the Honourable John Lohr, MLA, to discuss the challenges being identified and any consideration around funding applying to the acquisition of hydrogen fueled buses. While there was not an immediate commitment, Mr. Lohr did acknowledge that he would further consider the matter.

Mr. Whynot stressed the importance of flexibility in the system to ensure the right technologies can be accessed to achieve success with the service into the future. Mr. Whynot also noted that when HRM continues to roll out electric buses, there may be an opportunity for Kings Transit to acquire their used diesel buses to meet immediate fleet needs.

Staff will move forward with investigating all options considering the challenges identified by HRM representatives and bring further information before the Board during an upcoming meeting.

In response to the question, Mr. Whynot confirmed that having the opportunity for the open and frank discussion with HRM representatives is proving to be valuable. Ms. Hodges stressed the importance of ensuring the required infrastructure to operate an electrified fleet efficiently is in place with Mr. L'Abbe adding that one of the things that the HRM representatives stressed is that having dedicated resources in place to manage the project is critical to success.

**ON MOTION OF MAYOR ZEBIAN AND SECONDED BY WARDEN GREGORY THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENT BOARD OF DIRECTORS RECEIVE THE KINGS TRANSIT AUTHORITY GENERAL MANAGER'S REPORT DATED APRIL 16, 2025.**

**MOTION CARRIED.**

**Agenda Item No. 5 – Valley Region Solid Waste-Resource Management Authority**

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**Agenda Item No. 5.1 – General Manager's Report**

General Manager Garrett provided the Board with an overview of the Valley Waste-Resource Management General Manager's Report, dated April 16, 2025, as circulated and attached to these minutes, touching on the key items as follow:

- Extended Producer Responsibility – as per the report noting that a copy of the letter to the Honourable Minister Timothy Halman and the presentation as provided by Circular Materials on April 8, 2025 were both circulated with his report and are attached to these minutes.
- Annual Education and Enforcement Contracts – as per report
- Markets for construction and demolition debris – as per report
- Capital projects – as per report
- Annual tonnage data – as per report.

Chair Corkum arrived at 10:29am and assumed the Chair's role apologizing for his late arrival.

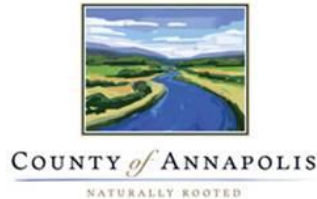
In response to the question, Mr. Garrett explained that generally, there is a 100% success rate cleaning up reported illegal dumping and that the actual offender is identified in approximately three quarters of the cases adding that Bylaw Enforcement Officer Roberts could confirm.

In response to the question, General Manager Garrett confirmed that the Emera Biomass facility in Liverpool being unable to accept waste wood from municipalities is disappointing, but the opportunity to send materials to the Port Hawkesbury biomass facility is a financially viable option. Mr. Garrett further noted that staff will be preparing and releasing a Request for Proposals for the transportation of materials to the receiving facility and will use the new Authority-owned grinder to prepare the materials for shipment.

**ON MOTION OF MAYOR TRINACTY AND SECONDED BY WARDEN GREGORY THAT THE INTERIM INTERMUNICIPAL SERVICES AGREEMENT BOARD OF DIRECTORS RECEIVE THE VALLEY WASTE-RESOURCE MANAGEMENT GENERAL MANAGER'S REPORT DATED APRIL 16, 2025.**

**MOTION CARRIED.**

Chair Corkum then took a moment to extend a welcome to Meg Hodges apologizing for not being present for the earlier welcome, indicating that he looks forward to seeing Ms. Hodges lead Kings Transit into the future.



A regular meeting of Joint Police Advisory Board was held at the County of Annapolis Council Chambers on Thursday, April 17, 2025, starting at 11:02am.

**PRESENT**

Chair Nile Harding, Warden Diane LeBlanc, Councillors; John Bartlett and Sandra Fournier, CAO Chris McNeill, CAO Ashley Crocker, Citizens; Patricia Leslie, John Thompson, Carole Greentree and Staff Sargent Mike Maxwell and Recording Secretary, Tina Halliday.

Regrets: William Street

Also in attendance: RCMP Corporal Pascal Boudreau and 1 member of the public

**1. WELCOME**

At 11:02am, Chair N. Harding welcomed everyone to the meeting.

**2. ADDITIONS TO AGENDA**

- 5e) Citizen Inquiry
- 5f) RCMP Headquarters Tour

**3. APPROVAL OF THE AGENDA**

D. Leblanc moved to accept the agenda as amended. C. Greentree seconded the motion. Approved.

**4. APPROVAL OF MINUTES FROM FEBRUARY 20, 2025**

Minutes approved by all as presented.

**5. NEW BUSINESS**

**a) RCMP FOURTH QUARTER REPORT**

(The actual physical report will be sent out to the committee as soon as it is ready to go.)

- Unusually busy right now with various circumstances.
- Jan/Feb/March-Just shy of 1200 calls in this last quarter of the fiscal year.
- Include charges of- assault, sexual assault, arson, impaired driving, drug possession, drug trafficking, etc.
- Current string of robberies in Middleton area being worked on.

- Search warrant was issued in West Dalhousie that led to 60+ charges. Very successful raid.
- Side by Side collision in March- impaired driving charges laid.
- Social drinking, and then driving, seems to have increased. Many people driving later in the evenings seem to be impaired and impaired driving seems to be resulting in more fatalities than any other criminal offence.
- Domestic violence has been increasing. Response has been for a zero tolerance policy. When economy gets worse, domestic violence seems to increase along with substance abuse with drugs and alcohol.
- Missing person located deceased.
- Chair, N. Harding noted how great it was that the news releases are being put out and shared with the public to tie in with the priorities that have been set for transparency with the public.
- Recently transferred a very qualified officer from general duty detachment to street crime unit and are soon going to be adding a supervisor to that unit as well.
- Provincial government is really focusing on street crime that carries on through the valley to target the people bringing drugs and firearms into our communities.
- Conversations with the public are working- there have been more tips come in through the Crime Stoppers avenue in the last month. Can't act on Crime Stoppers tip alone, must have another source, but these tips may lead to RCMP looking into things they may not have otherwise known about, and may lead to more information that will either support or deny the tip.
- RCMP can't always immediately act on tips that have been given because the day-to-day activities that are happening right then, have to take priority. So sometimes Crime Stoppers tips get pushed back a bit and not acted on right away, even though the officers wish they could. Citizens can sometimes get upset about that because they don't understand the priorities that the RCMP must follow. If it's an immediate concern that has been reported, the street crime unit is ready and able to address it quickly.
- Important to know that anonymous tips do not have the same effect as it would if you were calling directly to report something or someone and are willing to stand up in court to say what you saw.

**b) BODY WORN CAMERAS-HOW ARE THEY BENEFICIAL IN DAY-TO-DAY ROUTINES?**

They have been used for approximately a month now and are a great tool for gathering evidence as the audio and video will back up any information or reports. This removes the "he said, she said" aspect of questioning as it's all recorded. There seems to be no negative aspect so far other than officers getting used to pushing the record button if they are new to using them. Other units that have used them for a longer period of time, have found that public complaints about

officers are decreasing because of them. Rule of thumb is that they are to be on whenever officers are attending a situation. Very few places are exceptions to the rule (such as courthouses etc). All recordings for each shift are uploaded to a system for safekeeping and then erased from the device. They get tagged as a certain type of file with different retention time frames based on what they are. Camera's do not have tracking on them, but officers have other tracking devices and programs that do track them in real time.

**c) FURTHER DISCUSSIONS RE: RCMP ORIENTATION PROGRAM PROJECT**

-This idea was driven by the old PAB, not the RCMP, with the thoughts that RCMP officers come from all over the place to work here and that this could be a great tool to help the new officers get to know our communities and to understand the culture of the people they are trying to serve.

-Perhaps a "Welcome Package" of sorts which can give an idea of any particular accepted/not accepted social norms of our communities. Kind of a way to let them know that "this is what we'd like you to know about us!"

-Also, a way to let them know what you expect from your police? What would you like to see? Do you want them to participate in local events as citizens? etc

***ACTION- Start building on this at the next meeting.***

**d) RCMP ALERT PROCESS**

-Complaints/concerns received from residents wondering why there was not an alert put out to the community when the Foodland event happened.

-Alert section- Defined by Alert Ready- NS RCMP have the ability to issue an alert ONLY for the following events: civil emergency, animal danger, amber alert and terrorist threats.

-Guidelines for an emergency alert (issued via Alert Ready) being issued is when an emergent or ongoing incident caused by humans may put the public in direct harm including; emergent weapon or firearm offences, active shooters, immediate action, rapid deployment incidents, terrorist attacks, technical, biological, radiological, nuclear, explosive incidents, civil disobedience, rioting, dangerous animal incidents.

-Alerts are only issued when a known, active event is happening that may mean others will be harmed. When it is looking like a one-off situation, (like the recent Foodland event), RCMP can't just anticipate that there will more attacks, unless they have reason to believe this.

-This particular event did not meet the thresholds that are founded in the law, for them to issue an emergency alert.

-Information posts were pushed out very quickly to alert the community to the event, but no emergency alert was issued due to its nature.

-People want to know when there is a danger in their communities more now than ever because of the Portapique incident. This is a very reasonable response by the public.

-However, there is the risk of scaring the community residents every time something happens if alerts are issued for everything that comes up. Also, eventually people would stop paying attention to the alerts because they hear them too often and become immune to them.

- RCMP don't want to worry people about everyday things but definitely will use it in situations where the public really need to know.

**e) CITIZEN INQUIRY**

-Was answered in previous conversations.

**f) RCMP HEADQUARTERS TOUR**

-May 21<sup>st</sup> tour cancelled.

-Will be two new dates offered in June. One is for June 25<sup>th</sup> and the other is unknown as of now.

-They are trying to give us access to all of the right people on these tours so they are having some scheduling conflicts.

**6. NEXT MEETING**

The next meeting will take place on Thursday June 19th at 11:00am, in the Town of Middleton Council Chambers. The following meeting will be in September as no meetings are generally held in August.

**7. ADJOURNMENT**

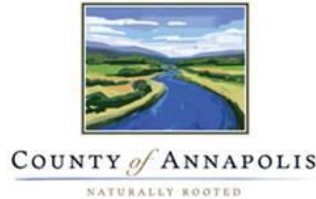
The meeting was adjourned at 12:10 pm.

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Chair

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Recording Secretary



**IDEA Governance Committee  
MEETING #3  
Thursday, April 17, 2025, 1:00am  
Online Teams Meeting**

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

Regrets: Vice Chair Jane Baskwill, Village of Lawrencetown Commission  
Deputy Warden Dustin Enslow, Municipality of the County of Annapolis

**1. WELCOME**

The meeting started at 1:04pm. CAO Chris McNeill welcomed everyone to the meeting.

**2. Appoint Members to Inclusion, Diversity, Equity and Accessibility Committee**

CAO McNeill briefed the Governance Committee. The IDEA Committee has met a couple of times and there have been a few transitions in membership. Staff are still looking for a representative for the Village of Lawrencetown; until then, a spot will be held for that unit. Staff are working on public engagement and including all the sectors of service and locations throughout the County.

CAO McNeill stated that three applicants who had previously submitted applications have confirmed that they are still interested in sitting on the Committee:

Brenda MacDonald Lona, resident of Annapolis County and is a person with a visual disability.

Catherine Jean Voysey, resident of Annapolis County and is a former resource/special education teacher and accessibility advocate.

Christina Hiltz, resident of Annapolis County and is a person with a non-visual disability.

It was moved and seconded that Brenda MacDonald Lona, Catherine Jean Voysey and Christian Hiltz be appointed to the Inclusion, Diversity, Equity and Accessibility Committee effective immediately for the term ending on December 31, 2027. Motion Carried.

**3. ADJOURNMENT**

There being no further business, the meeting adjourned at 1:10 pm.

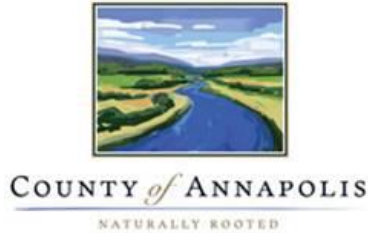
**Adopted by Committee:**

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Date

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Chairperson



**Annapolis County Inter-Municipal Working Group  
Committee Meeting #18  
Thursday, April 24, 2025, 6:30 pm  
Council Chambers, Town of Annapolis Royal**

Present: Mayor Amery Boyer, Town of Annapolis Royal, Chairperson  
Warden Diane Le Blanc, Municipality of the County of Annapolis  
Deputy Warden Dustin Enslow, Municipality of the County of Annapolis  
Mayor Gail Smith, Town of Middleton  
Deputy Mayor Gary Marshall, Town of Middleton  
Sandi Millett-Campbell, CAO, Town of Annapolis Royal  
Ashley Crocker, CAO, Town of Middleton

Guest: Dawn Campbell, Deputy CAO, County of Annapolis  
MLA David Bowlby (virtually),

Regrets: Deputy Mayor Sybil Skinner-Robertson, Town of Annapolis Royal  
Chris McNeill, CAO, Municipality of the County of Annapolis

**1. WELCOME**

Chairperson Mayor Amery Boyer called to meeting to order at 6:38 pm. and welcomed everyone to the meeting.

Addition to the agenda, presentation from MLA Bowlby on US tariffs.

**2. REVIEW AND ADOPTION OF MINUTES OF March 27, 2025**

Approved by unanimous consent.

**3. PRESENTATION BY MLA Bowlby: Tariffs**

MLA Bowlby thanked everyone for the invitation to present to this committee. MLA Bowlby updated the Committee on the work the Province is doing on the current tariffs and the challenges to work together as a team. Provincial staff have secured markets for lobster and apples. Ian a news release on April 2,

2025, the Premier confirmed its intention to put NS and Canadian companies first. A new Procurement policy was put into place in July 2024 that allows for a 10% variance on contract pricing in favour of NS first. MLA Bowlby will share information and links with group. Everyone is on board to find new opportunities with international companies to expand our reach. The provincial team is working hard to divert the tariffs. For any questions, we have been asked to reach out and work with Team Nova Scotia.

Deputy Warden Enslow brought up procurement policy for NS businesses and an NS first policy. Why not establish phase one for the Atlantic provinces first instead of the 10% variance? MLA Bowlby will respond back to the group.

Deputy Mayor Marshall asked about Inter-provincial trade. Is there any information on Canada wide and not just Atlantic wide trade? MLA Bowlby responded that the Government is trying to drive forward our economy.

Mayor Boyer asked the MLA to send the links to staff.

Mayor Boyer asked what do the municipalities need to change with respect our own policies? MLA will respond back to the group.

Deputy Warden Enslow – Annapolis County items that were on the transportation plans appear to have disappeared from the current road plans. For example, the Rice Road intersection is made of concrete but is falling apart day by day. Annapolis County is wondering why the projects were dropped. MLA Bowlby will be meeting with the Deputy Minister and the team and agrees that exit 21 is in need of repair. Minor repairs this year and full repair next fiscal year. This year, the Province is looking at approximately 3 million in road repairs. Some safety concerns have resulted in diversion of funds to other areas.

Warden Le Blanc – Highway No. 1 from Annapolis County to Middleton also needs to be look at again. The section from the Kings County line to Greenwood on Highway 201 also presents road safety on concerns. Tourism follows the side roads and these roads are not a good example for Nova Scotia visitors.

MLA Bowlby replied that the team reviewed the road repairs but it is more than just road work since culverts need to be patched on all our highways and roads.

Deputy Mayor Marshall – We agree and want to make Annapolis great and work together. We can also work together to make things happen.

MLA Bowlby – Expressed support behind the idea on anaerobic digester and use of natural gas. “We have property and can gather the green cart waste to make it work. This would produce a suitable byproduct that could go on any farmer’s field. Municipal ownership could bring in some money. Excess power could be sold to the grid. Antigonish has one, for example. One thought to consider.

#### **4. PRESENTATION BY SUBJECT MATTER EXPERTS: Procurement**

##### **a. County of Annapolis**

Dawn feels that the County lags on NAFTA and that there is some confusion. Guidance is needed from the Province in meeting the challenges ahead. The County’s procurement policy has a low financial threshold and probably needs to be updated to \$25,000. They are seeking clarification on the definition of local preferences. The County does have one person dedicated to procurement, Amy Barr. Dawn reviewed the challenges in the report submitted for this meeting. For example, disposal of surplus items like desk, cubicles, kitchen tables, photocopiers, etc. could be handled more efficiently rather than using a piecemeal approach.

Deputy Warden Enslow - Why lease or own equipment? Which is the best option for the municipal units? There are insurance questions with respect to leasing versus owning equipment. It depends on the terms of the agreement. There needs to be an assessment analysis for each item to determine best practice.

##### **b. Town of Middleton**

Ashley Crocker stated that the procurement role is assumed by the CAO. Middleton does have a policy and it was updated this week. There is now an RFP registry which is completed each year. The Town has recently implemented an internal tracking document. It provides documentation on tendering activity, efforts to obtain at least three quotes, and situations involving sole source. For example, sole sourcing is sometimes used in the case of emergency situations. Oversight and project management is very important for all proposals.

Deputy Warden Enslow – Likes the idea of teamwork with the other municipal units and would like to suggest a standard for return on investment to justify a dedicated procurement position.

##### **c. Town of Annapolis Royal**

Sandi Millett-Campbell shared that Annapolis Royal has a Procurement Policy that was updated in 2021. Procurement is handled by the CAO. The Town’s

policy is similar to the one used by the other units with the costing thresholds and allowance for sole source procurement.

**5. QUESTIONS FROM WORKING GROUP MEMBERS**

Questions were dealt with during the presentations.

**6. DISCUSSION OF SUBSTANTIAL INFORMATION LEARNED AND OPPORTUNITIES FOR INTER-MUNICIPAL COOPERATION**

Deputy Warden Enslow stated there might be an opportunity for the three units to fund a dedicated person for the procurement process in the future.

**7. STATUS OF CORRESPONDENCE WITH PROVINCE**

Mayor Boyer agreed to keep a record of the correspondence. The Group reviewed and agreed to sign the latest letter to Minister Masland regarding emergency traffic control.

**8. DISCUSSION OF NEXT SPEAKERS AND QUESTIONS OR ISSUES THAT THE COMMITTEE WOULD LIKE TO SEE BE ADDRESSED TO SPEAKER'S BEFOREHAND**

The next meeting topic is Kings Transit instead of REMO.

**9. NEXT MEETING**

The next regularly scheduled meeting is:

**Thursday, May 22, 2025, Town of Middleton, Kings Transit**

**10. ADJOURNMENT**

There being no further business, the meeting adjourned at 8:29 pm.

**Adopted by Working Group:**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chairperson



## MAYORS REPORT

May 2025

### April 23, 2025

On April 23, I had the pleasure of visiting the Nova Scotia Community College (NSCC), where I was warmly welcomed by faculty, staff, and students who are working on some truly inspiring initiatives. Among the highlights of the visit was a tour of a groundbreaking research project focused on improving the longevity of Christmas trees—specifically, reducing needle drop after harvesting.

For many families and farmers in our region, Christmas trees are more than just seasonal décor—they represent tradition, livelihood, and regional identity. The research at NSCC aims to support local tree growers by developing methods that extend the freshness of trees, which could significantly enhance market value and reduce post-harvest waste.

This kind of research exemplifies the role institutions like NSCC play in strengthening our communities—not only through education, but through direct support for our local economy and environment. It also underscores the importance of investing in innovation that is rooted in tradition yet forward-looking.

I extend my thanks to the entire NSCC team for their hospitality and for sharing their important work. I look forward to seeing the continued growth of this project and the benefits it will bring to Christmas tree growers and families throughout our region.

Let's continue to support education, sustainability, and innovation in every corner of our community.

### May 2025

I met with a resident who expressed deep frustration and concern about a recent increase in their property tax bill. I want to take a moment to acknowledge how difficult it can be for individuals and families when costs rise—especially when those changes feel sudden or unexplained.

Our conversation centered around property tax assessments, and I appreciated the opportunity to listen and clarify how the system works.

It's important for residents to know that the **Town does not set property assessments**. That responsibility falls to the **Property Valuation Services Corporation (PVSC)**, an independent, province-wide organization tasked with determining the market value of all properties in Nova Scotia. These assessments are based on real estate market trends and sales data, not on decisions made by municipal staff or council.

While the Town sets the **tax rate**, that rate is applied to the assessed value provided by PVSC. When property values rise due to market conditions, it can lead to higher tax bills—even if the Town's rate remains the same or is lowered.

I understand that this can feel unfair, especially when the increase in assessment doesn't reflect any changes you've made to your home or property. I've committed to bringing this concern



forward and encouraging greater communication between PVSC and residents, so there is a better understanding of how assessments are calculated and how to appeal them if necessary. If you've received your assessment and have questions or disagree with it, I strongly encourage you to contact PVSC directly or visit their website to learn about the appeal process. The Town is also here to help guide you in the right direction.

These conversations matter. They remind us that transparency, compassion, and communication are essential to good governance. I thank the resident for coming forward and speaking honestly—it's through these kinds of discussions that we continue to serve our community better.



NOVA SCOTIA  
**Municipal Affairs**  
**Office of the Minister**

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PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • novascotia.ca

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April 24, 2025

Dear Mayors/Wardens:

Re: Fire Records Management System

I am writing to provide you with an update on an important investment the Government of Nova Scotia is making regarding how the province manages records related to fire services.

The current Fire Records Management System used by the Office of the Fire Marshal was initially implemented over 30 years ago and is nearing the end of its lifecycle. The needs of our fire professionals have evolved, and we are working to implement a modern solution that will more effectively support current and future requirements.

The new Fire Records Management System will be designed to help the Office of the Fire Marshal, fire departments and municipal inspectors better manage, organize, and analyze data related to fire incidents, inspections, compliance, and personnel. This software will ensure that fire professionals have an efficient, reliable way to support fire services in the Province.

The project will start this spring, and it is anticipated that the implementation will take approximately two years to complete once a vendor is selected. There will be opportunities for our municipalities to be engaged in the coming months once a project manager is hired. The project manager will be reaching out to understand municipal needs and to collect information about how the new system can support municipalities and fire departments across the province.

We look forward to making this tool available to municipalities.

Sincerely,

A handwritten signature in blue ink, appearing to read "John A. Lohr".

Honourable John A. Lohr  
Minister of Municipal Affairs

c: Chief Administrative Officers  
Juanita Spencer, Chief Executive Officer, NSFM  
David Campbell, Executive Director, AMANS