



AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. PRESENTATIONS

3.1 Property Valuation Services Corporation (PVSC) – Paul Beazley

4. APPROVAL OF THE MINUTES

4.1 Council Meeting Minutes – September 15, 2025

4.2 Special Council Minutes – October 6, 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 052-2025 Middleton Logo Change – CAO

b. RFD 053-2025 Interest Rate for Overdue Taxes and Fees – CAO

c. RFD 055-2025 Dangerous and Unsightly Policy – CAO

6.2 Audit Committee Recommendations

a. RFD 058-2025 Appointment of Auditors – CAO

6.3 2025-26 Capital Projects Update – CAO

6.4 Financial Forecast for Town General and Water Utility – CAO

6.5 RFD 059-2025 Naming of the Wetland Park – CAO

7. REPORTS

7.1 Management Report

7.2 Middleton Fire Department Dispatch Report for September

7.3 Valley Regional Services Board Sep 17/25 Meeting Minute

7.4 Joint Police Advisory Board Sep 18/25 DRAFT Minutes

7.5 Audit Committee Oct 9/25 DRAFT Minutes

7.6 Mayor's Report

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



8. CORRESPONDENCE

- 8.1. October 7, 2025, Letter from Annapolis Valley Regional Library re: Funding
- 8.2. October 9, 2025, Letter from Attorney General and Minister of Justice Becky Druhan re: NSFIM Conference

9. ANYTHING BY MEMBERS

10. IN CAMERA

- 10.1 Contractual
- 10.2 Personnel
- 10.3 Personnel

11. ADJOURNMENT

TOWN OF MIDDLETON COUNCIL PRESENTATION

Presenters:

October 20, 2025

- Paul Beazley, Municipal Account Manager
- Tracey Brisby, Assessor 3

AGENDA

- About PVSC
- Mass Appraisal and Reassessment
- Key Data Sources
- Middleton Market Trends
- Programs We Administer
- Assessment Insights
- Q&A

ABOUT PVSC



Created under the *Property Valuation Service Corporation Act* and responsible for assessing all property in Nova Scotia as per the *Nova Scotia Assessment Act*.



Delivers an Assessment Roll to all 49 municipalities and over 650,000 Assessment Notices to property owners in Nova Scotia each year.



Municipally funded, not-for-profit. Governed by a Board of Directors.



Approximately 135 employees working in 60 communities across Nova Scotia.

WHAT WE DO & DON'T DO

PVSC does:

- Deliver an Assessment Roll to all 49 NS municipalities by December 31 each year.
- Deliver ~650,000 Assessment Notices to NS property owners each January.
- Administer the Capped Assessment Program (CAP) and Seasonal Tourist Business Designation program on behalf of the NS government.

PVSC does **NOT**:

- Have the authority to:
 - Set tax rates
 - Collect taxes
 - Create tax policy
 - Provide tax relief
 - Determine land ownership

MUNICIPAL PRODUCTS & SERVICES

PVSC provides municipalities with:



Regular assessment data reports



Timely, actionable insights



A clear understanding of their assessment landscape



Value-added services (no additional cost)



Access to experts



Dedicated support for assessment-related questions and matters



Training and education



Access to, and support for, PVSC systems

In **2024-25 fiscal year**, PVSC's Service Desk received and responded to **2,500 municipal inquiries and requests**.



MASS APPRAISAL AND REASSESSMENT



MARKET VALUE

The ***Nova Scotia Assessment Act*** requires that we assess property at **market value**:

“... the amount which in the opinion of the assessor would be paid if it were sold on a date prescribed by the Director in the open market by a willing seller to a willing buyer”

AND

“The assessment shown on the roll shall be the assessment that reflects the state of the property as it existed on the first day of December immediately preceding the filing of the roll”

Assessment Act

CHAPTER 23 OF THE REVISED STATUTES, 1989

as amended by

1990, c. 19, ss. 7-34; 1990, c. 24; 1992, c. 11, s. 35;
1993, c. 11, s. 53; 1996, c. 5, ss. 2, 3; 1998, c. 4; 1998, c. 13, s. 2;
1998, c. 18, s. 547; 2000, c. 4, s. 4; 2000, c. 9, ss. 2(b), (d) & (e),
3-5 & 8-19; 2000, c. 28, s. 2; 2001, c. 3, ss. 2, 3; 2001, c. 6, s. 98;
2001, c. 14, s. 1; 2002, c. 15, ss. 1-3; 2004, c. 10; 2004, c. 24, s. 15;
2004, c. 27, s. 12; 2005, c. 9, ss. 2-5; 2006, c. 15, ss. 2-6; 2006, c. 19, s. 53;
2006, c. 24; 2007, c. 9, ss. 2, 3; 2008, c. 11; 2008, c. 36, ss. 2, 3;
2008, c. 48; 2009, c. 8, s. 1; 2012, c. 16; 2019, c. 9, s. 7; 2019, c. 10



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Halifax

IMPORTANT DATES*

BASE DATE

A property's value on **January 1** the year prior.
Based on market sales.

STATE DATE

The characteristics and physical state of a property on **December 1** the year prior.

ASSESSMENT ROLL

Delivery of **Assessment Notices** every **January**.

APPEAL PERIOD

Appeals must be submitted with **31 days** of the date on the Notice.

**as per section 52 (2) of the Act*

MASS APPRAISAL

- PVSC uses mass appraisal to determine the value of all real property in Nova Scotia each year.
- Property assessments are based on market evidence. **We do not set the market – we reflect it.**
- PVSC measures market value assessment accuracy, uniformity, and fairness against the *Assessment Act* and the internationally accepted standards of the International Association of Assessing Officers (IAAO).

MASS APPRAISAL:

The process of valuing a group of properties as of a given date using common data, standardized methods and statistical testing.

APPROACHES TO DETERMINING VALUE

PVSC uses three internationally accepted valuation methods, depending on the property type and how frequently similar properties transact on the open market:

Sales Comparison

Analyze sales of comparable properties to determine value and adjust for local market conditions.

Income

Determine the income a property can earn (after expenses) and convert net operating income to market value.

Cost

Calculate land value and current cost to replace buildings, then deduct for depreciation.

WHAT KEY FACTORS INFLUENCE VALUE?

Classification



Land features



Construction quality



Location



Building size & style



Effective age/condition

MASS APPRAISAL DATA SOURCES

- Discussions with property owners
- NS Land Registry
- Sales reviews & real estate websites
- Municipal building permits
- Income and expense information
- Typical cost data
- Aerial photography
- Site inspections

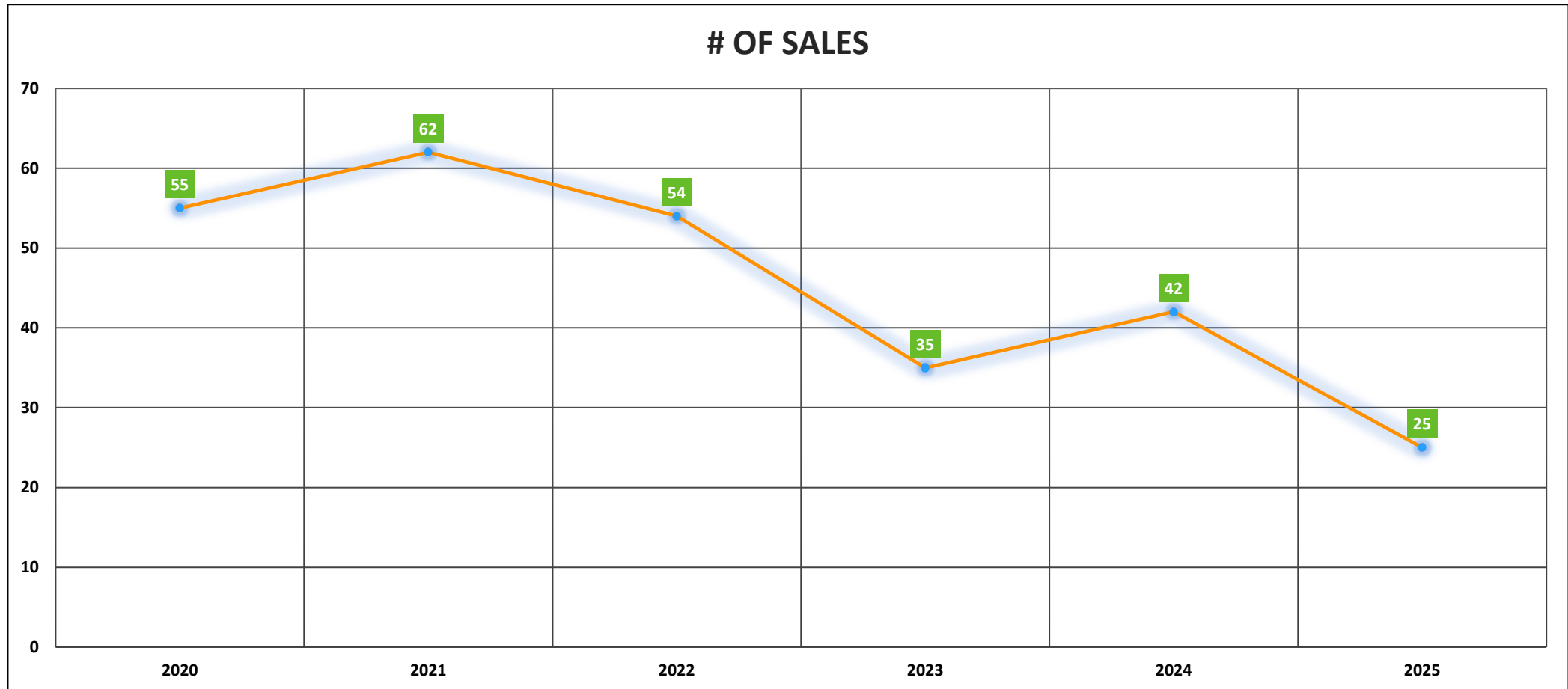




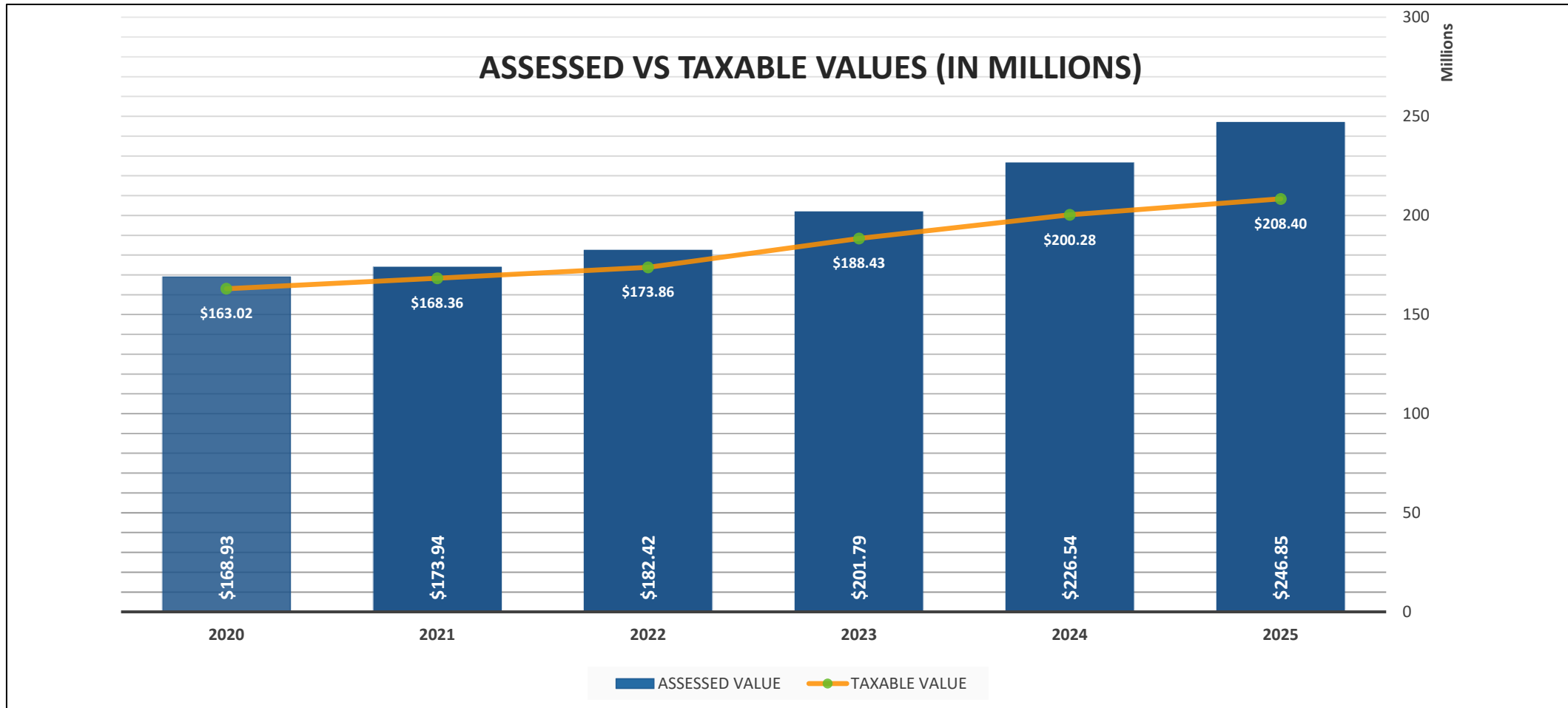
MIDDLETON MARKET TRENDS (2020-25)



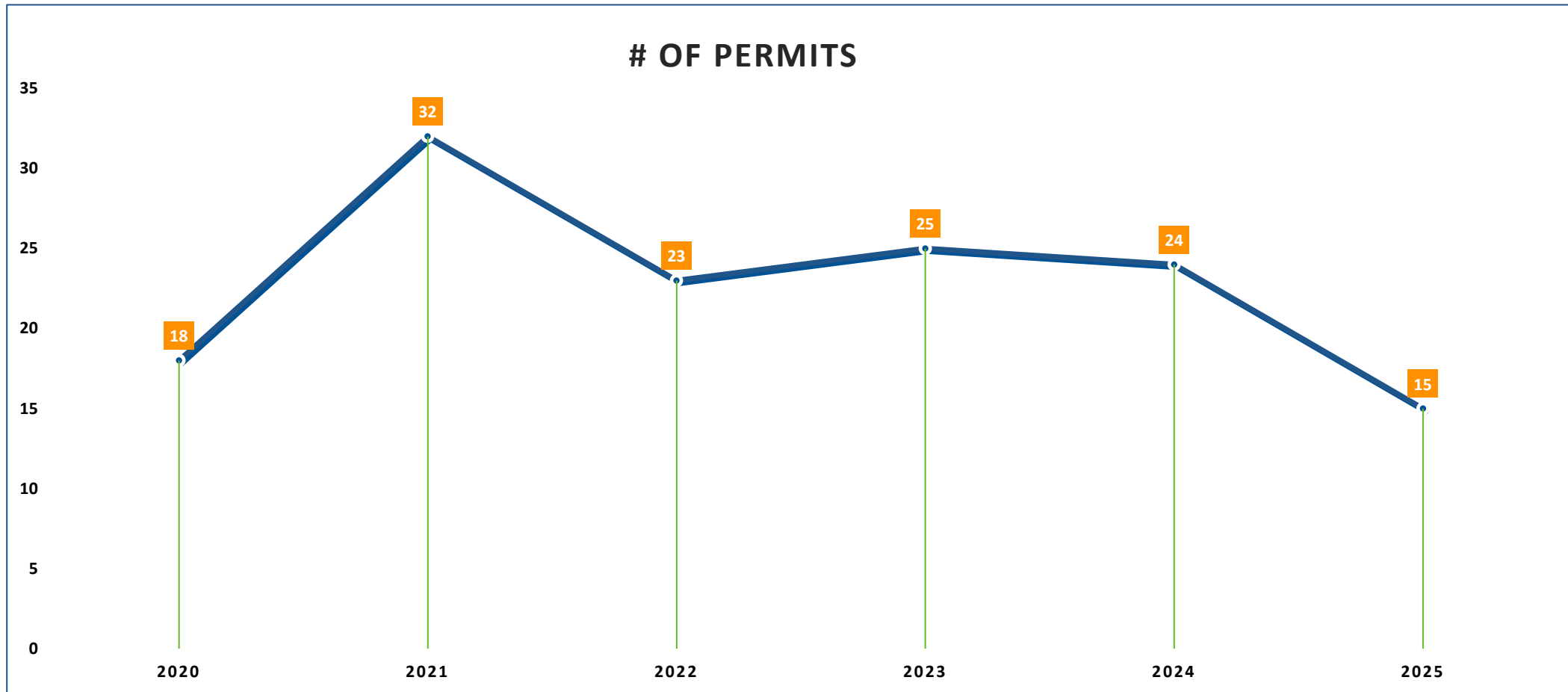
SALES



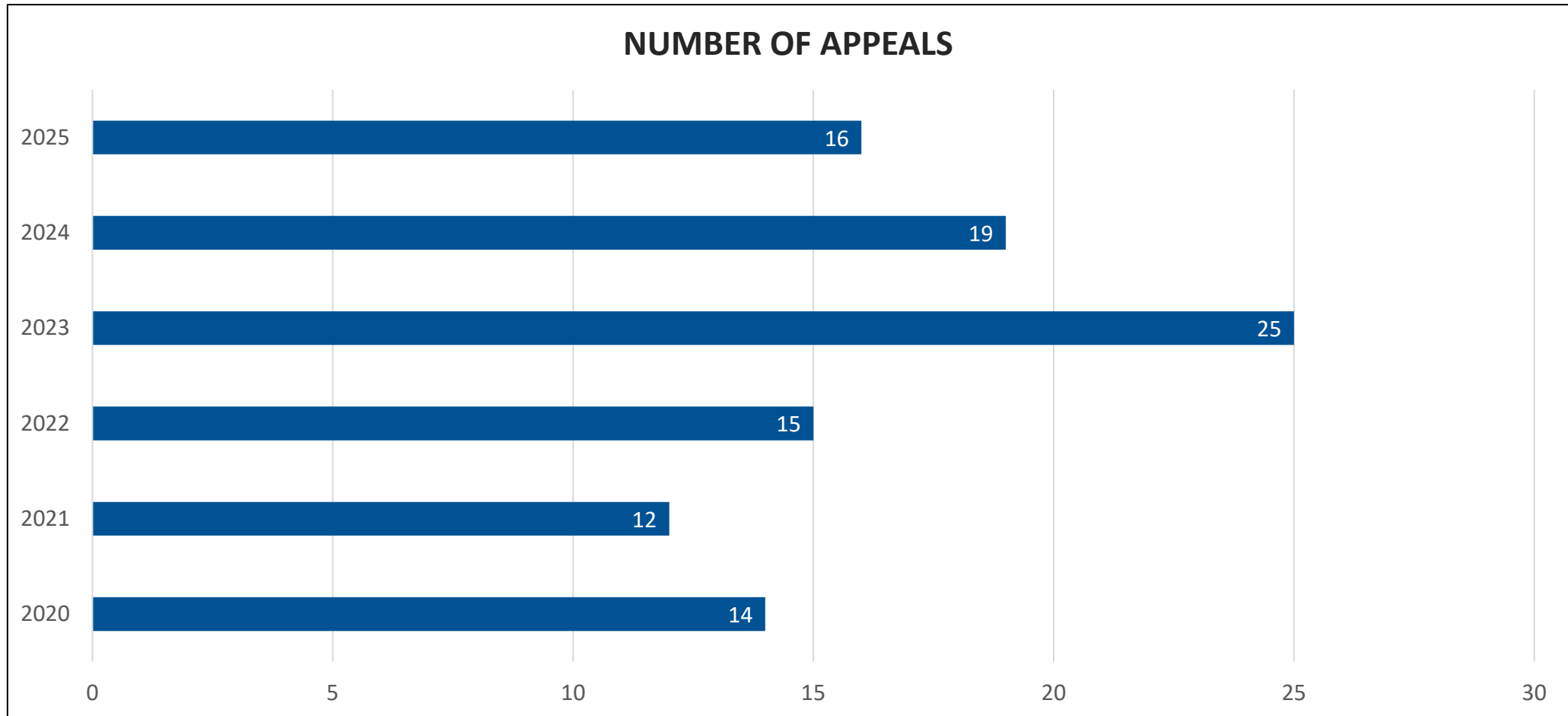
ASSESSED & TAXABLE VALUES



BUILDING PERMITS



APPEALS





PROGRAMS WE ADMINISTER



CAPPED ASSESSMENT PROGRAM

- PVSC administers the Capped Assessment Program (CAP) on behalf of the Province.
- The program places a 'cap' on the amount that the taxable assessment for eligible residential property can increase year over year based on the Nova Scotia Consumer Price Index (CPI).

| 2024 PROPERTY ASSESSMENT | | | | |
|--------------------------|---|--|-------|---|
| Classification | Assessed Value | *Capped Assessment | Acres | Taxable Assessed Value |
| RESIDENTIAL TAXABLE | \$192,600 <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 5px auto;">Assessed value reflects the market value and state of the property</div> | \$153,000 <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 5px auto;">Capped assessment reflects the change of NS CPI</div> | | \$153,000 <div style="border: 1px solid green; padding: 5px; width: fit-content; margin: 5px auto;">Taxable assessed value is what is used to determine property taxes</div> |
| 2024 TOTAL | \$192,600 | | | \$153,000 |

SEASONAL TOURIST BUSINESS PROGRAM

- Program administered on behalf of the Province.
- Annual application must be submitted to PVSC no later than September 1.
- PVSC sends a copy of the application to properties that were eligible the year before.
- We engage with Tourism Industry Association of Nova Scotia to share information.
- Designated participants receive a **25% tax reduction** specific to the commercial component of their business.

ELIGIBILITY

- ✓ A restaurant, roofed accommodation or campground.
- ✓ Closed for at least four months in the taxation year (does not need to be in succession).
- ✓ Operated by the property owner or listed close relatives.
- ✓ Properties with more than one business must be used mainly for the seasonal business.



2026 MARKET INSIGHTS AND TRENDS



SNAPSHOT OF 2024 MARKET ENVIRONMENT

| | |
|---|--|
| <p>April 30, 2024</p> <p> CBC</p> <p>Nova Scotia sees busiest 1st quarter on record for housing starts</p> | <p>May 14, 2024</p> <p> <i>all NOVA SCOTIA</i></p> <p>Pressure on city grows as homeless tally rises</p> |
| <p>May 16, 2024</p> <p> CBC</p> <p>Large Halifax landlords report double-digit operating income growth in first quarter of 2024</p> | <p>June 5, 2024</p> <p> <i>all NOVA SCOTIA</i></p> <p>This summer looks good for hotel operators</p> |
| <p>June 20, 2024</p> <p> CBC</p> <p>Hot maritime housing bucks the national chill</p> | <p>July 3, 2024</p> <p> <i>all NOVA SCOTIA</i></p> <p>Leasing picks up in troubled office market</p> |
| <p>July 11, 2024</p> <p></p> <p>Rents grow at slowest pace in a year: report</p> | <p>December 12, 2024</p> <p> <i>all NOVA SCOTIA</i></p> <p>Interest savings boost November home sales</p> |

HOUSING MARKET TRENDS

NSAR 2024 Housing Report

- MLS Home Price Index composite **benchmark price was \$405,300** in December 2024, a **4% increase** from December 2023.



+16.9%
increase
in home
sales



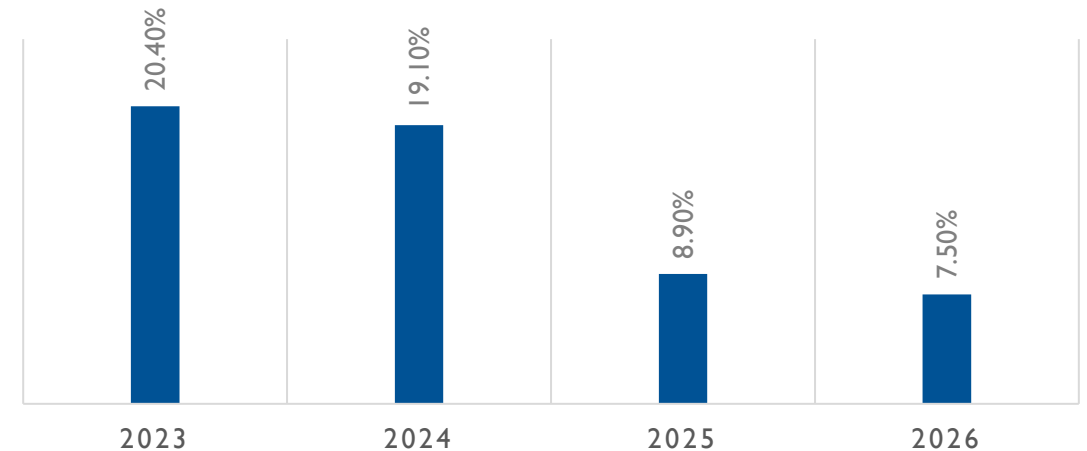
+9.2%
increase
in new
listings



+6.9%
increase in
average
home price

PVSC 2026 Reassessment Insights

PROVINCIAL % CHANGE IN TOTAL ASSESSMENT FROM PRIOR YEAR



+8% average market increase - residential
+6% average market increase - commercial

Note: Figures are preliminary. All values are subject to change.

FINALIZING THE 2026 ASSESSMENT ROLL

- Review and inspect building permits
- In-depth review of specific property types and geographical areas
- Final roll statistics analysis
- Preliminary commercial engagement (select properties)
- Delivery of assessment roll on or before December 31 – **now booking council presentations!**



Assessors have marked vehicles, PVSC-issued ID, and wear high-visibility vests.

When visiting *active* construction sites, they also wear appropriate safety gear.

CONTACT INFORMATION



Municipal Staff
Service Desk
1-800-380-7775
servicedesk@pvsc.ca



Property Owners
Contact Centre
1-800-380-7775
inquiry@pvsc.ca



Website
pvsc.ca



THANK YOU

QUESTIONS?

A regular monthly meeting of Middleton Town Council was held in-person at the Town Hall, via Facebook Live on Monday, September 15, 2025, starting at 7:00pm.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors Sandra Fournier (arrived at 6:28 p.m.), Bernadette Knapp, John Bartlett, Jonathan Archibald and Dan Smith; Chief Administrative Officer, Ashley Crocker; and Recording Secretary, Sara Marceau.

Also in Attendance: John Andrew and three (3) citizens

1. **CALL TO ORDER**

Mayor Smith called the meeting to order at 6:25 p.m.

2. **APPROVAL OF THE AGENDA**

250915.01 It was moved and seconded that Council approve the agenda as circulated.
Motion carried.

3. **SECOND READING**

RFD 048-2025 Land Use Bylaw for Parking Requirements

Town Planner Fuller explained the parking requirements very clearly during the public hearing.

250915.02 Be it resolved that the Council of the Town of Middleton give Second Reading to the Land Use Bylaw amendments to reduce the parking requirements to 0.5 spaces per unit for all dwellings within the defined town core and Commercial Downtown zone, and to 0.8 spaces per unit for all multi-unit dwellings (3+ units) town wide and add Schedule B to the LUB. **Motion carried.**

4. **PRESENTATIONS**

John Andrew from Valley Connect Outreach Association gave a brief presentation and answered questions.

Upon several questions from the Council, John Andrew stated that:

- Middleton Outreach was open every day last year. This year, it's open on Monday, Thursday, and Saturday.
- 8-10 individuals stay overnight on average at the Kentville shelter
- The maximum capacity at the Middleton Outreach is 15 to 20 individuals.

- If individuals stop by and there is nothing available overnight, volunteers direct them to the buses; the RCMP used to transport individuals to their location.
- The focus at Middleton Outreach is on individuals with addictions
- Middleton Outreach tries to be a resource for non-drug-related issues also.
- Valley Connect Outreach still not part of Open Arms
- The shelter in Kentville is located across from the Cornwallis Inn
- Anyone would be welcomed at the Kentville Shelter

5. PROCLAMATIONS

Mayor Smith proclaimed September 30, 2025, as Truth and Reconciliation Day in Middleton.

6. APPROVAL OF THE MINUTES

6.1 Approval of the Previous Meeting Minutes

2025.07.14 Council Meeting Minutes
2025.07.14 In-Camera Meeting Minutes
2025.09.02 Special Council Meeting Minutes
2025.09.02 In-Camera Meeting Minutes

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

7. ANYTHING BY CITIZENS

A citizen from Pinecrest Drive inquired about installing a cement median at Rotary Park to prevent individuals from damaging the parking lot. Councillor Bartlett stated that while a gate would help reduce the problem, it would not eliminate it. Deputy Mayor Marshall stated there is nothing to deter these individuals from doing it and noted that Staff Sergeant Maxwell has repeatedly urged everyone to report everything they see.

Councillor Archibald stated that there is no practical way to upload a video to the police department's website.

CAO Crocker reminded citizens that the Police Advisory Board meeting is scheduled for this Thursday, September 18th at 11 a.m. in Middleton Town Council Chambers, and the public is welcome to attend.

8. NEW BUSINESS

8.1 **RFD 049-2025 Appointment List Update**

CAO Crocker provided an update on the Appointment List.

250915.03 It was moved and seconded that Council, on recommendation from the CAO, appoint Ashley Gervais as the Town's Dangerous and Unsightly Administrator. **Motion carried.**

250915.04 It was moved and seconded that Council approve the Appointment List, as presented. **Motion carried.**

8.2 RFD 050-2025 Letter to Minister LeBlanc re: Unhoused

CAO Crocker provided a brief overview of the letter to Minister LeBlanc regarding the unhoused population in Middleton and noted that the emergency overnight shelter will not be operating this winter in Middleton.

CAO Crocker also provided a brief overview of the PID that was asked about at the July Council meeting for a tiny home development. She noted that the Town would have no management responsibilities. CAO Crocker provided an overview of the path forward for the PID (subdividing, etc.) that the Town Planner put together. CAO Crocker requested that Council provide directions on how staff should proceed with the request.

A lengthy discussion took place.

Councillor Bartlett inquired whether any communication has been received from the Province regarding the Property Opportunity Notices (PON). CAO Crocker stated that only one location has been communicated and approved by the province to date.

Deputy Mayor Marshall requested that CAO Crocker follow up with the province regarding their existing properties, before the Council considers selling or leasing a Town-owned PID for the purposes of a tiny home development. The rest of the Council agreed.

Council made the following recommendations for the draft letter presented:

- A copy of the letter should be sent to MLA David Bowlby and the Premier
- The final paragraph should include specific recommendations on what the Town would like to see happen – such as a meeting with the province

250902.05 It was moved and seconded that Council approve sending the attached response letter to The Honourable Colton LeBlanc, Minister of Growth and Development and Minister Responsible for the Nova Scotia Provincial Housing Agency. **Motion carried.**

8.3 RFD 051-2025 Letter to Minister of Justice re: NSFM meeting on policing

CAO Crocker provided a brief overview of the letter to the Minister of Justice.

250915.06 It was moved and seconded that Council approve sending the attached letter to The Honourable Becky Druhan, Minister of Justice and Attorney General.

8.4 Town General and Water Utility Financial Report as of end June 2025

CAO Crocker provided a brief overview of the Town General and Water Utility Financial Reports as of end June 2025.

8.5 2025-26 Capital Projects Update

CAO Crocker provided a brief overview of the 2025-26 Capital Projects Update.

9. REPORTS

- 9.1 Management Report
- 9.2 Middleton Fire Department Dispatch Report for July
- 9.3 Middleton Fire Department Dispatch Report for August
- 9.4 Valley REN LOC Jul 14/25 DRAFT Minutes
- 9.5 Valley Regional Services Board Meeting Jul 16/25 Meeting Minute
- 9.6 Audit Committee Meeting Aug 18/25 DRAFT Minutes
- 9.7 Mayor's Report

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

Councillor Smith asked if it would be possible to receive a financial report for each of our major events such as the Heart Run / Century Ride. CAO Crocker indicated that staff plan to bring these forward once all costs are reconciled to the accounting system.

10. ANYTHING BY MEMBERS

Councillor Archibald inquired about the new fire department 4x4 truck and asked what will happen to the old truck, as it appears to be in reasonable condition.

ACTION: CAO Crocker to follow up with DPW Verran and Fire Chief Toole and provide an update.

Councillor Smith inquired about the website redesign and asked about the timeline.

ACTION: CAO Crocker and Communications and Events Coordinator Pearson will discuss the transfer from the old system to the new one with the developer.

Councillor Smith thanked the Public Works Department for re-grading Rotary Park but noted that, unfortunately, individuals have vandalized it again by doing spinouts.

Councillor Smith inquired about the absence of administrative staff at the local police detachment. CAO Crocker explained that there are only a few administrative staff, and due to some unforeseen vacancies, the RCMP is working to fill the positions.

ACTION: CAO Crocker will follow up.

Councillor Smith asked if it would be possible to receive more frequent updates on staffing matters.

ACTION: CAO Crocker will follow up and provide an update.

Deputy Mayor Marshall stated that both he and Deputy Fire Chief Scott Veinot attended the Canadian Fallen Firefighters Memorial in Ottawa on September 6th to honor Harold Edgar Ray. Courage magazine will be publishing a story on Firefighter Ray.

Deputy Mayor Marshall also attended the Middleton Fire Department and the Middleton Rink Dance.

Deputy Mayor Marshall reported that a streetlight is out at 352 Main Street and King Street. He also noted receiving complaints about the old Bistro property being unsightly, with concerns including overgrown weeds and the presence of rats. Additionally, Connaught Avenue is currently experiencing brown water issues. CAO Crocker noted that Dangerous and Unsightly Complaints need to be filed with Town Hall. She will follow up with Public Works on the streetlight and the brown water issues.

Councillor Knapp stated that a resident inquired about the possibility of a sidewalk extending from the end of Gates Avenue, along Center Street, to Victoria Street. CAO Crocker noted that a sidewalk project at that location is not in the budget for this year, and that future sidewalk projects need to be prioritized based on several factors.

Councillor Knapp noted that a derelict car has been on Town property near Bruce's Collision throughout the summer. She also inquired about the possibility of installing crosswalk flags at the crosswalk on Commercial Street in front of Home Hardware.

ACTION: CAO Crocker will investigate the matter.

11. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:15pm.

Mayor

Recording Secretary

A Special Town of Middleton Council Meeting was held at the Town Hall, via Zoom and Facebook Live on Monday, October 6, 2025.

PRESENT

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

1. CALL TO ORDER

Mayor Smith called the meeting to order at 8:55pm.

2. APPROVAL OF THE AGENDA

251006.01 It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. NEW BUSINESS

3.1 RFD 054-2025 Award of Tender for Fire Department 4x4 Truck

251006.02 It was moved and seconded that Town Council approve a supplemental budget of \$150,000 (before HST) for the replacement of the Fire Department's 2007 utility truck. **Motion carried.**

251006.03 It was moved and seconded that Council award the tender for a new 1-ton 4x4 truck to Bruce GM for \$84,791.01 (including HST).

3.2 RFD 056-2025 Reservoir Construction Change Order #3

251006.04 It was moved and seconded that Council authorize and approve Changer Order #9 for the New Reservoir Project as presented totaling \$156,929.33 including HST. **Motion carried.**

4. IN CAMERA

251006.05 It was moved and seconded to adjourn the meeting and move to in-camera at 8:57pm. **Motion carried.**

251006.06 It was moved and seconded to move out of camera at 9:20pm. **Motion carried.**

5. ADJOURNMENT

The Mayor declared the meeting adjourned at 9:21pm.

MAYOR

RECORDING SECRETARY

DRAFT

**REQUEST FOR DECISION
Middleton Logo Change
RFD#: 052-2025**



To: COTW and Town Council
From: Gina Pearson, Communications and Events Coordinator
Date: October 6, 2025, and October 20, 2025
Subject: Middleton Logo Change

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Appendix A - Logo 1, 1.1 and 1.2
- Appendix B – cost implications

Legislation

- N/A

Recommendation

That Council approves the use and implementation of the new logo and its variations.

Background

The Town of Middleton’s current logo was created more than 20 years ago. At the time, the design reflected the community’s image and style preferences; however, the logo no longer aligns with modern standards of accessibility and branding. The scripted font used in the current logo is difficult to read, particularly in digital applications, and does not meet best practices for accessible communication.

As the Town continues to evolve, it is important that its brand identity remains relevant, inclusive, and representative of the community. A refreshed logo will provide a modern, versatile design that supports accessibility, enhances recognition across print and digital platforms, and better reflects the Town’s current brand.

To maintain a connection to the Town’s history and past branding, the original heart element will be preserved within the new design. While the font styles will be updated to ensure accessibility and readability, the heart will continue to serve as a recognizable and meaningful symbol of Middleton, including our slogan, “Heart of the Valley”.

**REQUEST FOR DECISION
Middleton Logo Change
RFD#: 052-2025**



Financial Implications

See Appendix B.

Strategic Plan/Operating Plan Alignment

| Check Applicable | Strategic Priority Area | Comments |
|------------------|------------------------------|---|
| | Environment | |
| | Infrastructure | |
| | Economy | |
| X | Community | Updating the Town’s logo fosters an inclusive, accessible, and modern brand identity that reflects Middleton’s values, history, and sense of belonging. |
| | Governance | |
| | Council Strategic Initiative | |

Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

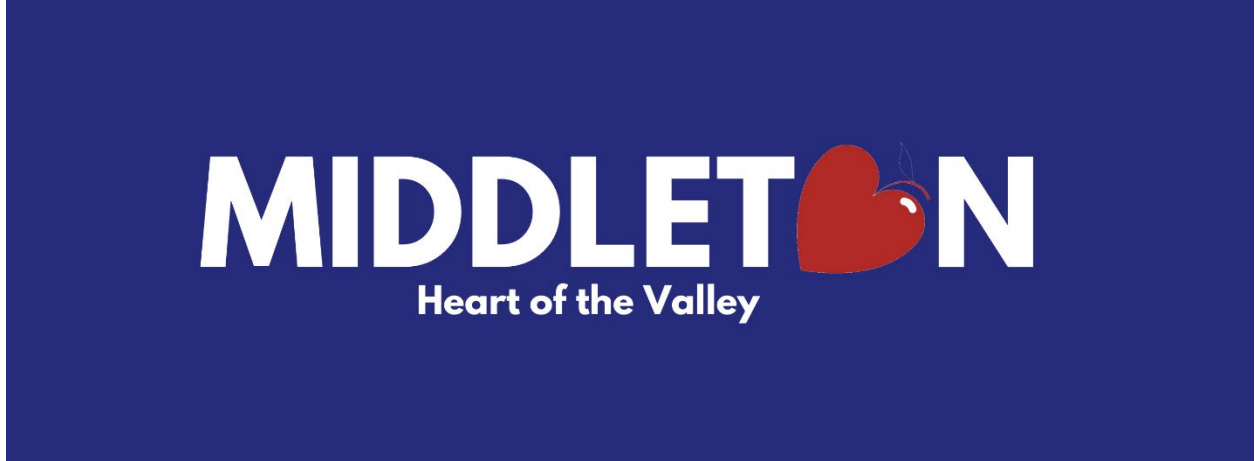
The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: October 20, 2025

Appendix A

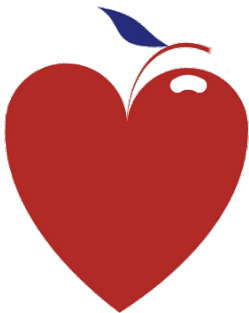
Logo 1: *Note* The background in this example has been set to blue to ensure the white font is visible. In practice, the font normally appears on a transparent background.



Logo 1.1:



Logo 1.2



Appendix B

The transition to a refreshed Town of Middleton logo will have minimal financial impact. Most existing applications either do not feature the current scripted logo or already use the heart symbol with accessible font. There is signage throughout Town that is aging, which features the current logo. Currently, the logo is not a prominent header on the signage and can be replaced as needed. Note that the items listed below are categorized by priority level (**high**, **medium**, **low**) for adaptation of the new logo, or replacement. These are the signs that exist with the current logo. Items not mentioned do not have a logo and/or signage.

| Item | Description | Priority | Estimated Cost |
|---------------------------------------|---|----------|--|
| Print and Digital Media | Town letterhead, website, Facebook page, etc. | | The updated logo will be applied to new materials as they are created, so no additional reprinting costs are expected. |
| Town Vehicles | Current decals already use the heart symbol with a sans serif font. | | No replacements are required at this time. |
| Street Signs and Welcome Signs | These signs primarily display the heart symbol rather than the scripted font. | | The colours remain consistent and in good condition, so no replacement costs are anticipated. |
| Community Kiosks | No logos are currently displayed, so no changes are needed. | | None. |
| Future Signage | Planned signage at Wetlands Park will incorporate the new logo. | | As these signs have not yet been produced and are already budgeted, no additional costs are anticipated. |
| Brochures | A few outdated brochures contain the current logo; however, these were already scheduled for updates with refreshed information and graphics. | | The town already has an small advertising budget that can be used to replace some of these brochures. |
| Apparel | Staff have already begun incorporating the new logo into summer apparel and promotional items. | | No immediate purchases are required, aside from shirts for Council, which are estimated at \$30–\$60 each . |
| Business Cards | Current business cards feature the existing logo. They can be replaced gradually as staff use remaining stock. | | The cost to replace 500 cards is estimated at \$50–\$150 . |
| Billing | Bills to residents are printed as needed (tax bills and water bills). | | The logo can be updated within the billing system at no additional cost. |

Existing signage: The current logo appears in the following locations:

| Item | Description | Priority | Estimated Cost |
|---|--|----------|---|
| Water clock | New clock faces display the current logo. | High | Undetermined – the Town Clock has been challenging to fix given there is only 1-2 individuals that can perform this work. |
| Infographic by Water Clock | Features the current logo but it is aging. | High | Replacement will only be considered when repairs are required. |
| Riverside Park: Memorial Tree Grove Sign | The logo appears at the bottom. | Medium | Replacement, depending on materials and size, could cost \$300–\$700 . This signage also doesn't have accessible font. |
| Riverside Park – Entrance Signage | Features the logo near the bottom and is visibly aged and faded. | Medium | Replacement of both signs could range from \$300–\$700 per board. |
| Riverside Park No Smoking Sign | A small sign with the current logo. | High | Replacement is not urgent but would cost \$50–\$150 . |
| Brush Dump Sign | Features the logo at the top. | Medium | The old logo could be painted over and replaced with a decal at a cost of \$35 . |
| Rotary Park – All Wheel Park Sign | Outdated sign displaying the current logo. | Low | Replacement is estimated at \$200–\$350 . The information on this sign is already expired. |
| Arena and Pool Directional Sign | Features a small logo that is weathered. The pool and arena both have their own logos. | High | This sign could either be painted over at no cost or replaced with a lower-cost option. |

Overall, the costs associated with updating the logo are low, as changes will be phased in through regular updates and replacements, and the transition to the new logo will be quite easy and seamless.

REQUEST FOR DECISION
Interest Rate on Overdue Taxes and Fees
RFD#: 053-2025



To: COTW and Town Council
From: Kevin Matheson, Contract Accountant
Date: October 2, 2025 and October 20, 2025
Subject: Interest Rate on Overdue Taxes and Fees

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Budget Resolution passed by Council on July 14, 2025

Legislation

- *Municipal Government Act - Section 113*

Recommendation

The Council approve charging an interest rate of 1.5% per month, or any portion thereof, on all outstanding balances of taxes and other charges on the tax roll, effective November 1, 2025.

Background

The Town of Middleton does not have a By-law or Policy as to the amounts to be charged nor the method of determining the amount to be charged for overdue taxes and fees. The practice has been to include the rate in the annual Operating Budget resolution (attached). The most recent resolution included the following language:

“That an interest rate of 24% per annum, compounded, be charged on the 2025-26 final tax bills still outstanding after the last business day of September, 2026”

The wording of the resolution is problematic for several reasons. First, it appears that there is an error in the date. It should read “last day of September 2025”. If not fixed, no interest could be charged until the taxes are past-due for a full year. Second, it only applies to the current taxes, not those still outstanding from prior years. Third, it is different than the internal process that has been in place for many years. The actual practice is to charge 2% per month, or any portion thereof, on the first day of each month. This results in an effective annual rate of 26.824%.

REQUEST FOR DECISION
Interest Rate on Overdue Taxes and Fees
RFD#: 053-2025



Further, there is an inconsistency of rates between taxes and water rates. The Water Utility currently charges 1.5% per month, or any portion thereof, on overdue balances. The interest rate for the Utility has been set for the next 2.5 years by the Nova Scotia Regulatory and Appeals Board.

When comparing the Town’s rate to the closest towns and counties, Middleton has the highest rate for overdue taxes. Berwick and Annapolis Royal both use 1.5% per month, while Annapolis and Kings Counties use 1% per month.

The guiding principle for setting the level of such penalties should be that they should be high enough to incentivize prompt payment of accounts, without placing an undue burden on taxpayers who may miss a payment for a short period of time. Rates of 1.25% or 1.5% per month would appear to be in that range. To be consistent across our billings, staff is recommending 1.5%, the same as in use by the Water Utility.

Financial Implications

While such a change would reduce our revenue from interest and penalties, it may help some ratepayers get back on schedule with their payments.

Strategic Plan/Operating Plan Alignment

| Check Applicable | Strategic Priority Area | Comments |
|------------------|------------------------------|---|
| | Environment | |
| | Infrastructure | |
| x | Economy | Current rate is out of step with market rates |
| | Community | |
| | Governance | |
| | Council Strategic Initiative | |

REQUEST FOR DECISION
Interest Rate on Overdue Taxes and Fees
RFD#: 053-2025



Alternatives

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: October 20, 2025

TOWN OF MIDDLETON

**TAX RATE RESOLUTION
2025/26**

BE IT RESOLVED THAT Town Council estimates that the sum required for the lawful purposes of the Town for the year 2025/26, after crediting probable revenues from all sources, other than the rates for the year, is the sum of \$4,996,706 and;

FURTHER RESOLVED that Town Council hereby authorizes the levying and collection of a rate for the current year of **\$4.300 per \$100** on the value of the property assessed in the assessment roll as **Commercial property and Business Occupancy** and **\$1.820 per \$100** on the value of the property assessed in the assessment roll as **Residential and Resource property**, the rate of **\$3.14 per acre** for property assessed in the assessment roll as **Farm Acreage**, and the rate of **\$3.23 per \$100** on the value of the property assessed in the assessment roll as **Seasonal Tourist Businesses**, and a sewer service charge of a **flat fee of \$250** plus an additional rate of **\$0.13 per \$100** on the value of the property assessed in the assessment roll as **taxable Residential and Commercial property** on which any building is connected to the sewage system of the Town, and a **fire protection rate of \$0.13** per \$100 on the value of all properties assessed in the assessment roll, these being the rates the Council deems sufficient to raise the sum to defray the expenditures of the Town for the current year and;

FURTHER RESOLVED that the rates and taxes be due and payable the last business day of September 2025 and;

FURTHER RESOLVED that an interest rate of 24% per annum, compounded, be charged on the 2025-2026 final tax bills still outstanding after the last business day of September 2025 and;

FURTHER RESOLVED that a **sewer usage rate of \$0.917 per one cubic meter** of water consumed by tax exempt properties, which are not paying full grants in lieu of taxation, be levied in accordance with the Sewer Service Charge Bylaw for the year 2025-2026.

Passed in open Council this 14th day of July 2025.

MAYOR

CAO

CERTIFICATE

I hereby certify that the foregoing is a true copy of a resolution of the Council of the Municipal Corporation of the TOWN of MIDDLETON passed at a meeting of said Council duly called and held on 14th day of July A.D. 2025 at which a quorum of the Council was present and voting.

CLERK

REQUEST FOR DECISION
Dangerous and Unsightly Policy
RFD#: 055-2025



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: October 6, 2025 and October 20, 2025
Subject: Dangerous and Unsightly Policy

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Draft Dangerous and Unsightly Policy
- Current Dangerous and Unsightly Policy

Legislation

- MGA, Section 344-353
- MGA, Section 41

Recommendation

That Council approve the proposed revisions to the Dangerous and Unsightly Premises Policy.

Background

The Town of Middleton signed an agreement with the County of Annapolis in July 2025 for the County of Annapolis to perform bylaw enforcement services for the Town. This would include enforcement of Dangerous and Unsightly Premises. In discussions with the County, the suggestion was made for the Town to update its bylaws/policies to match that of the County (so long as this made sense for the Town) so that the Bylaw Enforcement Officers could apply the same rules throughout all the areas they cover.

On September 15, 2025, Ashley Gervais (County of Annapolis Special Constable and Bylaw Enforcement Officer) was appointed as the Town of Middleton's Dangerous and Unsightly Administrator. This role was previously held by the CAO and/or Director of Public Works.

Staff have reviewed the County of Annapolis' Dangerous and Unsightly policy, and it is very similar to the Town's. Staff are recommending changing the wording to match the County's policy, so it is clearer to the bylaw enforcement officers.

REQUEST FOR DECISION
Dangerous and Unsightly Policy
RFD#: 055-2025



Some notable changes include:

- The Town’s current policy explicitly stated that Council delegated authority to an employee of the Town – this wording was removed.
- The Administrator will submit a report to Committee of the Whole at least once quarterly under the updated policy (the current policy required it monthly). Committee of the Whole can always request more frequent reports if necessary.
- The current policy required remedy of dangerous or unsightly premises within 15 days. This is usually not possible. This wording has been updated to: “The notice shall state what is required to remedy the unsightly or dangerous condition and require them to contact the administrator or an investigator within thirty (30) days of the date of the notice.”

This presentation to Committee of the Whole serves as notification to Council that this policy will be brought forward for Council’s consideration at the October 20, 2025 meeting.

Financial Implications

- N/A

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
Dangerous and Unsightly Policy
RFD#: 055-2025



Alternatives

N/A

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: October 20, 2025

DANGEROUS OR UNSIGHTLY PREMISES POLICY

| | |
|-----------------------|----------------------------|
| Effective Date | Approved by Council |
| 2019.12.16 | Motion # 191216.03 |

1. PURPOSE

- 1.1 It is the desire of the Council that every property in the Town of Middleton be maintained such that the property is not dangerous or unsightly. This policy describes the delegation of authority and processes to carry out municipal responsibilities for unsightly and dangerous properties as provided in the *Municipal Government Act*.

2. AUTHORITY

- 2.1 Sub-section 3(r) of the *Municipal Government Act* defines “dangerous or unsightly.”
- 2.2 Section 41 of the *Municipal Government Act* provides that the chief administrative officer may designate a county employee to be the administrator responsible for dangerous and unsightly premises provisions of the Act.
- 2.3 Part XV of the *Municipal Government Act* provides authority for:
- 2.1.1 Council to delegate its authority for acting in circumstances of unsightly and dangerous premises, except authority to order demolition;
 - 2.1.2 Orders to be issued to remedy dangerous or unsightly conditions and how they are provided to property owners;
 - 2.1.3 Undertaking the work to remedy conditions if the property owner does not act and to recover the costs;
 - 2.1.4 Fines to be imposed on property owners permitting dangerous or unsightly conditions;
 - 2.1.5 Requiring an unsafe property to be vacated;
 - 2.1.6 Administrator to enter and inspect properties;
 - 2.1.7 Twice yearly reports to council; and
 - 2.1.8 Property owners to appeal an order of the administrator to council.

3. DEFINITIONS

- 3.1 Terms used in this policy shall have the same meaning as in the *Municipal Government Act*, or as their context applies according to a dictionary of the English language.

4. DELEGATION

- 4.1 Council delegates its authority to act regarding dangerous and unsightly premises to the administrator, except the authority to order demolition.
- 4.2 Council delegates its authority to hear appeals and order demolition of dangerous or unsightly premises to the Committee of the Whole.
- 4.3 When public safety requires immediate action, the administrator may act as necessary to eliminate danger as quickly as possible including removal of a dangerous structure or condition. Such circumstances do not require Council to issue an order for demolition.

5. REPORTS OF DANGEROUS OR UNSIGHTLY PROPERTIES (STEP 1)

- 5.1 Any resident or ratepayer may report a dangerous or unsightly property. Each report will be recorded on a form for this purpose and followed up with an initial inspection within fourteen (14) days.
- 5.2 Complaints shall be considered confidential but are subject to Part XX of the *Municipal Government Act*, Freedom of Information Protection of Privacy.

6. INVESTIGATIONS AND NOTICES REGARDING DANGEROUS OR UNSIGHTLY PROPERTIES (STEP 2)

- 6.1 The administrator or investigator shall determine, based upon the site inspection report prepared by an investigator or by personal inspection, whether the property is dangerous or unsightly.
- 6.2 If the administrator determines a property is not dangerous or unsightly, no action will be taken.
- 6.3 If the administrator determines a property is unsafe, the administrator may make an order to have the property vacated.
- 6.4 If the administrator determines a property is dangerous or unsightly, they shall advise the property owner by notice delivered by mail, courier, posting or personal service (or combination). The notice shall state what is required to remedy the unsightly or dangerous condition and require them to contact the administrator or an investigator within thirty (30) days of the date of the notice.

- 6.5 The administrator or an investigator shall advise of the action taken on a complaint to the complainant who reported the dangerous or unsightly condition.
- 6.6 At least quarterly, an information report shall be submitted by the administrator to Committee of the Whole summarizing complaints, actions taken, and status with respect to dangerous or unsightly premises.

7. ISSUING ORDERS REGARDING DANGEROUS OR UNSIGHTLY PROPERTIES (STEP 3)

- 7.1 When the administrator is proposing council issue an order for demolition, at least seven (7) days' notice shall be provided to the property owner specifying the date, time and place of the meeting at which the order will be considered. The property owner(s) shall be given the opportunity to appear and be heard before any order is issued.

8. DEMOLITION ORDERS

- 8.1 In this Policy, "an order to demolish" includes an order to completely remove or demolish a building.
- 8.2 In the event that the Administrator determines that the property is dangerous or unsightly, and is of the opinion that to remedy the condition demolition is necessary, the owner shall be given not less than seven (7) days notice of the date, time, and place of the Council meeting at which the making of such order will be considered by Council.

9. COURT ORDERS

- 9.1 Notwithstanding any other provisions of this policy, the municipality may apply to a court of competent jurisdiction for a declaration that a property is dangerous or unsightly and / or an order requiring necessary work to remedy the condition.

10. CHARGES AND PENALTIES

- 10.1 When a property owner fails to comply with an order and the administrator determines it is necessary for the municipality to carry out the specified work, the costs (plus interest) shall be recovered from the property owner in the manner provided under the *Municipal Government Act* and as may be amended from time to time (currently section 507).



10.2 When the property owner fails to comply with an order within the specified time, the owner may be charged a penalty pursuant to the powers granted under the *Municipal Government Act* and as may be amended from time to time (currently sub-section 348(4)).

11. NOTIFICATIONS TO COUNCILLORS

11.1 The administrator shall notify the councillor of the area by phone or email (as appropriate) prior to issuing a notice or order. A copy of all correspondence shall also be provided to the councillor.

12. REPEAL

12.1 The previous policy A 2.4 “Dangerous and Unsightly Premises” dated August 3, 1999 and amended August 8, 2006 is hereby repealed.

I, _____, **Chief Administrative Officer of the Town of Middleton**, do hereby certify that the Policy, of which the foregoing is a true copy, was duly passed at a duly called meeting of the Town Council of the Town of Middleton held on the 20th day of October 2025.

Chief Administrative Officer

| Policy Adoption | |
|---------------------------------------|------------------|
| Date of 7-day notification to Council | October 6, 2025 |
| Date of Approval | October 20, 2025 |

| | |
|--|-------------------------------------|
| TOWN OF MIDDLETON | |
| CODE A - GENERAL ADMINISTRATION | |
| Subject: Dangerous or Unsightly Premises Policy | Number: 4.7 |
| Coverage: Staff & Council | Approved by: Council |
| Effective Date: December 16, 2019 | Revision Date: July 15, 2024 |

1. Purpose

- 1.1. This policy is entitled the “Dangerous or Unsightly Premises Policy”.
- 1.2. It is the desire of the Council that every property in the Town of Middleton be maintained such that the property is not dangerous or unsightly. This policy defines the manner of action the Town of Middleton will undertake where a property is alleged to be dangerous or unsightly.
- 1.3. Dangerous or unsightly premises and/or properties subject to these policies as set out in Section 3(r) of the Municipal Government Act of Nova Scotia.
 - a. Property Owners subject to this policy will be as set out in Section 3(ay)(ii) of the Municipal Government Act of Nova Scotia.
 - b. The meaning of words and phrases herein shall have the same meaning as set out in the Municipal Government Act of Nova Scotia.

2. Delegation

- 2.1. Council delegates its authority to issue dangerous or unsightly premises orders to the Administrator of Dangerous or Unsightly Premises, an employee of the Town designated by the Chief Administrative Officer to be responsible for the dangerous or unsightly premises provisions of the *Municipal Government Act* or successor legislation.
- 2.2. Council reserves the authority to issue dangerous or unsightly premises orders in instances in which an order to demolish is being considered, and to hear appeals of orders issued by the Administrator or the Council.

3. Report of Dangerous or Unsightly Conditions

- 3.1. The reporting of a dangerous or unsightly property can be made by a resident, rate payer, or staff of the Town of Middleton or by the Administrator. The report of an unsightly property made by a resident or rate payer of the Town will be accompanied by the name of the person reporting or it will be noted as received anonymously. Each report of a dangerous or unsightly property will be duly recorded on a Complaint form for this purpose. Within fourteen (14) days the Administrator shall make an initial site inspection and complete an inspection report.

- 3.2. The Administrator will only reveal the name of a reporting resident or rate payer of the Town of Middleton, consistent with the Nova Scotia Freedom of Information and Protection of Privacy Act.
- 3.3. It is recognized that there are limited staff resources to carry out the function of this policy. Therefore, the following priority will be followed when dealing with dangerous or unsightly files:
 - 3.3.1. Dangerous Properties;
 - 3.3.2. Unsightly Properties with multiple complaints;
 - 3.3.3. Unsightly Properties with one complaint;
 - 3.3.4. Staff initiated actions.

4. Initial Site Report

- 4.1. In the preparation of the initial site inspection report, the Administrator will determine whether the property is dangerous or unsightly.
 - a. If the Administrator determines that the property is not dangerous or unsightly the file will be closed and the reporting person notified.
 - b. If the Administrator determines that the property is unsafe, the Administrator shall make an order to have the property made safe, until the unsafe condition is remedied.
 - c. If the Administrator determines public safety requires immediate action, the Administrator takes action to prevent damage or may remove the dangerous structure or condition.
 - d. If the Administrator determines the property is dangerous or unsightly, and where immediate action is unnecessary, the Administrator may send a notice, by mail, of what is required to remedy the dangerous or unsightly condition within fifteen (15) days of the date of the notice. Where an alleged dangerous or unsightly property has been reported, the Administrator shall advise the reporting person, if known, of the action taken.
 - e. If the Administrator determines the property is dangerous or unsightly, and where immediate action is unnecessary, the Administrator may make an order, by mail or posting on the property, of what is required to remedy the dangerous or unsightly condition within thirty (30) days of the date of the letter, or other reasonable time frame. If a previous notice has been sent, the timeframe may change to fifteen (15) days. Where an alleged dangerous or unsightly property has been reported, the Administrator shall advise the reporting person, if known, of the action taken.
 - f. A "repeat offender" is defined as the owner of the property for which the Town has received a valid second complaint within 365 days of a previous valid complaint.
 - g. If the Administrator determined site conditions warrant immediate action, the Administrator may issue an order without the issuance of an initial site report, and if deemed necessary, cause such work to be carried out.

Any costs incurred by the Town of Middleton to remedy a property that is dangerous or unsightly, together with an administrative fee per repeat occurrence, shall become a lien on the property. Any fees associated with this policy are outlined in the Town's Fees and Fines Policy

- 4.2 A monthly summary of all reports made and actions taken/current statuses with respect to dangerous or unsightly properties will be submitted to the Committee of the Whole by the Administrator.
- 4.3 A bi-annual summary of all reports made and actions taken/current statuses with respect to dangerous or unsightly properties will be submitted to Council and made available to the public by the Administer in May and October of each year.

5. Order

- 5.1. In the event of a repeat offender, the Administrator may order immediate remedy, except ordering demolition as a remedy. The order shall be posted on the property and a copy shall be sent to the owner by registered mail.
- 5.2. An order made by the Administrator may be appealed to Council within seven (7) days after the order is made.

6. Demolition

- 6.1. In this Policy, "an order to demolish" includes an order to completely remove or demolish a building.
- 6.2. In the event that the Administrator determines that the property is dangerous or unsightly and is of the opinion that to remedy the condition demolition is necessary, the owner shall be given not less than seven (7) days' notice of the date, time, and place of the Council meeting at which the making of such order will be considered by Council.

7. Court Order

Notwithstanding Sections 3, 4, & 5 herein, the Town may also apply to a court of competent jurisdiction for a declaration that a property is dangerous or unsightly and for an order specifying the work required to be done to remedy the condition.

8. Charges

- 8.1. Where the owner fails to comply with an order made pursuant to Sections 4, 5, or 6 herein within thirty (30) days after being served and where the Administrator

intends to carry out the work specified in an order, the Administrator shall obtain an estimate of cost involved and if the estimate cost exceeds one thousand five hundred dollars (\$1500.00), the Administrator shall obtain the approval of Council before carrying out the work.

8.2. Where the owner fails to comply with an order made pursuant to Section 4, 5, or 6 herein, within:

- a. thirty (30) days of service where the property is not declared to be in a dangerous condition; or
- b. the time specified in the order, but not more than within thirty (30) days of service, where the property is declared to be in dangerous condition,

the owner may be charged pursuant to the powers granted under the Municipal Government Act.

9. Previous Policy

9.1. The previous policy A 2.4 "Dangerous and Unsightly Premises" dated August 3, 1999 and amended August 8, 2006 is hereby repealed.

10. Certification

- 1. Date of Notice to Council Members; Dec. 2, 2019
- 2. Council Approval: Dec. 21, 2019
- 3. Date of Adoption: Dec. 21, 2019
- 4. Date of Amendment: July 15, 2024

THIS IS TO CERTIFY that this policy was duly passed by a majority vote of the whole Council at a duly called Council meeting held on the 15th day of July 2024.

GIVEN under the hand of the Chief Administrative Officer and under the seal of the Town of Middleton this 15th day of July 2024.



Ashley Crocker
Chief Administrative Officer

**REQUEST FOR DECISION
Award of RFQ for Audit Services &
Appointment of Auditor
#058-2025**



To: Audit Committee and Town Council
From: Kevin Matheson, Contract Accountant
Date: October 9, 2025 and October 20, 2025
Subject: Award of RFQ for Audit Services & Appointment of Auditor

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Evaluation of responses to RFQ for Audit Services

Legislation

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

Recommendation

That the Audit Committee recommend that Council award the RFQ for Audit Services covering a five-year period for fiscal years ending March 31, 2026 through March 31, 2030, to BDO Canada LLP for an estimated amount of \$200,786 plus non-recoverable HST and further appoint BDO Canada LLP as the municipal auditor for the same fiscal periods.

Background

The fiscal year ended March 31, 2025, was the third and final year of audits awarded to BDO Canada LLP under a previous procurement exercise.

A Request for Quotation was issued through the Nova Scotia Procurement website in accordance with our Procurement Policy.

The Town of Middleton received two responses from BDO Canada LLP and Doane Grant Thornton LLP, which were then evaluated and scored based on related experience, cost, value added services and RFQ content.

Both respondents are national accounting and audit firms with extensive municipal audit experience.

**REQUEST FOR DECISION
Award of RFQ for Audit Services &
Appointment of Auditor
#058-2025**



Both firms provided all the requested information in accordance with the RFQ requirements and staff are confident that either firm can deliver the required services.

The final scoring decisions required a deeper understanding of the fees quoted to verify that we can objectively compare them. While Doane Grant Thornton have substantially higher hourly rates, they have a much lower estimate of time needed to complete the audit. Staff reached out to both firms to see if there was a particular reason to explain the time difference.

BDO's time budget was based on the past three years of doing our audit. The Engagement Partner indicated that there were no issues on the part of the Town that caused them to spend any extra hours than would be expected. Our staff provided all required information within the required timeframes. The only factor increasing the time budget is that the small number of staff in Finance means that they can't rely heavily on internal controls and must do more substantive testing of transactions.

The Engagement Partner for Doane Grant Thornton indicated that their time budget was based on that of similar sized municipal audits. It was indicated in the proposal that they would welcome further discussion of fees if we feel they inappropriately estimated the amount of work involved. In my experience, there should not be such a wide range in the required work. One would expect the amount of audit work to be within 10% of that currently taking place.

Based on those conversations, staff felt it was necessary to adjust Doane Grant Thornton costing. To give them the benefit of the doubt, their fieldwork hours were adjusted upwards to split the difference between the hours proposed. Those calculations are summarized on the attached scoring sheet. These adjustments would make the Doane Grant Thornton fees proposal higher than BDO Canada by approximately 5%.

The final scoring now reflects a 5 point differential in favour of BDO Canada LLP.

Financial Implications

Inflationary pressures felt elsewhere in the economy are reflected in the BDO Canada Proposal. The pre-tax audit fee for 2024-25 was \$29,960. For 2025-26, this jumps to \$35,310 for a 17.8% increase followed by annual increase of about 5% per year. The extra increase in year 1 appears to be a reflection of the actual hours needed to complete the audit which may have been underestimated in their quoted fee for 2024-25. The Doane Grant Thornton proposal had approximately 6% fee increases in each year.

In the past, there were a number of smaller firms that would quote on municipal audits which helped keep audit fees down across the Province. Recently, these firms are more focused on more non-audit

REQUEST FOR DECISION
Award of RFQ for Audit Services &
Appointment of Auditor
#058-2025



work for small business, leaving less time to do audit work in their busiest season to the point they can't take on new municipal audits.

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

CAO supports the recommendation of staff.

CAO Initials: _____

Target Decision Date: October 20, 2025

**Town of Middleton
25-001-RFQ
Financial Audit Services**

**Evaluation Form
Proponent**

BDO Canada LLP

Doane Grant Thornton

Criteria

| | | | | | |
|------------------------------------|---|-------------------|---|---------------------|----------|
| Related Experience (40%) | Incumbent Engagement Partner, Engagement Manager and Senior Preparer have all worked on our audit Each have several municipal clients Commitment to continuity Forward looking on PSAS requirements 2026-27 | 38 | 26 NS Municipal Clients Key personnel have municipal audit experience Commitment to continuity Desire to consider FRAM alongside PSAS | 36 | |
| Cost (40%) | 2025-26 35,310 2026-27 42,426 - PSAS implementation blip 2027-28 38,948 2028-29 40,981 2029-30 43,121 \$ 200,786 Effort - 220 hours Avg hourly \$177.67 | | Hybrid Audit 2025-26 32,155 2026-27 34,335 - PSAS changes may be extra 2027-28 36,515 2028-29 38,695 2029-30 43,121 \$ 182,575 Effort - 150 hours Avg hourly 243.43 Fully remote audit 2025-26 29,340 2026-27 31,338 2027-28 33,245 2028-29 35,153 2029-30 37,060 \$ 166,225 Effort - 136 hours Avg Hourly 244.45 Inflation >5% triggers review | | 1.178571 |
| | Adjustments to make the proposals more comparable | | | | |
| | Starting amount Fieldwork budget 170 hours | \$ 200,786 | Starting amount Effect of major PSAS changes Fieldwork budget 113 hours For benefit of doubt - split difference - 29 15 hours @ \$180= 2,700 14 hours @ \$110 = 1,540 \$4,240*1.09*5 | \$ 182,575 5,350 | |
| | | \$ 200,786 | <u>23,108</u> | \$ 211,033 | 38 |
| RFQ Content and Completeness (10%) | All asked for items presented Flagging of PSAS issues coming up | 10 | All asked for items presented | 8 | |
| Value Added Services (10%) | Good list of services (some complimentary) | 9 | Full slate of services | 10 | |
| Total | | 97 | | 92 | |



PROPOSAL TO PROVIDE FINANCIAL AUDIT SERVICES TO

THE TOWN OF MIDDLETON

September 26, 2025 - 2:00 pm

To: Ashley Crocker
Chief Administrative Officer
Town of Middleton
131 Commercial Street, PO Box 340
Middleton, NS B0S 1P0
T: 902 825 4841 ext. 105
E: acrocker@town.Middleton.ns.ca

From: Lauren Vail, CPA, CA
Partner
BDO Canada LLP
6940 Mumford Road, Suite 510
Halifax, NS B3L 0B7
T: 782 355 0227
E: lvail@bdo.ca



Tel: 902-892-5365
Fax: 902-892-0393
www.bdo.ca

BDO Canada LLP
6940 Mumford Road, Suite 510
Halifax, NS B3L 0B7

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

September 26, 2025

Dear Ashley,

Thank you for the opportunity to submit a proposal to provide external audit services to the Town of Middleton (the "Town"). Please find enclosed, BDO's proposal, which includes an overview of the scope of work, our firm and team's qualifications, our audit approach, and our proposed fees.

As your current auditors, we have a strong understanding of the Town's operations, municipal audit requirements, and public sector accounting standards. Our response demonstrates our ongoing commitment and ability to continue meeting the needs of the Town. You will continue to be served by Lauren Vail, Audit Partner, and Edele Oakey, Audit Manager, who together bring extensive experience in municipal and public sector audits across Atlantic Canada. Our approach balances technical expertise with practical, efficient processes, while fostering open and respectful collaboration with management and Council.

Our value lies in the depth of knowledge and trusted relationship we have already built with the Town. We remain committed to supporting you with consistent, efficient, and effective audit services, along with value-added insights that strengthen your control and reporting environment.

At BDO, we believe in the power of collaboration—our philosophy of Do More Together ensures that the Town benefits not only from our dedicated team but also from the collective knowledge we bring from serving over 350 municipalities across Canada. With our local presence, national resources, and values of practical experience, technical mastery, and kindness, we are confident BDO is the best fit to continue serving the Town with the audit of its financial statements.

We confirm BDO is registered to do business in the Province of Nova Scotia and BDO is a member in good standing with the Chartered Professional Accountants of Canada and the Chartered Professional Accountants of Nova Scotia, as well as being a registered municipal auditor with the Department of Municipal Affairs and Housing.

If you have any further questions, please feel free to contact me directly at 782-355-0227 or LVail@bdo.ca.

Yours truly,

A handwritten signature in black ink that reads 'Lauren Vail' in a cursive script.

Lauren Vail, CPA, CA
Partner
BDO Canada LLP
Chartered Professional Accountants

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Organizational Structure / Background

Understanding of your needs

After careful review of the Request for Proposal, we understand that the Town requires the following services for the year ending March 31, 2026 to meet your needs:

Audit services tailored to the Town

- ▶ Provision of audit services in accordance with the Canadian Generally Accepted Auditing Standards and Public Sector Accounting Standards ("PSAS").
- ▶ Preparation of the Consolidated Financial Statements for the Town along with notes and supporting schedules, prior to July 31st each year.
- ▶ Preparation of an annual report on internal controls outlining any weaknesses and recommendations for improvement, prior to July 31st each year.
- ▶ Presentation of the audited financial statements the Audit Committee, as called, to discuss our work and reports.
- ▶ Provide accounting and other financial advice, as requested.

Exceptional client service for the Town

We will prepare an annual management letter for discussion with management and Town Council, to provide the Town with added value:

- ▶ Advise the Town of any forthcoming changes in accounting and reporting requirements.
- ▶ In addition to internal control recommendations, provide business insights that may be valuable to the operations of the Town.

In addition to the required scope of services outlined in the RFP, BDO will act as a year round advisor to the Town. We want management to feel comfortable reaching out to us with not only accounting questions, but also operational matters which we may be able to assist with.



Firm overview

BDO CANADA

REVENUE
CAD\$1.04
Billion

 **80+**
offices

472 **4,673**
 PARTNERS HEADCOUNT  PERSONNEL HEADCOUNT

BDO ATLANTIC

90%
Growth rate in
the last 5 years

 **4**
offices

15 **225+**
 PARTNERS HEADCOUNT  PERSONNEL HEADCOUNT



About BDO Canada

At BDO, our priority is understanding what matters to you - your challenges, your ambitions, your “more”. Every client’s vision is unique, and we work alongside you to provide solutions that are both practical and forward-looking.

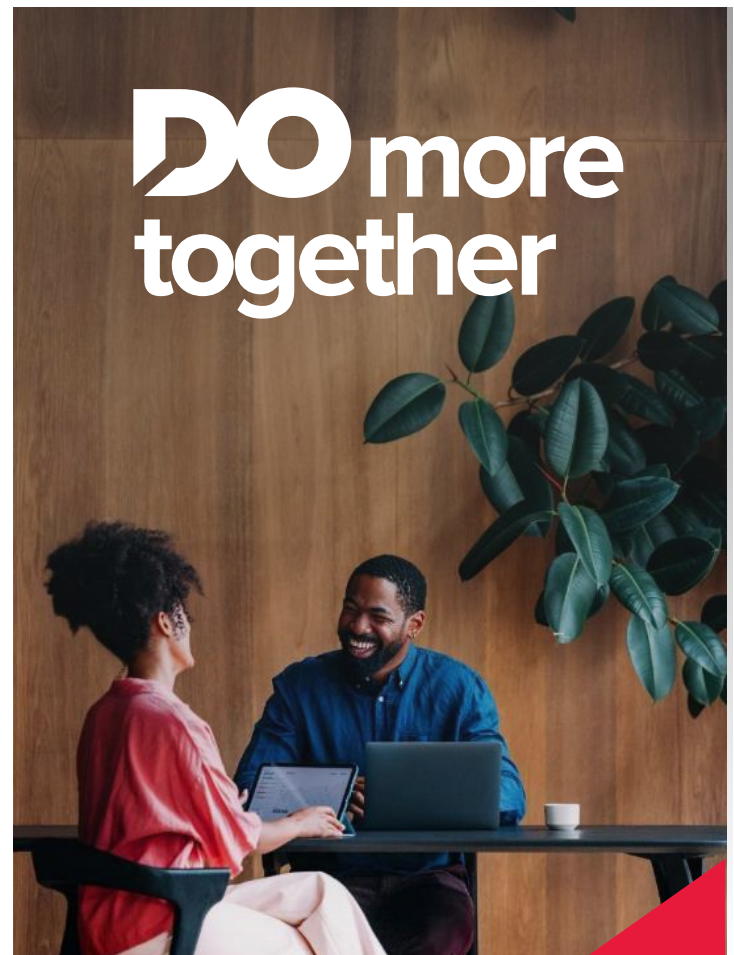
For more than a century, we have served clients and communities across Canada, offering a full range of professional services. Our team brings technical excellence and deep industry knowledge, helping you address immediate needs while preparing for future opportunities.

What defines our approach is not only expertise, but also the care and commitment we bring to every relationship. We listen closely, offer clear guidance, and stay focused on your long-term success.

Whatever your goals, your vision, your “more”, we will get there, together.

BDO Atlantic

BDO operates as one Atlantic office, which is made up of over 225 professionals, and consists of an experienced team of approximately 15 partners, 40 senior managers and managers, as well as over 170 professional staff spread across seven locations. Functioning as a cohesive unit, this region shares all resources in order to better serve our clients.



Commitment to exceptional client service

BDO client experience

BDO is committed to providing you with an unparalleled client experience. Outlined below are the key tenets of our exceptional client service:

Check-in sessions

At a mutually agreed upon frequency, we would meet with representatives from your management team to review operational and business matters. These sessions would be free of charge. A preliminary agenda for the meetings could include, but not be limited, to the following:

- A general overview and review of current operations
- A comparison of actual results with projected results from budget
- Strategic/operational recommendations for improvement
- Discuss other opportunities for the Town
- Discuss any other issues or opportunities facing your sector and other matters important to the success of the Town

BDO's professionals are committed to providing exceptional client service in the following ways:

- **Collaborative approach** - We will work with your team at all levels to ensure service excellence.
- **Early and continuous partner involvement** - Our professional staff to partner ratio is lower than our major competitors, enabling more time for partners to be actively involved in the audit.
- **Streamlined structure, direct access** - To stay agile and flexible we have cut out needless hierarchies and bureaucracy, affording your team direct access to senior technical and executive leadership.
- **Responsive** - Any issues that may arise with respect to reporting or accounting technical research matters will be quickly resolved as your engagement team and our local technical resources work side by side with you. This sets us apart from others.



Quality assurance

Our quality of professional services is maintained by means of appropriate standards committees within the firm, appointed by and responsible to the firm's executive committee. Our national quality assurance program requires a formal inspection of BDO offices every four years by a review team from within our national firm. The reviews assess the quality of the work performed and their compliance with BDO's professional standards, as well as with the CPA Canada Handbook and the Public Sector Accounting Standards (PSAS).

Quality Assurance Procedures

The primary objective of our quality review procedures is to confirm that the audit process obtains sufficient and appropriate evidence to provide high assurance that the Town's financial statements are free from material misstatement, that all material or potential material matters, or issues raised during the audit have been satisfactorily resolved and that the audit has been carried out in accordance with our firm's policies and procedures.



We will conduct various levels of review on our work during the course of the audit.

- ▶ A **Detailed Review** will be performed by Edele Oakey. She will review the financial statements, our report and all working papers including the audit tests and conclusions by the audit team; and
- ▶ A **General Review** will be performed by Lauren Vail, the Engagement Partner. She will review all working papers, financial statements, proposed audit opinion, notes on significant decisions made during the audits, and review notes made during the detailed review.
- ▶ **Internal consultation on any complex accounting or audit matters** identified during the audit will be performed by Neilson Woodman.
- ▶ In addition to the above reviews, a **Financial Statement Review** will be performed by Neilson. This encompasses a review of the financial statements and our report thereon to provide the additional assurance that the disclosure and presentation objectives for the financial statements have been achieved. We believe this to be of particular importance to the Town, given the noted focus on appropriate presentation of the financial statements.

The firm's strict mandatory professional development guidelines apply to all professional staff, ensuring that everyone maintains and enhances their ability to deliver a high level of service to clients.

Our present guidelines require all professional staff to receive a minimum of five days per year of professional development. Professional staff are required to participate in the firm's internal professional development program, which includes office seminars and video presentations, as well as regional and national conferences covering an extensive range of technical, management and specialty topics. In addition, professional staff are encouraged to participate in externally offered programs and courses.



Project Team and Qualifications



Your BDO team

In selecting your service team, we have carefully reviewed our understanding of your needs and have identified the people whose credentials are best suited to your requirements. Lauren will lead your audit and be your main points of contact. Edele will manage a team of senior and junior staff who will support her in carrying out the audit.

We are committed to staffing your engagement with individuals who are knowledgeable in auditing municipalities and organizations in the greater public sector.

The service team selected for your project includes talented team members who are currently working with clients within the public sector executing various projects, including municipal audits. We commit to their availability for the duration of this engagement.



Engagement leadership



Lauren Vail
CPA | CA
Engagement Partner

Engagement team



Edele Oakey
CPA
Engagement
Manager/Detailed
Reviewer



Janelle Holt
Senior Preparer



Neilson Woodman
Technical Reviewer



Mattie Base
Intermediate Preparer

Support from other BDO advisory professionals and subject matter experts will be utilized, as required or as requested by the Town.

Your BDO team



Engagement Partner

Lauren Vail, CPA

Engagement Partner, Assurance

T: 782-355-0227

E: lvail@bdo.ca

Lauren is a partner in the Charlottetown office of BDO Canada LLP, and she has over 14 years of experience providing assurance and accounting advisory services to a wide range of governments, institutions, private enterprises and not-for-profits. She specializes in the assurance and accounting advisory services for the public sector.

Lauren is part of BDO's National Accounting and Audit Standards team, providing external accounting advisory services and internal technical resources on complex accounting matters nationwide, using her in depth understanding Public Sector Accounting Standards ("PSAS"). She also currently sits on the Public Sector Accounting Standards Board's cloud-computing task force, working with stakeholders nationwide to develop a new accounting standard.

PROPOSED ENGAGEMENT ROLE

Lauren will lead the overall audit, including planning, execution, and delivery. She will be the primary contact with your finance team, oversee staff, and coordinate specialists as needed. In addition to ensuring compliance with PSAS, Lauren will provide practical insights and recommendations to support strong governance and financial reporting.

NON-EXHAUSTIVE CLIENT EXPERIENCE

- ▶ Town Middleton
- ▶ Town of Mahone Bay
- ▶ City of St. John's
- ▶ City of Mount Pearl
- ▶ City of Sarnia
- ▶ City of Clarence-Rockland
- ▶ Nova Scotia Farm Loan Board
- ▶ Nova Scotia Fisheries Loan Board
- ▶ Annapolis Valley First Nation

EDUCATIONAL AND PROFESSIONAL BACKGROUND

- ▶ Chartered Professional Accountant, Chartered Accountant
- ▶ Bachelor of Business Administration, Accounting, University of New Brunswick

Your BDO team



Engagement Manager

Edele Oakey, CPA

Manager, Assurance

T: 709-999-0208

E: eoakey@bdo.ca

Edele is a Manager with over 10 years of experience working with BDO in various roles. Edele started her career with BDO as an accounting technician before obtaining her CPA designation and transitioning into assurance services. This gives Edele a unique and in-depth understanding of the application of accounting practices and enables her to assist clients with the implementation of recommendations identified during the audit. Edele also uses her skill set to help clients identify financial reporting improvements.

Edele's career has been heavily focused on serving primarily public sector clients. This familiarity with PSAS will allow her to bring valuable insight to the Town's engagement.

PROPOSED ENGAGEMENT ROLE

Edele will serve as the engagement manager for the Town. Edele will apply her skill set to oversee an effective and efficient audit process, review PSAS financial statements and accompanying notes and develop and assist with policy compliance as required. Edele understands the importance of providing exceptional client service through collaboration and achieving desired objectives.

NON-EXHAUSTIVE CLIENT EXPERIENCE

- ▶ Town Middleton
- ▶ Town of Mahone Bay
- ▶ City of Mount Pearl
- ▶ Town of Paradise
- ▶ Town of Marystown
- ▶ City of Corner Brook
- ▶ Town of Cox's Cove
- ▶ Western Regional Services Board
- ▶ Multi-Materials Stewardship Board

EDUCATION

- ▶ Chartered Professional Accountant
- ▶ Bachelor of Arts, double major (English/French)
- ▶ Bachelor of Education, Intermediate/Secondary

Your BDO team



Senior Preparer

Janelle Holt, CPA Candidate

Senior Accountant, Assurance

T: 902-536-0686

E: jholt@bdo.ca

Janelle has three years of public accounting and audit experience, working on various engagements for not-for-profit organizations, and municipalities reporting under PSAS, including working on the Town of Middleton audit for the past two years.

Janelle participates in BDO's professional development initiatives including annual accounting and assurance updates and web-based seminars on specific accounting and auditing topics.

Janelle will oversee the day-to-day audit work, supervising Mattie and any other junior staff to ensure that the audit plan is executed efficiently. She will act as the main point of contact for management during fieldwork, reviewing working papers and escalating complex matters as needed to Edele and/or Lauren.



Intermediate preparer

Mattie Base, CPA Candidate

Intermediate Accountant, Assurance

T: 902-423-3231

E: mbase@bdo.ca

Mattie has two years of public accounting and audit experience, working on various engagements for not-for-profit organizations and municipalities.

Mattie stays current with relevant changes and amendments to Financial Reporting & Canadian Auditing Standards through BDO's in-house Learning and Development program, as well as through her studies to pursue her CPA designation.

Mattie's role within this engagement would be that of an intermediate resource, assisting Janelle with the completion of the audit.

Your BDO team



Technical Reviewer

Neilson Woodman, CPA

Office Technical Leader, Assurance

T: 506-777-2983

E: nwoodman@bdo.ca

Neilson is a Senior Manager in the Moncton office acting as an Office Technical Leader for the Atlantic Assurance practice. He has over 11 years of experience servicing audit clients across Atlantic Canada, and has recently joined the BDO New Brunswick office as of October 2024.

Prior to joining BDO, Neilson served as Senior Manager with a Big Four accounting firm in Moncton, NB. His client base primarily consisted of organizations in the Credit Union and manufacturing sectors, both of which had robust control environments where control reliance was leveraged to enhance the respective audits of those organizations.

In his capacity as Audit Senior Manager, Neilson also serviced a number of public sector entities, from small municipalities, to one of the largest self-governing Indigenous governments in Canada. As a result of this experience, Neilson has a strong understanding of Public Sector Accounting Standards, as well as Accounting Standards for Private Enterprises, and International Financial Reporting Standards.

As an Office Technical Leader, Neilson's role is to provide an extra layer of expertise and assurance. He works closely with the audit team to address any complex accounting matters that may arise, including consultations on unique transactions and the adoption of new accounting standards or policies. Importantly, Neilson also completes a second review of the Town's financial statements, ensuring they are fully compliant with Public Sector Accounting Standards (PSAS). His involvement means the Town benefits from both the knowledge of your dedicated audit team and the added confidence of a technical expert focused on quality and compliance.



Staff continuity and turnover

Commitment to staff continuity

Under the BDO audit methodology, the staffing of individual audits is one of our key areas of consideration. We have scheduled your audit so that the partner, manager and senior in-charge will have previous experience working on the Town's audit. We strive to maintain a high degree of continuity on all our client assignments. This system of operating demonstrates our value of building strong working relationships. Our goal is to ensure the assignment of the same team members to you each year, so that we can reduce disruptions to your operations and more efficiently monitor and control the quality of service you receive.

Should change be required

BDO places a high level of importance on staff and partner continuity. It is not our policy to rotate staff or partners on audit assignments unless required by standards or requested by the client. Our goal is to assign the same team members to you each year so that we can reduce disruptions to your operations and efficiently monitor and control the quality of service you receive.

If an engagement team member needs to be changed due to unforeseen circumstances, the partner and senior manager will ensure a smooth transition of the new team member with no impact on the fees quoted. The senior manager will provide a comprehensive training program to ensure that the new engagement team member is familiar with the scope of work, requirements and schedule and that there is no 'learning-on-the-job'. Our philosophy is that it is our responsibility, not our client's, to train our staff.

Back-up personnel

In addition to the team members and team structure outlined in the previous pages of this proposal, our BDO Halifax office has a wealth of resources at the junior and intermediate accountant level. Our assurance practice is growing rapidly, having hired six full-time junior accountants in the last five months with no turnover at the position. If we determine there may be efficiencies in having additional staff added to the team, or if the originally assigned junior staff becomes unavailable for any unforeseen reason, you do not need to be concerned about any delays in your audit, we will be able to replace them promptly and without disruption.





Previous Relevant Experience

Knowledge and experience with PSAS

Knowledge of reporting requirements

BDO is very familiar with the legislative authority that is most frequently referenced in the completion of our audits of Nova Scotia municipalities. We demonstrate our knowledge of this legislation daily through our work with our municipal clients.

The following is a list of legislative authority that is most often referenced:

- ▶ CPA Canada - PSAB Handbook with guidelines
- ▶ CPA Canada Handbook - Accounting Section
- ▶ CPA Canada Handbook - Auditing Section
- ▶ The Canada Community - Building Fund - Administrative Agreement on the Federal Gas Tax Fund



PSAS Updates

The profession of public accounting is constantly changing with modifications in accounting standards and financial reporting standards. As a National Firm, we have a dedicated team to review and respond to proposed new accounting standards before they are issued. When new standards are released, this same team can provide training and resources to our staff so that we can be informed and communicate with our clients. There are currently many new standards on the horizon and other projects on the go with the Public Sector Accounting Board including:

- ▶ Revised Conceptual Framework and Reporting Model
- ▶ New Section - PS 1202, Financial Statement Presentation
- ▶ Re-exposure Draft - PS 3251, Employment Benefits
- ▶ Exposure Draft - 2022-2023 Annual Improvements
- ▶ Exposure Draft - Tangible Capital Assets, Proposed Amendments to Section PS 3150
- ▶ Exposure Draft - GAAP Designation of PSA Handbook Appendices Narrow Scope Amendments
- ▶ Exposure Draft - The Conceptual Framework for Financial Reporting in the Public Sector
- ▶ Consultation Paper - PSAB’s Draft 2022 - 2027 Strategic Plan
- ▶ Active Projects - Intangible Assets
- ▶ Active Projects - Cloud Computing Task Force

We will proactively work with the Town to ensure that there is an understanding of the new standards, and that the necessary information is captured for disclosure within the time frame allotted.

| Spotlight on Municipalities | |
|--|--------------|
| Revised Conceptual Framework and Reporting Model (effective April 1, 2026) | Major Impact |
| PS 1202, Financial Statement Presentation (effective April 1, 2026) | Major Impact |

How we meet the needs of municipalities

Consistency and Continuity of Advice

- ▶ BDO serves more than 1,100 public sector clients across Canada. This means we understand your industry sector and have both industry and technical expertise to provide efficient services along with additional value-added advice. Public Sector clients are a priority for us, resulting in you receiving the best resources.
- ▶ Public Sector Accounting Standards (“PSAS”) are nuanced and complex. There are new standards that will be in effect for years ending on or after March 31, 2026. BDO is on the leading edge of understanding the new standards and breaking them down to make practical sense of the changes and how they will impact our clients. The adoption of the PS 1202, Financial Statement Presentation standard will result in a restricted statement of financial position, a new statement of net financial assets (liabilities) that will display a revised calculation of net debt, a new statement of changes in net assets (liabilities) that will show a reconciliation between opening and closing balances of each component of net assets (liabilities). Understanding the new reporting model is important as this will help determine how significant the impact will be on your organization.
- ▶ We have a nationally established and active Public Sector Industry Group and a Municipal Sub-Industry Group, which offers a forum for collaboration among our auditors and specialists serving these organizations. The group facilitates the exchange of current information and ideas, enabling BDO to provide the best quality service to our clients, no matter the size, no matter the location.
- ▶ Members of your proposed team are part of our PSAS Centre of Excellence, which is built on partner-led, hands-on service, designed to accommodate the unique needs of our public sector clients. This collaboration leads our professionals to provide efficient and cost-effective audits, access to indirect tax and advisory industry specialists, encourages collaboration and sharing of best practices, ensures increased staff continuity and training - all resulting in an improved, value-added service. With access to BDO’s professionals who serve similar clients throughout Atlantic Canada and across Canada, we have the experience and knowledge to address your issues, challenges and opportunities as they arise.
- ▶ Our quality of professional services is maintained by means of appropriate standards committees within the firm, appointed by and responsible to the firm’s executive committee. This allows for a standard process for peer reviews across the firm.
- ▶ The Public Sector and municipal clients are a priority for us, resulting in you receiving the best resources.

Preparedness to respond to limited time frames

- ▶ One of our key differentiators is senior team time and attention, resulting in high quality, proactive service. We utilize a partner-led approach and senior team involvement with regular check-ins which results in a proactive and on-going communication during the audit and throughout the year. Lauren Vail, Audit Partner, and Edele Oakey, Audit Manager, will be in contact with you throughout the engagement, focusing on exceeding your service expectations.
- ▶ At BDO, we believe in maintaining regular communication year-round to address issues in a timely manner. We are proactive in our approach to communication and will communicate with the Director of Finance and management from the planning process through to the final stages of the audit to ensure management fully understands the financial intricacies of the organization. Our commitment is to serve through a long-term responsive relationship matching your needs with our experience. Our organizational communication structure focuses on communication throughout the audit from all personnel. BDO is proud to offer early and continuous partner involvement and proactive, continuous communication to help you meet your needs, challenges and business goals.

How we meet the needs of municipalities

Cost efficiency and monitoring of costs

- ▶ We understand the importance of efficiencies and cost control for municipalities and have specifically designed our approach to provide our engagement team with the tools they need to deliver services in a cost-effective manner, on time and on budget.

Ease of accessibility to municipal staff

- ▶ BDO utilizes technology to make our audits as efficient and effective as possible. As a result, we are able to reduce the amount of time required for the audit, resulting in less fees for the Town. Our technological tools enable us to directly interface our accounting software with the information exported by your software to ensure accurate and secure transfer of information.

Availability to attend Council Meetings if required and to report on the annual audit

- ▶ In our timeline on page 28, we have committed to attending Council meetings to report on the annual audit, if required.
- ▶ We are available to meet virtually with council and/or to have Lauren available to meet in person to report on the annual audit.

Value-added services and resources

- ▶ We hope our partnership goes beyond the audit services, and you will see our team as an extension of your team. We will be in your corner to advise the Town on critical decisions facing the community and share our wealth of experience.
- ▶ BDO is well positioned to support you now and into the future. We offer a range of value-added services tailored to our municipal sector clients, such as controls and risk management, financial literacy and governance training, information technology, managing fraud, and cybersecurity. Your success and strategic goals are important to us and the community. So, we would like to provide the utmost fundamental guidance we can offer.





Audit Strategy



Approach, methodology & innovation

Audit services methodology



High Quality, Risk Focused Audit

BDO employs a proprietary global audit methodology that will enable your BDO engagement team to conduct a high quality, risk-based audit with maximum efficiency and minimal disruption to your operations and people. While all financial statement audits are required to comply with applicable auditing standards, audit firms use different methodologies to meet those standards, and the methodology used can have a significant effect on the quality and efficiency of service provided. Your time is valuable and we want to ensure the efforts required by your team are minimized where possible, by focusing on the most high risk areas of the audit.

A thorough understanding and assessment of the risks of material misstatement, whether due to fraud or error, in the financial statements is fundamental to performing an efficient and effective audit and is key to our audit approach. In determining higher risk audit areas, we consider various matters such as complexity, subjectivity, estimations, inherent and control risks and the likelihood and potential magnitude of misstatements. Our risk assessment process is led by the partners and senior manager, with input from management and Council.

Senior Leadership for the Town Engagement

Our experienced partners and professionals are involved in every aspect of their engagements. We deliver technical support and guidance through a streamlined, accessible organization, which translates to timely responses and swift resolution of technical issues or questions. Lauren Vail is one of BDO Canada’s Public Sector Technical Leaders and sits on various committees and task forces for the Public Sector Accounting Standard’s Board, while Edele works on several municipal and other public sector clients in Atlantic Canada. Together, they will be a wealth of knowledge for the Town.

Coordinated Approach

- ▶ We place significant emphasis on close coordination with management to gain a meaningful understanding of management’s own risk assessments and procedures in place to address those risks in order to make our own work as efficient and effective as possible.
- ▶ We will assess and test controls at appropriate times throughout the year, as applicable, to best accommodate your schedule.
- ▶ A risk based audit approach combined with a well coordinated team will be the catalyst for an efficient audit process.
- ▶ We gather sufficient information on the market and key business/audit risks to enable us to design appropriate audit procedures and conduct the audit in the most efficient manner and within the agreed time frame and budget. Information gathering will also include a “prepared by client” list and agreed upon timetable.
- ▶ We promote clear and timely communication of issues to avoid last minute surprises and to enable smooth and timely reporting.

What the Town Gains

- ▶ **Auditor continuity** - BDO, as your incumbent auditors, has an established relationship and the Town can rely on past experience as an indicator of our commitment to quality;
- ▶ **Collaboration** - the opportunity for the Town to have input on all aspects of our audit;
- ▶ **Risk focused** - no wasted time on insignificant account balances;
- ▶ **Leadership involvement** - high level of involvement of Engagement Partner and Manager, to ensure quality and no surprises; and
- ▶ **Wrap-up meeting** - using your feedback to continuously improve the audit each year.

Approach, methodology & innovation

Audit services methodology

Internal controls testing can have a significant impact in reducing statistical sample sizes and maximizing audit efficiency and effectiveness. BDO puts an emphasis on internal control testing as part of our audit approach. We perform a thorough assessment of the control environment and leverage our experience with the sector to efficiently identify areas of internal control strength and weakness. In our assessment of internal controls, our first step is to divide internal control into five components, which allows us to consider how different aspects of an entity's internal control may affect the audit. As part of the risk assessment phase during the planning stage of our audit, we obtain an understanding of each of the following internal control components.



We then work with management and your accounting staff to develop detailed documentation of each significant financial statement area that includes all the relevant processes and controls. These control documents are updated each year during our interim audit to encompass any changes in your systems. We then perform detailed walkthroughs of each of these transaction streams, which includes observing the effectiveness of each control to ensure that they are operating as intended. Once these walkthroughs are completed, in any areas where the control environment is assessed to be strong, we select certain key controls and test their effectiveness throughout the year. If these internal control tests are completed as planned, we are able to rely on them as part of our audit. When control weaknesses or areas where controls could be improved are identified, they are discussed with management and a plan to strengthen controls in that area is brought forward to management.

Controls relevant to the audit are those that relate to financial reporting, however, not all controls that relate to financial reporting will be considered relevant. Generally, we document and test controls that prevent, detect or correct, material misstatements in the financial statements. We are not specifically concerned with controls related to other areas such as operations or compliance with laws or regulations unless they have a direct impact on financial reporting. Our controls-based approach has been designed to align the objectives of the auditors with those charged with governance. BDO's overall audit testing methodology is to use the most efficient combination of internal control and substantive procedures. Our experience has shown us that this approach produces a high-quality audit that delivers strong value relative to fees.

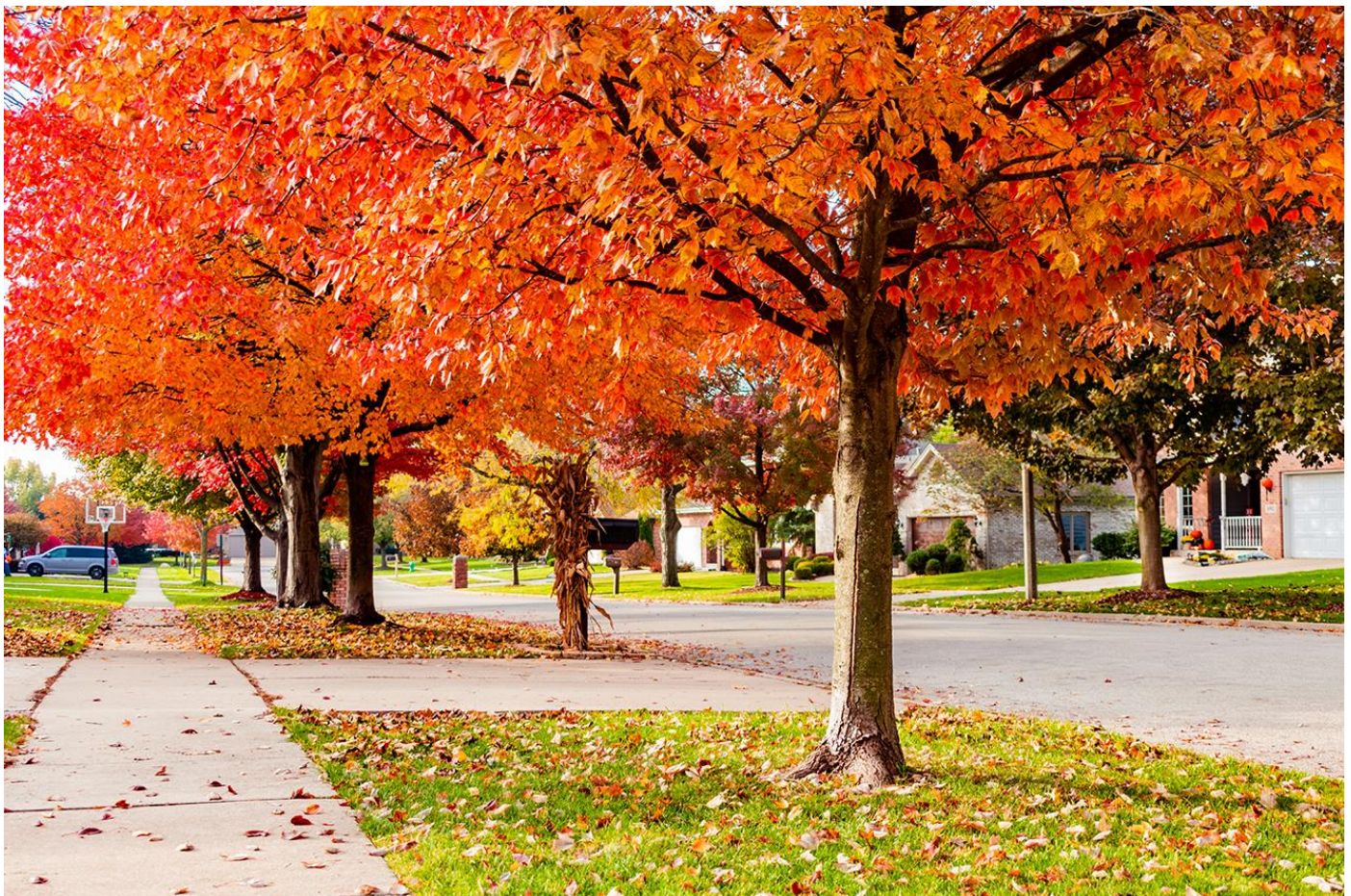
Approach, methodology & innovation

Audit services methodology

Substantive and compliance testing

We use a combination of testing detailed transactions and substantive analytical procedures to verify the accuracy, completeness, and existence of balances. While testing transactions provides strong assurance, analytical procedures give us insights into whether the amounts reported are in line with expectations. Our analytical procedures may include:

- ▶ Trend analysis - where balances and expense or revenue amount are expected to be consistent from year to year, we will investigate unexpected variances.
- ▶ Ratio analysis - where accounts are expected to vary in relation to one another, we will investigate unexpected changes.
- ▶ Predictive analysis - where balances are highly predictable based on known inputs, we can form expectations and investigate deviations from the predicted amounts.
- ▶ Data analysis - using data extraction and analysis tools, we can identify unexpected trends, high risk transactions, and unusual relationships quickly and on vast numbers of transactions.



Approach, methodology & innovation

Audit services methodology

Materiality and critical levels of error

Materiality is broadly defined as that point at which a misstatement or aggregation of misstatements would likely change or influence the decision of a person who is relying on the financial statements and who has a reasonable knowledge of business and economic activities. Materiality is determined using both quantitative and qualitative factors. Materiality thus becomes a key component in determining the nature and extent of audit procedures, as well as the mark against which audit findings are evaluated.

Canadian Audit Standards require the auditor to communicate on a timely basis all misstatements during the audit with the appropriate level of management. BDO's approach is to have an open discussion with management to determine if the item is actually an error or whether additional information is required. If BDO and management agree the item is an error, we request an adjustment for errors greater than 5% of materiality. If management chooses not to adjust, then an appropriate business reason needs to be provided for not making the adjustment.

Execution

We will determine the specific combination of procedures upon appointment during the audit planning phase of the audits. The team will perform the detailed audit procedures during the execution phase of our audits, including select procedures during interim testing where applicable. We will utilize a mix of test of controls, analytical and other substantive procedures to obtain sufficient appropriate audit evidence over the material account balances and transactions. We always strive to design a mix of procedures that will not only fulfill our audit requirements, but also be the most efficient, in order to reduce the burden of our procedures on management's time. All procedures performed will be approved in our audit plans presented to management.

The senior team will be involved throughout the execution process to ensure the approach remains appropriate, the team is on track, and issues are communicated and dealt with in a timely manner. Their involvement becomes even more pertinent upon completion of our detailed audit procedures being executed, as their review of this work is the process that helps ensure the quality of our audits. These reviews will be performed during the year-end execution phase, to ensure any issues are captured immediately, to avoid last minute requests or questions towards the end of fieldwork.

Should any such critical issues arise during the review process, we will discuss them with management immediately and work collaboratively to reach a solution that you are comfortable with.

During the execution phase, we will schedule regular meetings to ensure everyone is on the same page regarding the status of the audits, outstanding matters, and that no conversations go unaddressed. We will provide status updates to management throughout all phases of the audits at agreed upon frequencies and times. Communication is the key to any successful audit and scheduling these regular touchpoints ensures it remains a priority.

Evaluation

Upon completion of the execution phase of our audits, we will compile our findings in order to assess the impact, if any, on our Independent Auditor's Reports to the Town. We intend to be in regular communication throughout the year and during the audits; therefore, any findings should come as no surprise at the end of the audits.

Reporting

In addition to our Independent Auditor's Report, we will provide a management letter. This letter provides an overview of our audit results and details of any weaknesses in processes and internal controls identified during our audit, along with our recommendations for improvement. We will discuss the contents of the management letter with management in advance of the Audit Committee and/or Council meeting, to ensure our points are clear and that there were no misunderstandings throughout the audit. This communication regarding the contents of the management letter will also allow us to incorporate management's responses and intended actions into the final letter. Lauren has significant experience drafting and presenting management letters to her clients, and as a result, will be able to provide the Town with tremendous value through this communication.

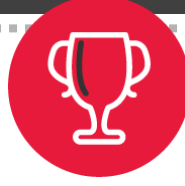
Approach, methodology & innovation

Audit tools & technology

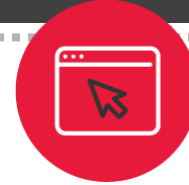
BDO's digital audit suite



**APT
Next Gen**



**BDO
Advantage**



**BDO Global
Portal**

BDO utilizes technology to make our audits as efficient and effective as possible. As a result, we are able to reduce the amount of time required for the audit, resulting in less fees for the Town. Our technological tools enable us to directly interface our accounting software with the information exported by your software to ensure accurate and secure transfer of information.

The proposed team has extensive experience auditing organizations that report under PSAs. BDO uses a global audit approach that enables our engagement teams to conduct consistent risk-based audits, with maximum efficiency and minimal disruption to our clients' operations and people.

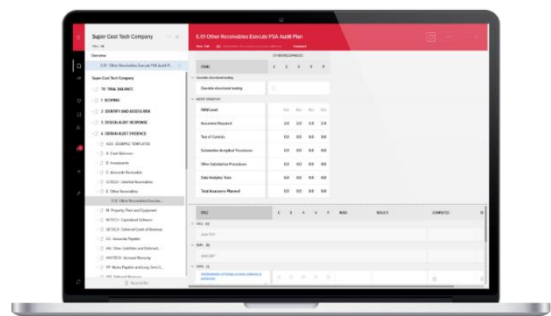
Our audit software and documentation tool 'APT' is an integral part of our audit methodology. Our professionals engage APT to devise and perform appropriate, risk-based audit procedures and testing based on applicable Canadian Auditing Standards (CASs) as well as to factor in engagement and industry-specific objectives and circumstances.

Through an expanded strategic alliance with Microsoft and the introduction of new technology, this worldwide tool is now capable of streamlining and focusing the audit process in even more ways for BDO professionals and their clients.

OUR AUDIT APPROACH SUPPORTS:

- ▶ **Consistency:** drives consistency and quality in audit execution throughout BDO, enabling us to be responsive to your size and location needs, providing access to the latest technology solutions
- ▶ **Customization:** providing sufficient flexibility to allow us to customize the scope of our work to meet your organizational needs, risk profile and changes
- ▶ **A digital approach:** we promote a paperless audit where we perform and document our audit and exchange information with you and your team using technology
- ▶ **Exceptional delivery:** using our highly trained teams, supported by state-of-the-art technologies and underpinned by an exceptionally intuitive audit methodology, to enable timely and efficient cross-border delivery of your audit

- ▶ **Compliance:** our audit approach and related technologies ensure compliance with Canadian Auditing Standards (CASs)

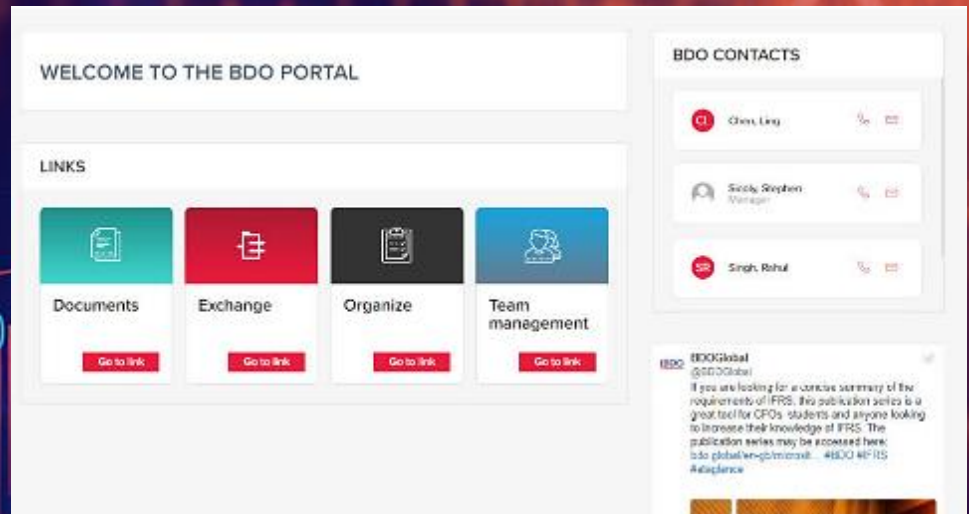


Approach, methodology & innovation

Audit tools & technology

BDO Global Portal

BDO's Global Portal transforms and enhances your digital experience with your BDO advisors, available at any time, the portal enables you to access all services, tools, apps and information and to collaborate with your advisors in a seamless way through a flexible, appealing and secure environment.



SECURE DOCUMENT SHARING

BDO Global Portal allows BDO and the clients to collaborate securely through features like multi-factor authentication, DocuSign, Data storage encryption, secure document exchange, and audit logging.



ONE PLATFORM, CUSTOMER AT THE CENTRE

The BDO Global Portal is a customer-centric solution, giving access to a range of modern tools and apps across service lines and industries.



24/7 ACCESS TO BDO SERVICES

BDO Global Portal provides 24/7 access to BDO services, modern tools, and apps, as well as insights tailored to your industry and business.



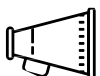
SEAMLESS & INTEGRATED EXPERIENCE

BDO Global Portal is an open platform enabling firms to integrate local applications and languages. Together with application like Exchange, it creates a seamless and tailored experience.



ENHANCED CLIENT COLLABORATION

BDO Global Portal offers a realtime collaboration space for BDO and its clients, including project, task, team management and workflow tools such as electronic signatures.



NOTIFICATIONS

Within the BDO Global Portal you can set the interval for when and which notifications you want to receive about the changes in the BDO Global Portal.

WHAT OUR CLIENTS ARE SAYING ABOUT THE BDO GLOBAL PORTAL:

“Our controllers and CFOs are happy about everything being visible in one place.”

“The portal is far better than others we have used - including from the Big Four.”

“The portal is secure, modern, and user-friendly.”

Communication

At BDO, we believe in maintaining regular communication year-round to address issues in a timely manner. We are proactive in our approach to communication and will communicate with the Director of Finance and management from the planning process through to the final stages of the audit in order to ensure management fully understands the financial intricacies of the organization. Our commitment is to serve through a long-term responsive relationship matching your needs with our experience. Our organizational communication structure focuses on communication throughout the audit from all personnel. BDO is proud to offer early and continuous partner involvement and proactive, continuous communication to help you meet your needs, challenges and business goals.

| | | | |
|--------------------------|----------------|--|---|
| Year-Round Communication | Planning | <ul style="list-style-type: none"> ▶ Communicate with the Town to review the audit approach, the responsibilities of management and the auditor. ▶ Confirm our independence as auditors. ▶ Determine any additional areas of concern for us to consider when undertaking the audit. | After the audit has concluded, members of the audit team will hold meetings with management to have a more detailed discussion on how the audits operated. This gives the Town an opportunity to raise areas they enjoyed about the audit and areas for improvement. This is something we make a point of doing with our clients in order to continually improve the audit process each year. |
| | Interim Audit | <ul style="list-style-type: none"> ▶ Update our documentation on the key controls and processes in place in each major transaction stream and perform our tests of controls. ▶ Perform our IT General Controls assessment of key IT systems that impact financial reporting. | |
| | Year-End Audit | <ul style="list-style-type: none"> ▶ We deal with issues immediately, leaving no surprises for the end of the fieldwork. This means complex areas of the audit are completed earlier. ▶ Review the draft audit report and financial statements prior to the statements being finalized. | |
| | Post Audit | <ul style="list-style-type: none"> ▶ Provide management letter. ▶ Provide an Audit Findings Report. The Audit Findings Report will highlight any aspects of the audit that we believe would be of interest. | |

Post Audit Management Letter

It is a BDO policy that all significant weaknesses in internal controls that come to our attention during an engagement must be reported in writing, together with our recommendations for corrective action. However, we do not limit our comments to control weaknesses. As staff performs their engagement work, they are encouraged to make note of matters suitable for inclusion in the letter. If we observe areas where efficiencies could be made to operations or in the handling of particular transactions, we will also bring these matters to the attention of the Chief Administrative Officer and Director of Finance. The facts of each individual finding is then discussed with management to ensure that all relevant data has been considered. We will also provide recommendations for corrective actions as may be required and be prepared to provide advice and assistance with regard to implementation, if required.

We view the management letter as an opportunity to provide a constructive service and stress that they should be issued on a timely basis. The preparation of the letter receives the same degree of care and attention as the engagement report. Before release, the engagement partner will review the letter with the Town and ensure that the individual recommendations are meaningful, and that the overall presentation is effective. If necessary, we confirm we will revise the management letter following management discussion.



Audit Timeline

Audit Timeline

Proposed Timeline

The following is a tentative project timeline based on our understanding of your financial reporting schedule and other timing requirements found in your RFP. This schedule is flexible and will be reviewed with you on an annual basis to ensure it meets your requirements and is approved by both parties.

We commit to meeting all deadlines and budget agreed to between BDO and the Town.

| Town Proposed Time Schedule | |
|--|------------------------------|
| Milestones and Deliverables | Proposed dates |
| <p>Engagement Planning</p> <ul style="list-style-type: none"> ▶ Obtain signed engagement letter ▶ Preliminary planning meeting with management | <p>Upon re-appointment</p> |
| <p>Risk and Control Assessment</p> <ul style="list-style-type: none"> ▶ Assess areas of risk and significance, including fraud risk factors that may exist ▶ Understand and evaluate controls and procedures in order to design the appropriate mix of control testing and substantive procedures ▶ Perform tests of controls ▶ Present audit plan to Audit Committee ▶ Perform substantive tests of details based on preliminary general ledger provided by management ▶ Review preliminary Council minutes and financial information to identify any potential significant issues | <p>January/February 2026</p> |
| <p>Audit fieldwork</p> <ul style="list-style-type: none"> ▶ Perform year-end audit testing and analytical procedures ▶ Evaluate results and findings ▶ Accumulate judgments and differences | <p>May-June 2026</p> |
| <p>Evaluation and reporting</p> <ul style="list-style-type: none"> ▶ Evaluate results and findings ▶ Provide draft audit report to management for review ▶ Present draft financial statements and management letter to the Audit Committee | <p>July 2026</p> |



References

References

We have a long history of providing value to organizations similar to the Town, and have built strong relationships with our contacts over the years. We have provided references to two municipal units who have been audit clients of BDO for the past several years. We welcome you to call upon the City of St. John's and the City of Mount Pearl. That said, the best reference who can speak to our services is the Town's CAO who has worked with Lauren and Edele for the past three year audit mandate.

We encourage you to contact our references so as to get a firsthand account of their experience with BDO.

Reference # 1



Services provided: Financial statement audit

Contact name: Derek Coffey, CPA, CA

Contact title: Deputy City Manager, Financial Management

P: 709-754-2489

E: dcoffey@stjohns.ca

Reference #2



Services provided: Financial statement audit

Contact name: Stephanie Hynes, CPA, CA

Contact title: Manager of Finance

P: 709-748-1159

E: shynes@mountpearl.ca

Reference #3



Services provided: Financial statement audit

Contact name: Ashley Yeadon-Wentzell, CPA, CA

Contact title: Manager of Finance

P: 902-624-8327

E: Ashley.Yeadon-Wentzell@TownofMahoneBay.ca



Estimate of Fees



Proposed fees

BDO has assembled an experienced team that will continue to provide efficient and effective service to the Town. Through our direct experience with the Town of Middleton, along with a combination of municipal audit and PSAS experience, we feel that our team can offer value to the Town. Furthermore, we can commit to meeting both your service needs and time requirements.

Based on our understanding of the Town, we have prepared a cost estimate for the audit. We undertake this process Town but ensure that our quoted fee is as accurate as possible. Our experience in performing the audit of other local public sector entities and municipalities allows us to guarantee the following: under no circumstances will there be any fee “surprises” unless the scope and representations made differs significantly from the information contained in the RFP. If out of scope items are identified, we will communicate the nature of item and obtain approval before performing billable services to correct the items identified.

Proposed Fees

Our proposed fees for the five years of the engagement are noted below. These rates are based on our knowledge of the total hours required to complete the Town’s consolidated audit and are based on a recovery of \$160 an hour for our time.

| Deliverable | Town of Middleton | | | | |
|--|-------------------|----------|----------|----------|----------|
| | 2026 | 2027 | 2027 | 2028 | 2029 |
| Total fixed fee for the audit, internal controls letter and review of consolidated financial statements and related note disclosures | \$33,000 | \$34,650 | \$36,400 | \$38,300 | \$40,300 |
| One-time fee for assessment of adoption of PS 1202 (effective for years ending after April 1, 2026) | - | \$5,000 | - | - | - |
| Administration and technology fee (7%) | \$2,310 | \$2,776 | \$2,548 | \$2,681 | \$2,821 |
| Subtotal | \$35,310 | \$42,426 | \$38,948 | \$40,981 | \$43,121 |
| HST (14%, effective April 1, 2025) | \$4,943 | \$5,940 | \$5,452 | \$5,737 | \$6,037 |
| Total | \$40,253 | \$48,365 | \$44,400 | \$46,718 | \$49,158 |

The fees above are derived from the following anticipated hours that will be required from each engagement team member in order to complete the audit on an annual basis. Fee increases each year are reflective of inflationary increases in the hourly rate of each team member, rather than an increase in time required to complete the audit.

| Staff member | Estimated Hours | Hourly Rate |
|--------------------------------------|-----------------|-------------|
| Lauren Vail, Engagement Partner | 15 | \$450 |
| Neilson Woodman, Technical Reviewer | 5 | \$330 |
| Edele Oakey, Manager | 30 | \$250 |
| Janelle Holt, Senior Accountant | 115 | \$150 |
| Mattie Base, Intermediate Accountant | 55 | \$100 |
| Total | 220 | |

Fee assumptions

We are committed to providing quality service to the Town that represents value for your money and is completely transparent when it comes to fees.

Lauren and the entire engagement team value a collaborative relationship with you and will invest the time to identify and communicate any potential issues that may impact the Town.

Fee Assumptions

Our fee estimate is based on the following assumptions:

- ▶ Town staff are scheduled to be available during the audit fieldwork.
- ▶ Town staff will prepare complete and accurate working papers to support our audit.
- ▶ There are no significant system or staff changes during the year and bookkeeping is complete.
- ▶ There are no major deficiencies in internal controls impacting our ability to complete the audit.
- ▶ There will be minimal adjusting entries (approx. 5 or fewer) required once we receive the year-end trial balance.
- ▶ If a significant change in reporting requirements in accordance with PSAS, we would discuss and review the issues and impact, if any, on the audit fee with you.
- ▶ The proposed fee is **inclusive** of our standard 7% technology and administrative fee, which is designed to cover the costs of non-professional administrative staff, costs of technology including data storage and file retention; and
- ▶ We will continue to plan for this to be a hybrid audit with a one day on-site visit for fieldwork and in-person discussions with staff. You will not be charged travel costs unless additional onsite time is specifically requested by Town management (and costs are pre-approved).
- ▶ We do not anticipate out-of-pocket expenses other than those incurred from your other service providers, such as bank confirmation fees.

Billing

We will bill on a schedule that is agreeable to the Town. Interest will be charged on all accounts outstanding.

Investment in our Relationship

As we are dedicated to building a relationship with the Town and believe we are the best fit to serve you, we have provided the following as an investment in our relationship:

- ▶ Our fees include regular check-in meetings throughout the year to discuss the audit or other matters important to you.
- ▶ Lauren will attend Council and Audit Committee meetings in accordance with Section 43 and 44 of the Municipal Government Act. If the preference is that Lauren attend in person, this can be accommodated at no extra cost to the Town.

2026 Staff Rates

The below table discloses our assurance charge-out rates for fiscal 2026, which our proposed fees have been based on.

| Level | Rate |
|-------------------|-------|
| Partner | \$450 |
| Senior Manager | \$330 |
| Manager | \$250 |
| Senior Accountant | \$150 |
| Audit staff | \$100 |



Cost overruns and additional services

We recognize the importance of transparency and predictability in audit fees. Our quoted fees represent our best estimate of the effort required to complete the audit under the current scope, accounting frameworks, systems, and control environment.

We do not charge for ad-hoc advice and support provided in the course of our work with you. However, circumstances beyond the ordinary course of the engagement may necessitate additional work.

Situations that May Trigger Cost Overruns

Cost overruns may arise if:

- ▶ **Timeline overruns** - delays in the availability of financial records, schedules or supporting documentation that require additional audit hours to meet audit deadlines
- ▶ **Adoption of new accounting standards** - implementation of new Public Sector Accounting Standards (PSAS) that require additional audit testing, technical review, or consultation.
- ▶ **New transactions requiring new accounting policies or significant estimates** - introduction of complex or non-routine transactions (e.g., contaminated site liabilities, asset retirement obligations, public-private partnerships, and restructuring transactions) requiring additional audit procedures.
- ▶ **Changes in IT systems, processes or controls** - Implementation or modification of financial systems, reporting processes or internal controls that require additional walkthroughs and testing.
- ▶ **Incidents of fraud and/or cybersecurity breaches** - discovery of suspected, actual or alleged fraud, or IT/cybersecurity events requiring expanded procedures to address risks of material misstatement.

Communication and Approval Process

If any of these issues arise, BDO will immediately notify the CAO as the matter is incurred and we will provide them with:

- ▶ A description of the issue;
- ▶ The anticipated impact audit scope and procedures;
- ▶ An estimate of the incremental hours required, broken down by staff level and applicable hourly rates, as disclosed on page 33.

We will not proceed with additional work outside the agreed scope without prior consultation and agreement with the CAO.

Services Outside the Audit Scope

From time to time, the Town may request professional services that are outside the scope of the annual financial statement audit. Examples include, but are not limited to:

- ▶ Advisory work related to governance, risk management or internal controls;
- ▶ Advisory services in areas such as IT, Generative AI, or cybersecurity;
- ▶ Indirect tax reviews; and
- ▶ Forensic procedures, investigations or special reviews

Any services that fall outside the defined audit scope will require a separate engagement letter, in accordance with professional standards. The separate engagement letter will clearly set out the scope of work, responsibilities, deliverables and associated fees.

This approach ensures:

- ▶ Clear delineation between audit and non-audit services;
- ▶ Transparency in scope and costs; and
- ▶ Compliance with independence and professional requirements under the CPA Canada Handbook.





Value-Added Service



Value-Added Services

Complimentary offerings for the public sector

Complimentary governance training

As part of our commitment to strengthening public sector governance, BDO provides complimentary governance training to our audit clients. These sessions are tailored to municipal councils and boards to help members better understand their oversight responsibilities, including their role in relation to the external audit process, risk management, and financial stewardship.

We also provide practical financial literacy training designed to enhance confidence in reviewing financial statements and engaging in informed discussions with management and auditors. This value-added service ensures that council members are equipped with the tools and knowledge needed to effectively fulfill their fiduciary duties and contribute to sound financial governance.

No additional charge for routine questions

At BDO, we pride ourselves on our client facing, hands-on approach. Our client service approach enables us to provide our clients with on-going availability and quick response to discuss complex accounting, tax and reporting issues. We encourage our clients to reach out to us as many times as they require, and we do not charge for phone calls that do not require further research.

Industry and technical publications

We will provide technical updates on the accounting changes that affect your organization, including:

- ▶ “2025 Municipal Tax Rebates - Repairs, renovations and demolitions”
- ▶ “Forecasting the upcoming budget: What can you expect?”
- ▶ [Audit Quality Report 2025](#) - *Quality is a continuous journey - one that prioritizes progress, innovation, and a commitment to excellence.*

Audit Quality Report 2024-2025

Quality. A journey over time.

[Read the full report](#)

Access to specialized events

When significant events (i.e. Information systems, indirect tax) affect an industry or a group of clients, we sponsor courses and seminars either in association with industry organizations or directly for clients. These are offered across the country.

Details can be found online at: www.bdo.ca/en-ca/events/ should you be interested in joining any of our future sessions.

PSAS update

As the Public Sector Accounting Board is reviewing and rendering specific updates to the various standards in the near future, we will ensure to inform your organization of any amendments that could affect your organization.

We held our PSAS 2024 update webinar in November 2024. To read the on-demand report, please access through [here](#). Our 2025 update will be available during the fall of 2025.

Additional webinars and training

BDO is a leading provider of professional services to virtually all businesses of various sizes and stages of growth. Additional events and training that may be relevant to the Town include:

- **Cybersecurity:** We share a variety of webinars, training and thought leadership to keep our clients aware of cyber risks, including: [Modernizing cybersecurity to stay ahead of emerging threats](#) | BDO Canada
- **Professional Development & CPD:** BDO provides Continuing Professional Development (CPD) certificates for events and webinars identified as eligible for CPD. Get access to on-demand webinars and register for upcoming sessions here: [Events and webinars](#) | BDO Canada



Appendix - Additional Firm Information

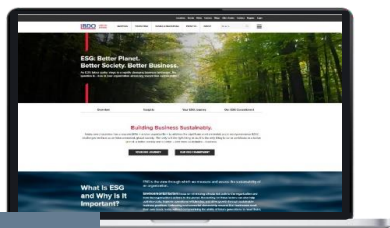


Driving Impact with ESG programs

Every industry and organization has different driving forces behind the development of ESG Programs. Organizations must align with industry drivers, understand stakeholder desires and most importantly determine their own ESG values to pursue impactful ESG outcomes.

| Environmental | Social | Governance | Benefits of ESG programs |
|---|---|--|--|
| <ul style="list-style-type: none"> • Climate strategy • Environmental management • Environmental impact of the product portfolio • Eco-efficiency: CO2, water waste, energy • Energy management • Water risks and impact • Equal opportunities | <ul style="list-style-type: none"> • Freedom of association • Health and safety • Human rights • Product responsibility • Social impact of the product portfolio • Gender and diversity • Supply chain management • Business ethics | <ul style="list-style-type: none"> • Compliance • Structure & oversight • Board independence • Compensation • Shareholder structure • Equity, Diversity & Inclusion • Whistle-blower schemes • Lobbying • Taxes | <ul style="list-style-type: none"> • Cost Reduction • Asset Optimization • Talent Acquisition • Employee Retention • Investment Opportunities • Brand & Reputation Uplift • Alignment with leading industry peers |

As ESG takes center stage in a rapidly changing business landscape, the question is - how is your organization advancing toward true sustainability?



[Click here for an overview of our Sustainability Services](#)

The foundational elements of an effective ESG program:

While every organization’s ESG program goals and ambitions are unique (and they should be), there are four foundational program elements that, when established correctly, lead to ESG program success. BDO can address each of these steps in any order and at any point in your ESG journey to fill the unique gaps presented.

- ▶ Governance | Establishing an effective discipline to enable ESG program success
- ▶ Strategy | Articulating success and empowering action to achieve ESG ambitions
- ▶ Risk Management | Managing risk in the pursuit of ESG success
- ▶ Targets & measurement | Forming commitment, measuring success & communicating outcomes

BDO’s Sustainability services combine ESG leading practices with deeply rooted industry knowledge to create impactful ESG programs specifically tailored for our clients’ ambitions. The solution set of sustainability services is modular designed, characterized by a configurable service approach to specifically support your ESG program needs. We understand that every organization has slightly different strengths in the pursuit of ESG objectives.

Full range of services

BDO is a leading provider of professional services to organizations of various sizes and at different stages of growth. Our team delivers a vast number of assurance, accounting, tax, and advisory services with deep industry knowledge and exceptional client service. As part of the international BDO network, we provide seamless and consistent cross-border services to clients with global needs.

Assurance and Accounting

- Accounting Advisory Services
- Business Transition Services
- CFO Services
- Cloud Accounting Services
- Corporate Payroll Services
- Financial Reporting
- Public Company Services
- Sustainability Services
- Third Party Assurance

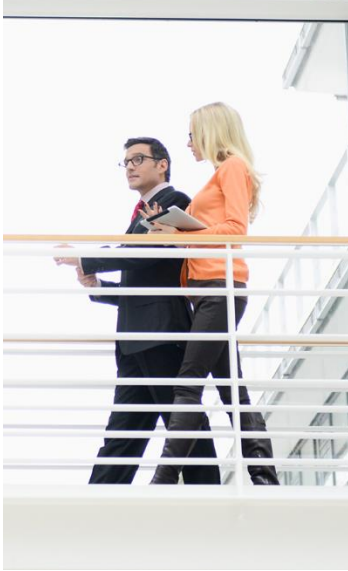


Tax

- Canadian Tax
- Expatriate Tax
- Immigration Services
- Indirect Tax
- International Tax
- Legal Services
- Private Wealth
- SR&ED & Government Incentives
- Tax Controversy and Dispute Resolution
- Transaction Tax
- Transfer Pricing
- U.S. Tax

Advisory

- Business Restructuring & Turnaround Services
- Commercial Insurance Loss Accounting
- Cybersecurity
- Digital Advisory
- Financial Risk Management
- Forensic Disputes & Investigations
- Indigenous Consulting
- Litigation Support
- M&A and Capital Markets
- Operations
- People & Change
- Personal Injury Loss Accounting
- Procurement
- Risk Advisory
- Strategy
- Sustainability Services
- Technology
- Valuations & Modelling
- Value Creation
- Wealth Advisory





Declaration



Declaration

We hereby acknowledge and declare that:

- a) We agree to perform the Work in compliance with the requirements set out in RFQ 25-001 (Financial Audit Services) issued by the Town of Middleton, and in accordance with the details provided in our submission.
- b) No person, firm, or corporation other than the undersigned has any interest in this RFQ or in the proposed contract for which this RFQ is made.
- c) We acknowledge and confirm that the Town of Middleton has the right to accept any RFQ submission or to reject any or all RFQ submissions in accordance with the RFQ.

Signed, sealed, and submitted for and on behalf of:


Company: BDO Canada LLP

Address: 6940 Mumford Road, Suite 510, Halifax, NS, B3L 0B7

Signature: Lauren Vail

Name & Title: Lauren Vail, CPA, CA, Partner

Date: September 26, 2025



The proposal contained in this document is made by BDO Canada LLP and is in all respects subject to the negotiation, agreement and signing of a specific contract. It contains information that is commercially sensitive to BDO Canada LLP, which is being disclosed to you in confidence and is not to be disclosed to any third party without the written consent of BDO Canada LLP. Client names and statistics quoted in this proposal include clients of BDO Canada LLP and clients of the international network of independent firms.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

BDO is the brand name for the BDO network and for each of the BDO Member Firms. © September 2025 BDO LLP. All rights reserved.

www.bdo.ca



Proposal for financial audit services

Town of Middleton

RFQ 25-001

September 26, 2025

Submitted by:
Doane Grant Thornton LLP

Jessica Clahane, CPA, CA
Partner, Assurance Services
T +1 902 690 2011
E Jessica.Clahane@doane.gt.ca

15 Webster St
Kentville, NS B4N 1H4

September 26, 2025

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

Doane Grant Thornton LLP

15 Webster St
Kentville, NS B4N 1H4
T +1 902 678 7307
F +1 902 679 1870
W doanegrantthornton.ca

RE: Proposal for financial audit services

Dear Ms. Crocker,

We are submitting this proposal on behalf of Doane Grant Thornton LLP (Doane Grant Thornton) to provide financial audit services to the Town of Middleton (the Town). We believe we are well-positioned to be your advisor of choice by delivering competitively-priced quality work and exceptional client experience, ultimately providing you with the attention your organization and community deserve.

We will be your trusted advisors. We believe that our ability to deliver great client service begins with cultivating meaningful relationships with management. These relationships ensure trust is built between the advisor and the organization, which allows us to develop a comprehensive understanding of where we can best add value. In this rapidly changing environment, transparency in setting expectations and meeting needs is key. We pride ourselves on being proactive and collaborative in everything we do to provide management with peace of mind to know that we deliver on our promises.

We understand your operation. Our engagement team has experience working alongside public sector clients across Nova Scotia and has cultivated a deep understanding of the unique challenges facing the Town today. At Doane Grant Thornton, we truly are one team, and we'll leverage our combined expertise to make sure you receive a seamless experience and the most efficient and cost-effective audit possible.

Location, close and accessible. Engaging Doane Grant Thornton means working with a responsive, local team of experienced advisors, bringing continuity and existing knowledge to your audit. We are Atlantic Canada's largest accounting and business advisory firm, and we have the resources and reach you need so you can continue to drive real change in your community.

Doane Grant Thornton is committed to helping you reach your objectives by delivering efficient, quality-driven, cost-effective services, focused on moving the Town in the direction you envision. I will be your point of contact regarding this engagement and can be reached at +1 902 690 2011 or Jessica.Clahane@doane.gt.ca. We look forward to working with you.

Yours sincerely,

Doane Grant Thornton LLP



Jessica Clahane, CPA, CA
Partner, Assurance Services

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Organizational structure/background

Trust is the key determinant of our relationship. Maintaining trust is based on Doane Grant Thornton delivering on our promises and proving our commitment to you.

Grant Thornton LLP Canada is now Doane Grant Thornton LLP. By reintroducing H.R. Doane – the Firm’s founding partner – to our name, we honour our Canadian roots and the values that have driven our success for more than 85 years. Our new name is the next chapter of our Canadian story reflecting our growth and vision, empowering us to make strong contributions to the businesses we support and the communities where we live and work. Our identity represents who we are today with our values and purpose firmly in place. We are committed to developing and maintaining meaningful relationships built on trust, loyalty, and exceptional service.

We are the Canadian member firm of Grant Thornton International Ltd. (GTIL), one of the world’s leading organizations with 76,000 colleagues providing audit, tax, and advisory services to 150 markets around the world. We have provided a complete list of our service offerings in [Appendix A](#) and our firm’s organizational chart in [Appendix B](#).

Doane Grant Thornton is a registered municipal auditor in accordance with the provisions of Section 457 of the *Municipal Government Act*. Proof of our firm’s Registered Municipal Auditors status can be found in [Appendix C](#). All of our engagement team members are designated Chartered Professional Accountants and we as a firm are authorized to provide financial statement audit services in the province of Nova Scotia.

| | | |
|---|---|---|
|  |  |  |
| 3,000+ | 147 | 249 |
| People across Canada | Offices | Partners |

Local roots

Although we are part of a global organization, we started here in Nova Scotia as HR Doane and Company and now have over 80 years of history in our region. With more than 300 professional staff based throughout the region who work together under a similar administrative structure, we are the largest professional services firm in Nova Scotia.

Our professionals are your volunteers, donors, and advocates. They have the resources, reach, and passion you need to drive real change within your organization so you can continue to drive real change in your community.

Like the Town, we are committed to supporting Nova Scotians. Your audit will be completed by a specially selected team of professionals operating out of our Kentville office, which is just one of our nine Nova Scotia offices that you’ll have at your disposal, should they be needed.

The depth of our resources will give you access to the largest group of local specialized support, while the close proximity of our resources – we’re always accessible to your team and are able to attend meetings and discuss the progress of your audit face-to-face.

| | | | |
|---|---|---|---|
|  |  |  |  |
| Best Workplaces in Canada 2008-2025 | Best Workplaces with Most Trusted Executive Teams 2023-2025 | Best Workplaces for Inclusion, 2024-2025 | Best Workplaces in Professional Services, 2018-2025 |

Project team and qualifications

You don't have to train us; Doane Grant Thornton hits the ground running, so you can focus on your core business objectives.

We want to work alongside the Town and aim to be seen as your trusted service provider and partner. You have access to the right resources, with the right knowledge, at the right time to help you deliver on your assurance needs and offer solutions relevant to your operations. **Jessica Clahane**, Partner, will be your direct contact and is supported by an experienced, capable engagement team. We are also able to tap into our other service lines should a new need be identified for the Town. We are confident the team we have proposed for the Town will deliver the insights and foresight you require.

Benefits of working with our team:

- **Collaborative planning.** It is important to have discussions with management at the planning stage of the audit to identify key areas and potential issues
- **Ongoing communication.** It is important to keep management informed about our progress and any significant findings to date. During our audit, we'll be in constant contact with your team. This means you'll know what's happening, and we'll be able to act and make decisions based on "real-time" information, versus a snapshot of earlier discussions
- **We welcome your questions.** We want to build the relationship, providing prompt replies to your calls. We recommend scheduling regular updates with your management to verify that we are up to speed on issues you are facing
- **Senior involvement.** One distinguishing feature about our approach is the active involvement of senior members of the team in all phases of the services. As a result, all staff members receive training and orientation prior to beginning any fieldwork. They will also actively supervise and review staff to verify maximum efficiency and professionalism while minimizing disruptions to the Town's staff.

Sufficient staffing

To sufficiently staff the engagement, we draw from our top talent across Nova Scotia and Canada, led by local leadership here in Kentville. To normalize staffing peaks, we perform audit procedures throughout the year to reduce the volume of testing at year end. For large or unusual transactions, we supplement the audit team while also drawing senior resources with experience in your industry.

Continuity

Continuity relies on each team member's desire to work with organizations like the Town, and their personal fulfilment at Doane Grant Thornton. As an award-winning employer of choice, we attract and retain our industry's top talent; this helps reduce the risk of staff turnover. We commit to providing reasonable continuity within our control; however, if a change is required, we can quickly provide qualified resources from our public sector and assurance practice.

Availability of resources

All resources listed in this proposal are employed by our firm, and our project team members are stable given that Doane Grant Thornton is award-winning employer-of-choice, both in Canada and globally.

Team members are currently available to execute the described work plan with the ability to mobilize and demobilize depending on project requirements. The team is flexible and will allocate additional time as needed to complete this project within the defined timeframe.

To mitigate the risk of long-term absences of any engagement team members, the firm has access to qualified members of the Doane Grant Thornton team from other offices across Nova Scotia and Canada. These individuals can be consulted to provide subject matter expertise and support, as required. We encourage a collaborative working relationship with the Town. Jessica is available to you for calls or emails and will be responsive to them.



Jessica Clahane

CPA, CA
Partner, Assurance Services
Role: Engagement Lead

Jessica is a partner in our Kentville office with over 16 years of experience providing assurance services to clients in various industries including the public sector, not-for-profit organizations, and a variety of privately-held businesses.

As the partner for your audit engagement, Jessica will lead the team in performing a successful audit, acting as the main technical resource for the audit team. She will provide guidance to the audit services team, assisting in the planning of the audit, assessment of risk, and compliance with financial reporting guidelines. She will also be a resource for your senior team, helping to address any questions relating to legislation and regulation.

Jessica is also an active member of Doane Grant Thornton's Nova Scotia public sector team, which allows her to share her insights with her peers and collaborate with others on municipal initiatives throughout Nova Scotia.

Jessica has been actively involved in the assessment, planning, and implementation of a number of public sector audit engagements. Her breadth of experience gives her insights into the processes, decision making tools and challenges faced by local municipalities and other public sector entities.

Professional qualifications and education

- Chartered Professional Accountant, Nova Scotia
- Member of Chartered Professional Accountants of Canada
- Member of Chartered Professional Accountants of Nova Scotia
- Member of Chartered Professional Accountants of New Brunswick

Community involvement

- Director, Valley Regional Business Network
- Member of Rotary Club of Kentville
- Past President, Annapolis Valley Chamber of Commerce
- Director, Windsor Elms Village

Contact details

T: +1 902 690 2011

E: Jessica.Clahane@doane.gt.ca



Victoria Ells

CPA
Senior Manager, Assurance Services
Role: Senior Manager

As the senior manager on your audit, Victoria will play a leadership role in the planning and completion of audit fieldwork. In this role, she will provide regular updates to your team and if any significant issues need to be addressed. Victoria will work with senior team members to resolve outstanding issues to your satisfaction.

Victoria is a senior manager working out of our Kentville office with nine years of experience providing assurance services. She has completed audit engagements for governments, including municipalities and towns, as well as not-for-profit organizations.

Victoria has specific year-end assurance experience with public sector clients, including, but not limited to, the Municipality of the County of Kings, the Town of Wolfville, the Town of Bridgewater, and the Public Service Commission of Bridgewater, Valley Community Fibre Network, and Annapolis Valley Regional Library.

Professional qualifications and education

- Chartered Professional Accountant, Nova Scotia
- Bachelor of Business Administration, Acadia University
- Member of Chartered Professional Accountants of Canada
- Member of Chartered Professional Accountants of Nova Scotia

Community involvement

- Director, Annapolis Valley MADD

Contact details

T: +1 902 690 2038

E: Victoria.Ells@doane.gt.ca



Lianna Lockhart

CPA
Manager, Assurance Services
Role: Manager

Lianna is a manager in our assurance practice based out of our Kentville office. She has been with Doane Grant Thornton since 2018 and specializes in planning, executing, and leading audit engagements with junior staff.

Lianna has worked in a variety of standard and complex audit engagements for numerous publicly accountable entities (focusing on municipal and regional entities and first nations) and mid-to-large privately-held businesses. Her experience provides a solid understanding of her clients' businesses and financial reporting processes. She has excellent project management and communication skills, which she leverages to make sure her work is completed on time and on budget.

Lianna will act as the audit manager for the audit. She will work collaboratively with Victoria to obtain and review audit deliverables and verify communication is open and timely during fieldwork. She will also manage the engagement team to make sure all stages of the audit are completed in an efficient manner, reviewing and preparing the management letter for the Town. Her experience and technical knowledge will be an asset to you.

Select public sector and related experience

- Municipality of the County of Kings
- Village of Port Willams
- Town of Wolfville
- Bear River First Nation
- Annapolis Valley Regional Library
- Valley Community Fibre Network

Professional qualifications and education

- Chartered Professional Accountant, CPA Atlantic School of Business
- Bachelor of Business Administration, Acadia University

Community involvement

- Treasurer - Community Inclusion Society

Contact details

T: +1 902 690 2034

E: Lianna.Lockhart@doane.gt.ca

Previous relevant experience

We know the public sector

You want advisors that are familiar with the Town and similar entities who bring value added advice, and who will guide you through the process. On an ongoing basis, you need to be prepared for emerging trends and to address inherent sector challenges in the best possible way. You want to be “in the know” about current sector trends and developments and learn from others, like you, who are achieving success.

Your Doane Grant Thornton team has worked with a variety of municipal and public sector entities and will bring this expertise to you. Our experience with public sector clients in Nova Scotia and across Canada provides us with an extensive understanding of the applicable issues and enables us to fully appreciate how they impact municipal service delivery.

Our experience, competence, and reliability in handling projects for specific public sector clients is evidenced in our list of relevant engagements on the following page. You’ll see that we have also developed close working relationships with numerous similar municipalities in Nova Scotia.

We pay close attention to the unique vision and corresponding values of each municipal client, working closely with key stakeholders to catalyse improvement and innovation across the board.

We know your accounting standards

Public sector accounting standards (PSAS)

As a public sector entity, there are unique factors about your audit that our team takes into account, especially as they pertain to risks and controls. The planning surrounding these areas are minimal, due to our depth of experience in the public sector, and it would not disrupt your team. You can feel confident that you have qualified and experienced PSAS resources on your audit team. Our professionals are required to take PSAS courses through our national learning and development team. These courses are complimented by courses hosted externally by CPA Nova Scotia and help us stay abreast of changing legislative requirements or standards. Members of your proposed audit team all have significant PSAS experience, and they have a combined client base that includes municipalities, towns, villages, school boards, and First Nation communities.

As municipal units continue to develop innovative solutions and provide new services to their taxpayers, such growth can come with both opportunities and concerns. When these arise, we can access specialists in our national professional practice group to assist us in assessing these matters and interpretation of the PSAS standards. Doane Grant Thornton also has internally developed software which contains a tailored audit approach for clients who prepare financial statements under PSAS.

Generally accepted accounting principles (GAAP)/Canadian auditing standards

Our audit team have recently completed comprehensive audit training as a result of our transition to LEAP, our current audit methodology. This training included attending International Audit Standards (IAS) Proficiency series of training. ISA form the basis for our current Canadian Auditing Standards (formerly referred to as GAAP). Therefore, in addition to our regularly scheduled national audit standards updates, the team has attended refreshers on the significant standards that form the basis of our audits.

Nova Scotia financial reporting accounting manual (FRAM)

As the auditor for a number of municipalities in the province of Nova Scotia, our PSAS team is highly familiar with the requirements of the FRAM and its impact on the audit of the consolidated financial statements. Although the statements upon which we provide an audit opinion are presented in accordance with PSAS and not specifically FRAM, there is significant cross-over and alignment in the requirements such that efficiencies are gained when information is presented consistently across all reporting requirements as much as possible. We are conscientious of this when working with management on the adoption of new standards as well as the presentation and disclosure of any new significant transactions or events in the consolidated financial statements.

Relevant public sector clients

The team we've suggested for your audit all have significant audit experience, and they have a combined client base that includes municipalities, towns, villages, and government business enterprises. Below you will find a sample of our provincial and other government entity audit clients.

| | |
|---|--------------------------|
| Municipality of the County of Annapolis | Town of Berwick |
| Municipality of the County of Colchester | Town of Bridgewater |
| Municipality of the County of Inverness | Town of Digby |
| Municipality of the County of Kings | Town of Port Hawkesbury |
| Municipality of the County of Richmond | Town of Stellarton |
| Municipality of the County of Victoria | Town of Trenton |
| Municipality of the District of Argyle | Town of Truro |
| Municipality of the District of Barrington | Town of Westville |
| Municipality of the District of Chester | Town of Wolfville |
| Municipality of the District of Digby | Town of Yarmouth |
| Municipality of the District of Guysborough | Village of Bible Hill |
| Municipality of the District of Shelburne | Village of Freeport |
| Municipality of Yarmouth | Village of Port Williams |

Value-added services

In addition to your core engagement requirements, we recognize that there are other ways in which we can indirectly contribute to your success. You need to be prepared for emerging changes, be able to take advantage of your opportunities, and address your inherent challenges – we have the capability to provide you with special tax and advisory services that can help strengthen, educate, and support the Town today and into the future. To help you achieve these outcomes, we deliver:

Auxiliary services for public sector clients

In addition to external audit services, our firm provides a variety of services unique to government organizations. These services include:

- Review of internal control procedures and best practices in your finance department
- Review of internal control procedures in payroll department
- Sales tax reviews
- Value-for-money examinations relating to planning, budgeting, and reporting systems and practices
- Assistance in the development of personnel policies and performance evaluation criteria
- Assistance in the assessment and implementation of computerized information systems
- Forensic auditing investigation relating to fraudulent activities
- Operational reviews of entities taken over or divested by a municipality or public sector organization
- Review of outsourcing of water and sewer/electricity meter reading and billing
- Comprehensive reviews relating to the safeguarding and utilization of municipal assets and resources
- Strategic planning
- Services relating to rate studies and regulation of utilities

Harmonized sales tax (HST)

Doane Grant Thornton has had a dedicated and specialized HST team for over 19 years. With the largest full-time HST team in Atlantic Canada, we have an extensive level of local expertise. Our HST consultants have extensive sales tax experience assisting public sector entities with complex sales tax rules and regulations.

Internal controls consulting

With a team of over 90 professionals nationwide, we can assist you with assessing and elevating your internal controls. We have a highly efficient process that we use on hundreds of clients annually to evaluate the effectiveness of their controls. Based on the standard under which engagements are executed, we can develop and document an independent controls review.

Reputational risk management

Doane Grant Thornton helps entities like yours every day to identify and manage risk, including reputational impacts. We work side by side with management, and the Town, to explore the potential consequences to your reputation in a rapidly-changing online world, and can assist you with more preventive measures, such as the implementation of our whistle-blower hotline service, or the development of a crisis management plan. Our team wants to see our clients succeed, and part of getting you where you want to go is ensuring that nothing gets in your way.

Environmental, social, and governance (ESG)

ESG is front and centre for investors, executives, audit committees, and boards as they begin to expect greater transparency from organizations on ESG and sustainability performance. The increased demand for transparency makes for a confusing landscape as many entities try to understand how ESG fits into their business plans and reporting. This shift is changing how businesses define and measure value by challenging the boundaries between purpose and profit.

Doane Grant Thornton's ESG offerings support businesses in understanding the ESG landscape, risk mitigation, and proactive business model transformation. We help you navigate the complex ESG domain including strategy development, risk assessment, quantifying your current impact, and driving performance to the next level.

Cybersecurity

As organizations become increasingly dependent on digital technology, the opportunities for cyber criminals continue to grow. The explosion of data generated by digital technology, combined with a new degree of connectedness among public entities, means that there is ripe opportunity for the technologically savvy and criminally minded taking advantage of potential gaps in security.

Regulators and stakeholders are increasing the pressure on these entities to manage their risks, and cybersecurity is now on top of the boardroom agenda. Further, as geographical borders are becoming more meaningless, cyber attacks are now more focused, skillful, and ambitious. It is now more important than ever for organizations to take advantage of the opportunities for increased cybersecurity available to them so that they can decrease the risk and consequences of digital susceptibility.

We've created a strategic alliance with VARS Corporation, a cybersecurity organization wholly owned by Raymond Chabot Grant Thornton (RCGT), whose multidisciplinary professionals offer clients innovative and practical solutions to their cybersecurity needs. The Town can benefit from cutting edge information security expertise that will help safeguard your most sensitive data and strengthen your cybersecurity posture.

Human capital consulting

While you may know us as a traditional accounting firm, we have grown to become much more — within our business consulting practice, we have a long history offering a variety of human capital services to entities like yours. We know that today's leaders face significant challenges in workforce management, and we have identified that the biggest human capital challenges going into the future include recruitment of talent, retention, employee engagement, leadership development, and creating an attractive company culture.

We also know that diversity is becoming an increasingly strategic part of business and talent management, coupled with the complexities that come with multi-generational workforces who are motivated by flexibility amongst other work practices. Organizations need to look at creative solutions to understand how they can engage and retain their employees, and having access to high-quality professional advice from a firm like Doane Grant Thornton is vital in fostering a productive and committed work environment for your employees.

Audit strategy

Doane Grant Thornton has provided services to many organizations like the Town, allowing us to gain a deep understanding of the complex and evolving environment you are currently operating in. As discussed below, our understanding of the current and future environment will be used to develop an impactful and value-added audit. Your audit must be efficient and effective, and the right approach should also give you value for money. To make sure you receive an impactful audit, we will deliver:

A risk-based methodology. Substantiated by 32,000 Grant Thornton auditors worldwide, we apply our global methodology, which includes an integrated set of proprietary software tools, to your audit.

An approach customized to you. Our methodology provides the framework, but we have further customized the framework for co-operatives based on our experience. It is then specifically tailored to you, reflecting the best practices we have learned from our other similar clients across the country.

Ongoing communication. During the audit and throughout the year, we will be proactive in thinking about your audit. We will keep your team (including those charged with governance) informed about our audit and any significant findings – this is essential to building a trusting relationship.

A holistic viewpoint. Our team includes sector specialists in assurance, tax, and advisory. This enables us to think more expansively about the Town and offer suggestions for process improvement.

Planning

- Develop our understanding of the Town’s operations, internal controls and information systems
- Plan audit timetable together

Assessing risk

- Use knowledge gained from planning to assess financial reporting risks
- Customize our audit approach to focus efforts on key areas

Evaluating internal controls

- Evaluate design of controls over financial reporting risks
- Test controls to identify where audit could be more effective or efficient
- Recommend opportunities to improve controls

Testing

- Perform test of balances and transactions
- Use technology and tools, including data interrogation and analytic tools, to enhance effectiveness and efficiency

Concluding and reporting

- Conclude on sufficiency and appropriateness of testing
- Finalize report and provide the client with our observations and recommendations

Detailed approach

1. Planning

Planning is the first and most important phase and critical to a successful audit. Understanding the Town's operations and future growth strategies enables us to develop a truly optimized audit plan. The first step is an initial planning meeting with key members of your team, with the following objectives:

- Identify roles and responsibilities of the Town and Doane Grant Thornton teams
- Discuss general business including performance against KPIs, changes in structure, areas of concern, likely audit and accounting issues, prior-year issues and management letters
- Agree on timing for key audit fieldwork visits
- Agree on protocol for communications
- Agree on deadlines for deliverables
- Arrange other important meetings (e.g., key process owners, IT specialists)
- Provide an update on recent and upcoming technical accounting standards
- Discuss the use of management and/or auditor experts

2. Assessing risk

Before any detailed procedures are performed, we evaluate your operating environment and internal controls structure to assess financial reporting risks. We review the financial reporting implications arising from your strategic goals and business plans. We also consider factors such as:

- Sector and industry trends
- The Town's financial condition
- Legal and regulatory environment
- IT systems that support financial reporting
- Emphasis placed by management on a positive control environment
- Related-party transactions
- Overall design of the entity and financial reporting controls

3. Evaluating internal controls

Professional standards require us to obtain an understanding of the Town and its environment, including its internal controls. We begin this process by evaluating controls at the entity level that relate to financial reporting.

This assessment includes aspects of your control environment, risk assessment, monitoring, information systems (including IT), and financial reporting processes. We also obtain an understanding of controls over financial reporting activities such as the recording and processing of transactions.

We use this understanding to:

- Identify the types of misstatements that could occur
- Evaluate the internal control deficiencies that may increase the risk of material misstatement
- Design internal control testing strategies, where such an approach would be appropriate

Based on this evaluation, we identify areas where our audit could be more effective or efficient by taking an approach that includes testing the controls.

4. Testing accounts and transactions

Our approach includes interim and year-end testing. We request your input on these risks and any other areas of concern that management identify.

Based on our knowledge of the Town and our experience with similar organizations, we expect to perform a combination of substantive tests of details and analytical procedures, such as:

- Confirmation of balances or transactions
- Testing high-value, unusual and other key items and items selected through sampling routines
- Recalculation, inspection, and observation procedures
- Analytical procedures, including data analytics, trend, ratio, and reasonableness tests

5. Concluding and reporting

At the conclusion of our engagement, we organize a closing meeting with management to discuss:

- Significant findings from the audit
- Our observations on the quality and acceptability of the accounting principles
- Updates on regulatory matters, accounting, and auditing standards
- Practical comments on how you can enhance your internal controls process by evaluating controls at the entity level that relate to financial reporting

Audit scope, materiality, and consideration of critical levels of errors

The purpose of our audit is to provide an opinion as to whether the financial statements are prepared, in all material respects, in accordance with Canadian PSAS. Therefore, materiality is a critical auditing concept and as such we apply it in all stages of the engagement. The concept of materiality recognizes that an auditor cannot verify every balance, transaction or judgment made in the financial reporting process. During audit planning, we will make a preliminary assessment of materiality for the purpose of developing our audit strategy, including the determination of the scope of our audit procedures (type of procedure and number of samples). During the completion stage, we consider not only the quantitative assessment of materiality, but also qualitative factors, in assessing the impact on the financial statements, our audit opinion, and the matters brought to your attention.

Planning materiality is determined by applying a percentage to a chosen benchmark. Examples of benchmarks are total revenues or total assets. The audit team establishes an appropriate materiality by assessing the positive and negative implications of factors on aggregation risk, such as experience in prior audits (number, size, and nature of auditor-identified misstatements) or experience of audits in similar-sized municipal units.

We also factor in the audit team's knowledge of the Town and its environment, including areas that increase or decrease the number, size, or nature of potential misstatements, such as:

- Operational activities or changes in operational activities
- Accounting system or changes in the accounting system (i.e., accounting staff, processes, and technology used)
- Strengths, weakness, and changes in internal control
- Fraud risk factors

During the execution phase of the audit, differences (including missing disclosures) are accumulated and at the completion phase of the audit this schedule assists the audit team in determining whether misstatements are immaterial, either individually or in the aggregate. The audit team determines an amount that would be clearly trivial (below

5% of materiality) to the financial statements and differences smaller than this amount are not included on the summary of unrecorded misstatements. This amount should be such that small audit differences, either individually or in their aggregate, could not cause a material misstatement from both a quantitative and qualitative perspective. While some amounts clearly may not be material from a quantitative perspective, the qualitative aspects of materiality cannot be evaluated unless the differences are captured.

Auditing standards require the auditor to communicate to Town the non-trivial uncorrected misstatements, individually or in aggregate, and to consider root causes, potential internal control deficiencies, and errors that may cause future financial statement errors to be materially misstated. Audit standards also require the auditor to request that uncorrected misstatements above clearly trivial be corrected in the accounts and, if not corrected, to document rationale for not correcting.

Our approach to identifying and responding to critical issues

During your audit, our team will make sure there are frequent updates with management, including progress updates. In addition, as we encounter critical audit issues, as identified through discussions with management or through our audit testing, that are pertinent or could have an impact on the audit we will communicate with members of management to resolve the issues. As previously noted under materiality, we will recommend all errors above a trivial amount be adjusted in the accounts of the Town. In addition, in the communication of audit results to The Town we include documentation of critical issues, audit adjustments and disclosure issues as well as those items which have not been adjusted by management to provide a full understanding of the audit results.

Assistance requested from the Town

To meet the fees outlined in this proposal and the deadlines required by the Town, we request assistance from the Town personnel. This includes preparing certain working papers, variance analysis, financial statements, other reporting, and being available for inquiries during the audits.

To keep the Town staff members aware of what is required for the audit, we provide a client assistance list for each engagement at the time of planning, which identifies the working papers required to complete the audit. We then meet with your personnel to discuss the requirements listing and ensure our requests are reasonable, and we would modify our requests and make use of the Town-prepared schedules and analyses where possible.

Responsibility is key to our mutual success

Throughout the audit, we'll be in contact with your team. Jessica will be front and centre throughout the audit work so you will know what is happening. They will be available regularly during the audit. This will allow us and you to act and make decisions based on "real-time" events and circumstances. In advance, we will require time of management to understand existing processes and controls.

To avoid surprises:

- During audit planning, we agree on timeframes for deliverables and schedule our work accordingly. We deliver a clear outline of the information we need from you and regularly communicate when documents are required. This keeps us on schedule and helps us continue to meet timelines
- We use our customized technological tools to manage items and responses
- We meet with your team regularly to share our work status and findings to date
- Working directly with your people, we will offer advice to help them prepare for issues before they occur
- Prior to issuing our management letter and/or internal control letter to the Town Council, we provide a draft version for management's review and input

A technology-enabled approach

Leading with quality

The ability to adjust the audit program in real-time allows engagement teams to manage changes to the audit environment as they occur, keeping quality high. Through our software, we offer:

- A mainly paperless audit which includes planning, executing and reviewing documents electronically. This electronic file approach helps us deliver more extensive and proactive advice to our clients and eliminates the paper shuffling of a traditional approach

- A tailor-in approach, where the response is designed according to the identified risks of your business. This requires an increased use of professional judgment and increases accountability and responsibility of the engagement team, which provides a more engaging auditor experience and increased quality
- Industry-specific content, that means our auditors don't have to start building your audit plan from scratch. Industry guidance enables our auditors to be more efficient and makes it easier for our people to perform a quality audit

Data analytics to enhance the external audit

At Doane Grant Thornton, we live and breathe data. We've long been pioneers in advanced analytics, so we know firsthand that next-generation technology is only as good as the people who use it. The right people asking the right questions and using the right tools to help answer these questions are central to our culture, and our engagement approach.

Analytics are incorporated by our professionals at every stage of an engagement, from planning and risk assessment, to evaluation of controls and substantive testing, and concluding and reporting.

We use IDEA to analyze, compare and sample data from your financial accounting system to perform analytical procedures. This type of analysis is useful in identifying data anomalies that provide clues to potential fraudulent activity or insufficient controls. Analytical procedures also assist in identifying unusual trends in financial results. We were early to recognize the value of this software and are also actively involved in its continued development. By incorporating this approach, we have been able to spend our time focusing on high-risk transactions, and as a result we can provide deeper insights into the issues that lurk below the surface. We have found that by looking at an organization's data during planning, we can quickly gain knowledge about an organization that drives more effective resource deployment to address the most important issues that matter to you.

We have partnered with world class organizations like the University of Toronto to research analytics and artificial intelligence (AI) to continue to push the envelope of what we can do. We believe that our approach in integrating analytics will deliver an engagement that will more

efficiently and effectively identify the risks that your organization faces.

Encrypted hardware

Our staff use brand, solid state computers that are encrypted and subject to two-factor authentication. Access to your work paper file requires an additional password. Encrypted USB keys are used when secure online data transfer is not possible. In the event of stolen hardware, your data will be secure. We can also identify improper access via the web and, where appropriate, remotely wipe the computer. All our devices are standardized with screen locking to automatically trigger locking from inactivity.

AI

Data analytics and the use of AI and machine learning technology is a continuously evolving practice for us, and we are looking for ways to incorporate them into our audit process. AI and machine learning are complementary to existing techniques and work well along-side business rules and logic that you have developed or that our team can assist in developing.

From recent experience, we have the capabilities to assist the Town in the areas of risk detection and management; fraud detection and prevention; customer segmentation, retention and profitability; trend analysis; financial performance management; and resource optimization. We use a variety of AI tools to do so, including Mindbridge, Knime, R and Python, in combination with data analytics.

Success starts with effective communication

You expect to be kept in the loop, so you're not surprised later. During any engagement with the Town, our project management process is built into our methodology, constantly engaging the team. This means you will know the progress of your audit and be able to make informed decisions. Staying in control of project progress begins with clear communication and regular touchpoints, including:

- Kick-off meeting and post kick-off update to agree on timeframes for deliverables, schedule our work accordingly, and align the vision to define success
- Local team members and leaders who live and work where you are – our team is available to meet with you throughout the year, not just during the audit
- Weekly (or an agreed upon frequency), we will meet with your core team members to share our work status and findings to date

- Open and frequent communication between the assurance engagement team and other team members, including our tax and advisory team, to coordinate and stay plugged in so that we're providing coordinated service offerings for you – the benefit of using one service provider

We work as one cohesive team regardless of location. The lines of communication are always open – no matter the time of day – we work to help identify, address, and resolve issues in a timely and collaborative manner. This same approach underpins our communication with key management. With a centralized team leading the resolution of issues, those with final responsibility for recommendations coordinate between the Doane Grant Thornton team and the Town's management.

As part of our audit planning process, we meet with key management prior to the audit with a list of documents we require to complete the audit. In addition, we may need the assistance of the Town's personnel during the audit to respond to questions and assist in finding supporting audit documentation. As always, our priority is to minimize disruption as much as possible to your staff, therefore, we anticipate working with your staff to find the most efficient and effective way to obtain the information we require for the audit with the least disruption.

Communicating with management

Your engagement partner, Jessica, will oversee the team and relay any business improvement opportunities. She meets with management throughout the year to proactively discuss business plans and initiatives.

Specifically, our communication approach includes:

- Issue formal reports to the shareholders, outlining the results of our annual audit plan and audit procedures
- Discuss risk assessment matters such as fraud risk, compliance with laws and regulations, and internal controls. We extend this to other business and operational risks impacting the Town, as identified during our audit. The feedback is then used to help tailor our approach
- Meet quarterly with management on the status of our work and matters that may impact future periods. These meetings are flexible, and our agenda varies based on matters of interest to the Town

Audit timeline

Commitment to meeting timelines

You need a clear understanding of the timing and activities related to the audit to minimize disruption to your day-to-day operations. We understand the Town has provided a proposed timeline as set out in Section 4.5 of the RFQ, and we will work with you during the planning phase to clearly establish objectives, scope, and finalize timelines, so you'll know what to expect and can prepare in advance. Specifically, prior to the commencement of our services, we will meet with management to discuss and agree upon:

- The specific schedule to complete all deliverables of the audit engagement
- The audit plan
- The proposed audit fieldwork team
- The requirements listing, as explained above

Our approach will include interim and year-end testing. We would expect to perform interim testing, approximately 1-2 months ahead of year end, in the following areas:

- Walkthrough of key processes
- Revenue process review and preliminary analytics
- Legal and professional fee analysis
- Review of Town Council meeting minutes

Audit timeline

| Key deliverables | Key dates/timing |
|--|------------------|
| • Interim audit | January, 2026 |
| • Audit plan presented to Audit Committee, including an update on interim audit that has commenced | February, 2026 |
| • Audit fieldwork | May/June, 2026 |
| • Completion of draft financial statements | July, 2026 |
| • Closing meeting with management | July, 2026 |
| • Finalization of the report to the Audit Committee | July, 2026 |
| • Presentation of draft financial statements and management letter to the Audit Committee | July, 2026 |
| • Council meeting to review and approve final audited financial statements | July, 2026 |

References

The best spokespeople for our work are our clients. We have provided a list of clients who have utilized Doane Grant Thornton's audit services within the past five years and can speak to the contribution that we have made to their organizations. We encourage you to reach out to them.

| Client name | Contact details | Engagement description |
|---------------------|--|--|
| County of Kings | Mike Livingstone, CPA Director of Finance & IT T: 1 902 690 6136 | Doane Grant Thornton has served as auditor to the Municipality for more than 20 years, issuing unqualified audit reports on the Municipality's consolidated financial statements and supplemental schedules for its water utility. During our tenure, we have brought our breath of services to Municipality providing a number of additional services including human resource consulting, process reviews, financial analysis for specific projects, and special reports, such as capital cost audits. |
| Town of Wolfville | Diana Gibson Director of Corporate Services T: 1 902 599 7450 E: dgibson@wolfville.ca | Doane Grant Thornton has provided audit services to the Town of Wolfville for 8 years, from 2012-2014 and again from 2020 until present, issuing unqualified audit reports on the Towns consolidated financial statements and supplemental schedules for its water utility. During this time we have provided general and tax advisory services, completed special reports, completed a cyber security engagement and are currently executing a human capital engagement. |
| Town of Bridgewater | Kim Hopkins Director of Finance T: 1 902 541 4362 | Doane Grant Thornton has provided audit services to the Town of Bridgewater and the Public Service Commission of Bridgewater, the separate entity that operates the Town's water utility, for 14 years. We have issued unqualified audit reports for each of these entities separately. During this time, we have also provided general and tax advisory services, IT system review, and completed special reports. |

Estimate of fees

Cost effective and efficient

Our culture is based on a client first mindset, providing responsive and in-depth service at a highly experienced level. We do not aim to minimize costs by providing lower levels of client service or less experienced staff.

We believe that our high level of client service and depth of experience provides value for money to our clients. Our fees have been set with a long-term view of a meaningful partnership with the Town.

We have put together a fair and transparent fee estimate to perform the scope of services outlined in the RFQ. Our proposed fee is largely driven by the amount of work we expect to be needed however, if after reviewing our proposed fee, you feel that we have inappropriately estimated the amount of work effort required, we welcome a discussion to fully comprehend your fee expectations.

In 2023 we proposed on audit services and were disappointed to be unsuccessful in our bid. Working with Municipal units across the Annapolis Valley and being at home in the community, we would truly value the opportunity to work with the Town of Middleton. To demonstrate our commitment, we have held our fee quote at the same amount as was quoted in our previous proposal. Additionally, we recognize that while our preference is to include an on-site component to the audit as it helps to build stronger relationships with your team, we can gain some efficiencies by working fully remotely. Therefore, we have provided quotes below for both a hybrid and a fully remote option for the audit.

We commit to the fee quotes provided below – subject to the assumptions noted, including timely receipt of information before and during the audit, unless significant changes to the scope of the audit occur (for example, significant increase in volume or changes in internal controls) or continued significant inflationary pressures (in excess of 5.0% annual inflation for the Province of Nova Scotia as published by StatsCan) that are subject to discussion with management and the Town.

2026 Hybrid fees

| Staff level | Number of hours | Hourly rate (CAD) | Subtotal (CAD) |
|-------------------------|-----------------|-------------------|-----------------|
| Partner | 10 | 500 | \$5,000 |
| Manager/Senior Manager | 23 | 330 | \$7,590 |
| Senior Accountant | 60 | 180 | \$10,800 |
| Accountant | 53 | 110 | \$5,830 |
| Staff support | 4 | 70 | \$280 |
| 2026 hybrid fees | 150 | | \$29,500 |

| Hybrid fees | 2027 | 2028 | 2029 | 2030 |
|-------------|-----------------|-----------------|-----------------|-----------------|
| Fees | \$31,500 | \$33,500 | \$35,500 | \$37,500 |

2026 Fully remote

| Staff level | Number of hours | Hourly rate (CAD) | Subtotal (CAD) | |
|-------------------------------|------------------------|--------------------------|-----------------------|--|
| Partner | 10 | 500 | \$5,000 | |
| Manager/Senior Manager | 21 | 330 | \$6,930 | |
| Senior Accountant | 54 | 180 | \$9,720 | |
| Accountant | 47 | 110 | \$5,170 | |
| Staff support | 4 | 70 | \$280 | |
| 2026 fully remote fees | 136 | | \$27,000 | |

| Fully remote fees | 2027 | 2028 | 2029 | 2030 |
|--------------------------|-----------------|-----------------|-----------------|-----------------|
| Fees | \$28,750 | \$30,500 | \$32,250 | \$34,000 |

Assumptions

We are committed to providing agile solutions, and to supporting your business with assurance services where our professional expertise can be beneficial to you. We assume:

- All fees are quotes in Canadian Dollars (CAD)
- Our proposed fees and hourly rates do not include HST/GST
- The assignment is pure audit and does not involve significant accounting work
- Agreed upon working papers, together with the agreed supporting schedules for the audit, are available on commencement of the audit
- Key personnel are available during normal business hours throughout the audit to address queries and respond to additional requests for information in a timely manner
- Any additional services will be subject to an additional fee, agreed upon prior to any work being undertaken

Out-of-pocket expenses

In addition to our fees, we will bill you for expenses such as computer and technology usage, software licensing, research and library databases, photocopies, postage supplies and delivery, fax charges, printing of statements and reports, and other similar items. This administrative fee is equal to nine percent (9%) of the fees quoted above.

Billing and payment terms

Progress billings will be rendered on a regular basis as work proceeds. Payment is due within 30 days.

Policy on handling cost-overruns

Our annual audit fees contemplate the provision for audit-related advice on routine matters for no additional cost throughout the course of a fiscal period. In circumstances where there are significant non-recurring transactions arising (e.g. significant acquisitions, restructurings, changes in accounting standards, etc.) requiring substantial analysis and audit efforts, we'll communicate with management appropriately to make sure estimated fees are agreed to in advance to the extent possible

Special work or ancillary services

To the extent that significant special work or ancillary services are required, we review the scope and provide an estimate of fees for your approval prior to the commencement of work.

Acceptance of the engagement

This proposal is being submitted in advance of our completion of certain customary engagement acceptance procedures. Our acceptance of your appointment of Doane Grant Thornton as auditors is conditional upon the satisfactory completion of these procedures (including internal independence checks).

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Appendix A: A to Z services

Appendix A: A-Z services

Assurance

Assurance, audit and review

- Financial statement audit
- Review engagements
- Compilations and notice to reader engagements
- Agreed-upon audit procedures
- Compliance and other attestation engagements
- Service organization reporting and internal controls audit

Accounting advisory

- IFRS, ASPE, ASNPO, PSAS, US GAAP and pension plans
- Complex accounting transaction
- Small business accounting and compliance
- Cloud accounting and bookkeeping

Risk

- Governance, risk and compliance
- Internal audit
- Certification – SOX
 - Internal Controls, planning, scoping analysis & documentation
 - Assessment of inherent risk
 - Walkthroughs and testing of existing controls
 - Evaluation of potential control gaps
 - Remediation of deficiencies
- Third party assurance

Tax

Tax planning and compliance

- Corporate reorganizations
- Asset transfers
- Amalgamations and wind-ups
- Corporate share capital restructuring
- Annual planning and compliance services for both taxable and tax exempt entities
- Tax due diligence on M&A transactions

Research and development, government incentives

- SR&ED claims
- Digital media tax credit claims
- Other government grants, loans, and incentives
- Program compliance and documentation support
- Audit defense and dispute resolution

Indirect tax

- Audit support, defense and management
- Health checks (compliance and recovery reviews)

US corporate tax

Planning

- Tax structuring of US expansion
- Permanent establishment and nexus studies
- US tax minimizing planning
- US acquisition planning and due diligence
- US capital structure planning
- FATCA advisory and implementation
- Audit defense – both IRS and state

Compliance

- Preparation of US federal and state tax returns (corporate and partnership)
- Preparation and review of US tax provisions
- Preparation of US withholding tax forms

Cross-border personal tax

- Cross-border tax planning solutions
- Global mobility services
- US personal tax compliance

International tax

Inbound

- Determine whether activities in Canada create a taxable nexus
- Structure both new and existing Canadian investments
- Establishment of exit strategies
- Management of withholding tax
- Repatriate structures from Canada
- Finance Canadian operations or acquisitions
- Navigate compliance matters

Outbound

- Taxation of foreign earnings before repatriation to Canada
- Repatriation
- Acquisitions and divestitures
- Reorganizations
- Compliance

Succession & estate planning

- Facilitation
- Business succession planning
- Trust planning (Includes safeguarding assets, reducing probate fees, and holding shares in a family-owned company)
- Domestic and cross-jurisdictional tax minimization strategies
- Will planning and review
- Post-mortem planning (Includes avoiding double taxation)
- Asset disposition & charitable gift planning

Tax reporting & advisory

- Identify tax-related risks and opportunities
- Integrate tax reporting obligations
- Optimize tax processes through automation tools
- Coordinate global tax compliance through GTI member network
- Manage compliance risks
- Develop tax-efficient business strategies

Transfer pricing

- Plan tax-efficient international business structures
- Price related party transactions, including providing support in respect of interest rates used on intercompany funding arrangements
- Implementation of pricing policies in your financial systems

- Prepare Master File/Local File contemporaneous documentation
- Navigate international tax audit disputes and Competent Authority matters with tax authorities, including seeking double taxation relief
- Post-merger integration of transfer pricing policies
- Migrate intellectual property offshore

Global mobility services

For organizations

- Tax compliance and advisory services
- Strategic assignment planning
- Cost management and budgeting
- Coordination of global compliance and advisory services
- Global compensation, pension and benefit planning

For employees

- Arrival and departure briefings and compliance
- Assistance with assessments and audits
- Tax equalization and protection reconciliation
- Knowledge of the overall impact of their assignment on their tax lives

Advisory

Transactions

Capital advisory

- Refinancing
- Acquisition financing
- Financial forecast and projections
- Financing proposals
- Navigating financial difficulty
- Complex lending deals

Mergers, acquisitions and divestitures

- Preliminary pricing analysis
- Liquidity analysis
- Management buyouts
- Identify prospective buyers or acquisition targets
- Support to prepare go-to-market materials
- Coordinate internal and external advisors
- Negotiation support, completion of all closing details
- Recapitalizations
- Financial modeling & analysis

Transaction advisory services

- Buy-side financial due diligence & quality of earnings
- Sell-side due diligence & quality of earnings
- Post-close transaction support
- Integrated due diligence (Includes tax, HR, operations & supply chain, internal control, cybersecurity & IT, background investigations, synergy assessments)

Valuations

- Understand the fair market value of your business
- Shareholder disputes (Includes dissent and oppression remedies)
- Business transition support
- Succession planning

- Regulatory compliance
- Purchase price allocation (tangible assets, identifiable intangible assets and goodwill)
- Goodwill impairment testing
- Fairness opinions
- Personal injury and loss quantification

Complex Financial Instrument Pricing

- Fair market valuation of financial instruments (loans, bonds, preferred stock), derivatives (options, employee stock options, swaps, and forwards/futures), other complex financial arrangements (hybrid or combined instruments)
- Determination of synthetic credit rating and risk-adjusted rates (Includes the incremental borrowing rate under IFRS 16)
- Hedge effectiveness assessments
- Credit and counterparty, market risk, and liquidity risk management
- Stress testing of capital and funding plans
- Financial risk strategy, appetite, tolerance & limits

Consulting

- Digital transformation
- Financial transformation
- Human capital management
- Operational transformation
- Social and public sector consulting

Restructuring

- Formal corporate insolvency filings
- Turnaround and restructuring
- Viability and financial reviews
- Business plans
- Accelerated M&A
- Strategic performance review
- Division I and Division II proposals

Forensics

- Anti-money laundering (AML)
 - Compliance program review & testing
- Forensics investigations and litigation & data analytics
 - Fraud investigations
 - Forensic accounting, including digital forensics
 - Litigation, dispute or loss quantification support
 - Integrating data analysis
 - Resolving data analysis issues
 - Money laundering investigations
- Investigative research
 - Due diligence/background investigations for M&A, investments, partnerships, etc.
- Whistle-blower reporting solutions

Cybersecurity

- Services are offered through a strategic alliance with VARS Corporation, part of Raymond Chabot Grant Thornton

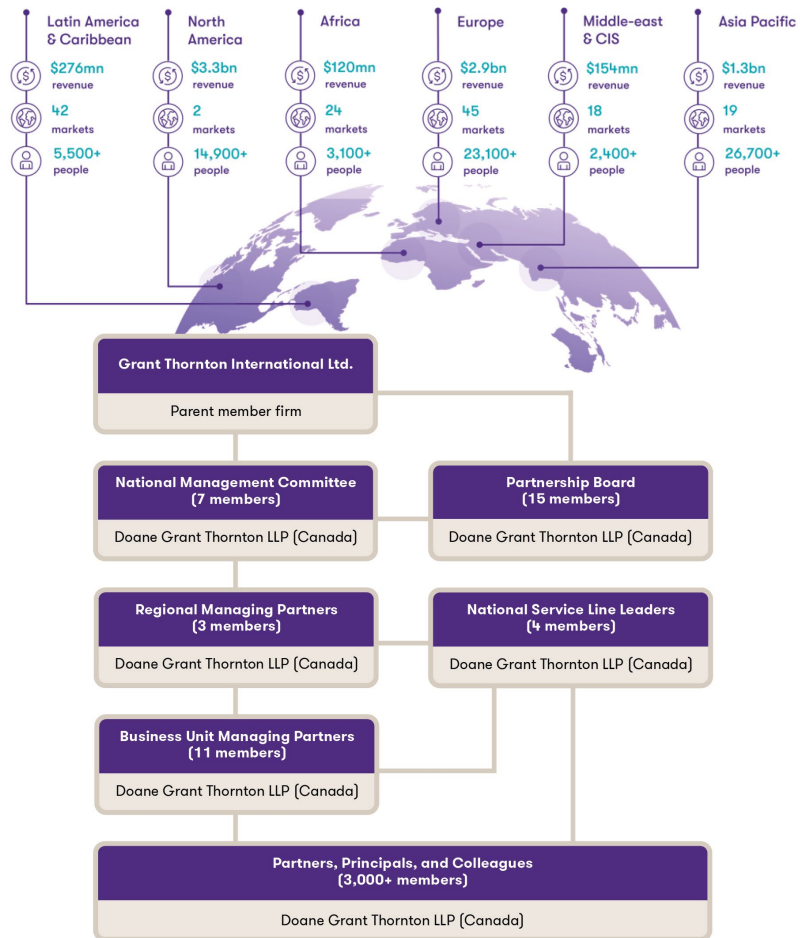
Appendix B: Firm organizational chart

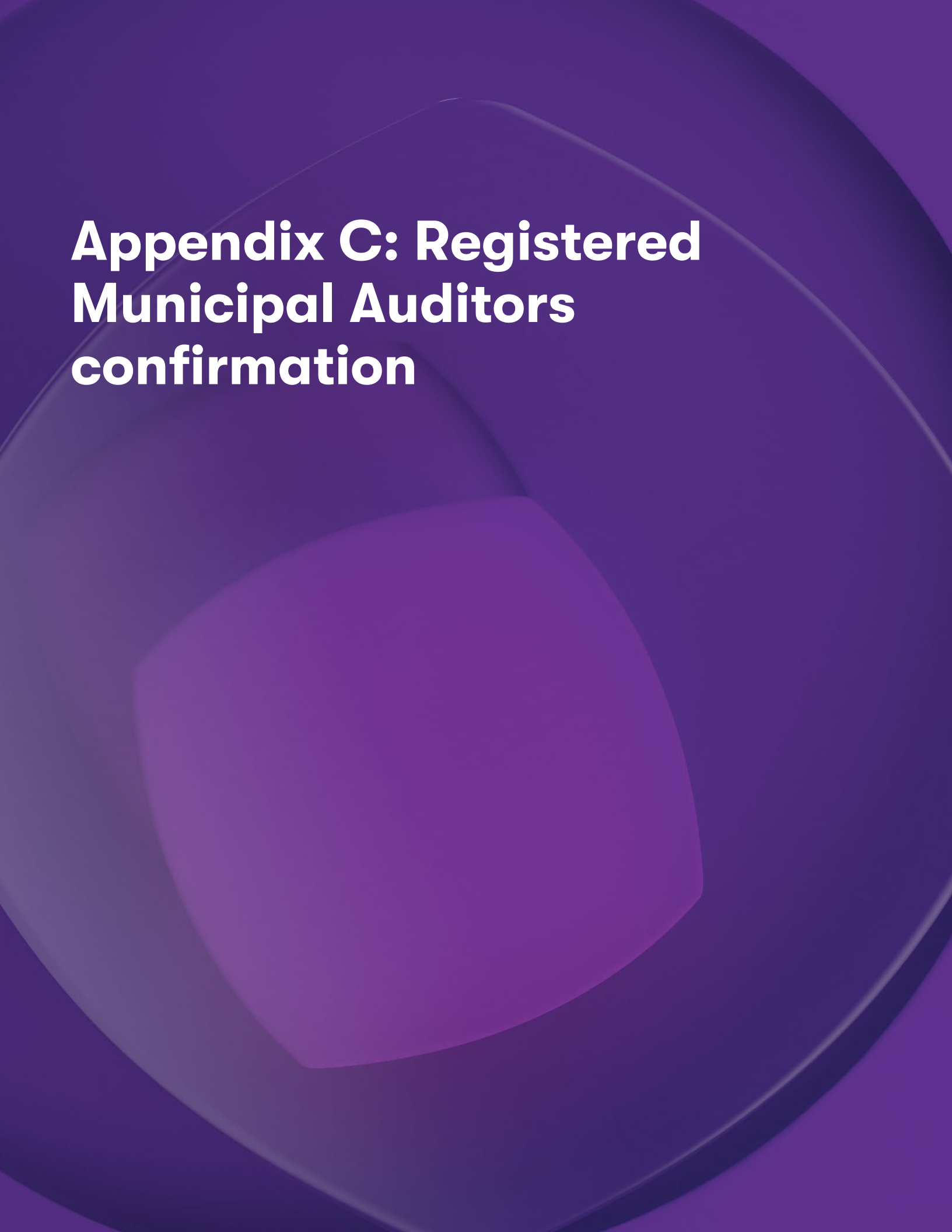
Appendix B: Firm organizational chart

At Doane Grant Thornton LLP (Doane Grant Thornton), our firm is organized by service line — assurance, tax, and advisory — and in some cases further by sub-service lines, sectors, and regions. We are one of the Canadian member firms GTIL, with the other Canadian member firm being Raymond Chabot Grant Thornton (Quebec and National Capital Region).

Our reporting structure is comprised of the following:

- GTIL is the parent company of more than 150 member firms
- Our National Management Committee is made up of seven members, including our CEO and Executive Partner, Chief Financial Officer, and National People and Culture Leader
- Our Partnership Board consists of 15 members, including the CEO and Executive Partner and the Chief Financial Officer, who are members by virtue of their positions. There are also 11 members elected by the partnership and two independent directors
- Our three Regional Managing Partners represent Canada’s three regions (Western Canada, Central Canada, and Atlantic Canada)
- Our National Service Line Leaders represent our service lines (Assurance, Tax, and Advisory) plus a representative for Consulting, which falls under the advisory service line
- Our 11 Business Unit Managing Partners (Vancouver Island, South Coastal BC, Interior BC, Alberta, Prairies, Northern Ontario, Southern Ontario, Newfoundland and Labrador, Prince Edward Island, Nova Scotia, and New Brunswick) lead each of these geographies, combined comprising our national team of more than 3,000 talented and dedicated people



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Appendix C: Registered Municipal Auditors confirmation

Registered Municipal Auditors

2025–26



Each year, the Department of Municipal Affairs approves the individual auditors, firms, or partnerships that can perform auditing services as defined within the Municipal Government Act subsection (3) Section 457. The following is the list that has been approved by the Minister and is effective to July 31, 2026.

Firms and Partnerships

| Name | Address |
|---|--|
| Baker Tilly Nova Scotia Inc. | 201 - 130 Eileen Stubbs Avenue Dartmouth, NS, B3B 2C4 |
| BDO Canada LLP | 510 – 6940 Mumford Road Halifax, NS, B3L 0B7 |
| Belliveau Veinotte Inc. | PO Box 29 - 11 Dominion St. Bridgewater, NS, B4V 2J6 |
| Conrad Cushing Bain Chartered Professional Accountants | 37 Rue J.E. Hatfield Court Tusket, NS, B0W 3M0 |
| Deloitte LLP | 1741 Lower Water Street Suite 800 Halifax, NS, B3J 0J2 |
| Grant Thornton LLP | 1675 Grafton Street, North Tower Suite 1000 Halifax, NS, B3J 0E9 |
| Kent & Duffett Chartered Professional Accountants | 4 Cornwallis Street PO Box 817 Kentville, NS, B4N 4H8 |
| KPMG LLP | 1959 Upper Water Street 10 th Floor, Purdy's Wharf Tower 1 Halifax, NS, B3J 3N2 |
| MacDonald & Murphy Inc. | 635 East River Road New Glasgow, NS, B2H 3S4 |

| | |
|--|---|
| Mclsaac Darragh Chartered Professional Accountants | PO Box 217 Amherst, NS, B4H 3Z2 |
| MNP LLP | PO Box 1 Sydney, NS, B1P 6G9 |
| Morse Brewster Lake Chartered Professional Accountants | PO Box 718 158 Commercial Street Berwick, NS, B0P 1E0 |
| White Perkins and Associates Chartered Professional Accountants | 230 Main Street Yarmouth, NS. B5A 1C9 |

Declaration

DECLARATION

Declarations:

We hereby acknowledge and declare that:

- a) we agree to perform the Work in compliance with the requirements set out in the RFQ and details provided in the RFQ submission.
- b) no person, firm, or corporation other than the undersigned has any interest in this RFQ or in the proposed Contract for which this RFQ is made;
- c) we hereby acknowledge and confirm that the TOWN has the right to accept any RFQ or to reject any or all RFQs in accordance with the RFQ;

Signatures:

Signed, sealed, and submitted for and on behalf of:

Company: Doane Grant Thornton LLP
15 Webster St
Kentville, NS B4N 1H4

(Apply SEAL above)

Signature: 

Name & Title: Jessica Clahane, Partner Assurance Services

(Please Print or Type)

Witness: 

Dated at Duane Saulnier, Partner Assurance Services
this September 25 day of 2025.



Assurance | Tax | Advisory

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About Doane Grant Thornton in Canada

Doane Grant Thornton LLP is a leading Canadian accounting and advisory firm providing audit, tax and advisory services to private and public organizations. We help dynamic organizations unlock their potential for growth by providing meaningful, actionable advice through a broad range of services. Doane Grant Thornton in Canada has more than 3,000 people in offices across the country. Doane Grant Thornton LLP is a Canadian member of Grant Thornton International Ltd, whose member firms operate in 150 markets worldwide.

About Grant Thornton International Ltd

Grant Thornton is one of the world's leading organizations of independent assurance, tax and advisory firms. These firms help dynamic organizations unlock their potential for growth by providing meaningful, forward-looking advice. Proactive teams, led by approachable partners in these firms, use insights, experience and instinct to understand complex issues for privately owned, publicly listed and public sector clients and help them to find solutions. More than 76,000 Grant Thornton people, across 150 markets, are focused on making a difference to clients, colleagues and the communities in which we live and work.

2025-2026 CAPITAL PROJECTS UPDATE

| Project Name | Brief Description | Cost | Operating | Grant | Drawdown Reserves | Long-term Debt | Other | Project # | Costs to Date (10-09-25) | Status |
|--|---|---------------------|-------------------|-------------------|---------------------|---------------------|-----------------|----------------|--------------------------|---|
| TOWN GENERAL PROJECTS | | | | | | | | | | |
| PARKS BARN FENCE | Rotary Park barn | 17,000 | - | - | 17,000 | - | - | 25-07 | 14,747 | Project completed and paid in full. |
| DOCK | replace wooden dock | 82,500 | - | 41,250 | 33,000 | - | 8,250 | 25-09 | - | ACOA approved concept proposal; to proceed with formal funding application. Pending response from Valley Credit Union Re: \$20k contribution (increased after receiving no response from Rotary). Vendor quote valid. |
| FLAIL MOWER | wellfield/ditch | 15,000 | - | - | 15,000 | - | - | 25-06 | 12,359 | Project completed and paid in full. |
| LIFT STATION PUMP REPLACEMENT | Sewer pump | 10,000 | - | - | 10,000 | - | - | 23-05 | 8,450 | Project completed and paid in full. |
| ROTATOR ASSEMBLY | Pump component | 3,700 | - | - | 3,700 | - | - | 25-01 | - | Project cancelled. |
| SCHOOL ST LIFT STATION SUCTION LINE | end of life pipe failures | 15,000 | - | - | 15,000 | - | - | 25-08 | - | Project scheduled to start in November 2025. |
| SIDEWALK REPLACEMENTS | 2 Main St Sections | 25,000 | - | - | 25,000 | - | - | 22-14 | 9,181 | Project completed, awaiting second invoice from Dexters for work completed the end of September 2025. |
| UV SENSOR | broken sensor | 4,500 | - | - | 4,500 | - | - | 25-05 | 4,973 | Project completed and paid in full. |
| STP PUMP REPLACEMENT | broken pump | 15,000 | - | - | 15,000 | - | - | 25-16 | 14,167 | Project completed and paid in full. |
| FIRE PUMPER/TANKER | replace 34 YO pumper/tanker | 850,000 | - | 525,000 | 325,000 | - | - | 24-17 | - | In draft stages of tender process. Fire Chief is consulting with suppliers regarding vehicle specifications before finalizing requirements so tender can be released. |
| TOTAL TOWN | | \$ 1,037,700 | \$ - | \$ 566,250 | \$ 463,200 | \$ - | \$ 8,250 | | \$ 63,877 | |
| WATER UTILITY PROJECTS | | | | | | | | | | |
| FIRE HYDRANT REPLACEMENTS | Hydrants - 3 per year | 18,000 | - | - | 18,000 | - | - | 22-10 | - | Not ordered yet for 2025-26 fiscal year as other projects have been prioritized. |
| WATER RESERVOIR | Reservoir - 2nd year | 4,038,176 | - | - | 2,399,185 | 1,638,991 | - | 22-12-A | 2,025,026 | Tank construction at 90%, building exterior has been completed, plumbing and mechanical in progress. Received and paid Progress Reports #11, #12 and change order Re: Tariffs. |
| SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES | replace 380m section | 638,200 | 119,000 | 259,600 | 259,600 | - | - | 22-21 | 514,537 | Project completed, change order for additional services Re: Extra tieins/valves submitted to Meisner's by CBCL; pending confirmation from Meisner's. |
| WELL PUMP REPLACEMENT | Replace Pump #3 | 25,000 | - | - | 25,000 | - | - | 24-09 | - | Request for quotes out, pending response from vendors. |
| WELL LEVEL SENSOR | broken sensor | 9,000 | - | - | 9,000 | - | - | 25-02 | - | Sensor ordered; currently on backorder. |
| CHLORINE SENSOR | replacement sensor | 4,500 | - | - | 4,500 | - | - | 25-03 | 4,115 | Project completed and paid in full. |
| CONNAUGHT AVE WATER LINE AND WATER METER REPLACEMENTS | Replace section new devel + replace broken | 100,000 9,400 | 100,000 - | - - | - 9,400 | - - | - - | 25-04 25-17 | 2,119 9,509 | Project materials ordered, pending receipt of invoices. Construction started October 6th, 2025. Project completed and paid in full. |
| TOTAL WATER | | \$ 4,842,276 | \$ 219,000 | \$ 259,600 | \$ 2,724,685 | \$ 1,638,991 | - | | \$ 2,555,306 | |
| TOTAL 2025-2026 CAPITAL PROJECT EXPENDITURES APPROVED JULY 14, 2025 | | \$ 5,879,976 | \$ 219,000 | \$ 825,850 | \$ 3,187,885 | \$ 1,638,991 | \$ 8,250 | | \$ 2,619,183 | |
| SUPPLEMENTAL PROJECTS APPROVED BY | | | | | | | | | | |
| FIRE DEPT UTILITY TRUCK | 1 Ton 4x4 Truck | 150,000 | - | - | - | - | - | 25-12 | - | Tender closed September 25, 2025 - awarded to Bruce GM Middleton in the amount of \$84,791 (including HST) |
| TOTAL WATER | | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ - | | \$ - | |
| TOTAL 2025-2026 CAPITAL PROJECT EXPENDITURES | | \$ 6,029,976 | \$ 219,000 | \$ 825,850 | \$ 3,187,885 | \$ 1,638,991 | \$ 8,250 | | \$ 2,619,183 | |

Town of Middleton
Town General Financial Forecast for the Year ended March 31, 2026
as of August 31, 2025

| | Forecasted | Budget | Variance (\$) | Variance (%) | Variance Explanation |
|--|------------------|------------------|---------------|--------------|--|
| REVENUES | | | | | |
| Assessable property taxes | \$ 4,080,697 | \$ 4,050,246 | \$ 30,451 | 0.75% | Budget included allowance for potential appeals |
| Grants in lieu of taxes | 152,231 | 152,231 | - | 0.00% | Nothing to report |
| Services provided to other governments | 96,824 | 96,824 | - | 0.00% | Nothing to report |
| Sales of services | 57,104 | 62,052 | (4,948) | -7.97% | Nothing to report |
| Other revenue from own sources | 101,793 | 96,567 | 5,226 | 5.41% | Nothing to report |
| Unconditional transfers from other governments | 431,118 | 417,385 | 13,733 | 3.29% | \$11.5k Crime Prevention grant from Province (not budgeted but offset by expenses below) |
| Conditional transfers from federal or provincial governments or agencies | 141,715 | 136,142 | 5,573 | 4.09% | Received \$5k more from the Active Communities Fund grant than budgeted |
| Gain on disposal of tangible capital assets | - | - | - | 0.00% | |
| TOTAL REVENUE | 5,061,481 | 5,011,447 | 50,034 | 1.00% | |
| EXPENSES | | | | | |
| General government services | 673,566 | 677,836 | 4,270 | 0.63% | Nothing to report |
| Protective services | 1,720,961 | 1,723,632 | 2,671 | 0.15% | Nothing to report |
| Transportation services | 903,132 | 926,493 | 23,361 | 2.52% | \$10k no snow removal/salt/sand needed last April, \$4k training expense related to ACWWA & MPWWA conferences not attended |
| Environmental health services | 448,136 | 455,052 | 6,916 | 1.52% | Nothing to report |
| Environmental development services | 263,028 | 268,939 | 5,911 | 2.20% | Nothing to report |
| Recreation and cultural services | 414,644 | 401,445 | (13,199) | -3.29% | Includes expenses related to Crime Prevention and Active Communities Fund grants |
| Mandatory education contributions | 508,396 | 498,736 | (9,660) | -1.94% | Nothing to report |
| Interest (MFC) | 43,856 | 42,823 | (1,033) | -2.41% | Nothing to report |
| Interest (Inter-fund) | 1,755 | 1,755 | - | 0.00% | |
| TOTAL EXPENSES | 4,977,474 | 4,996,711 | 19,237 | 0.38% | |
| ANNUAL SURPLUS / (DEFICIT) | 84,007 | 14,736 | 69,271 | | |
| FINANCING AND TRANSFERS | | | | | |
| Principal repayments (MFC) | (207,370) | (207,370) | - | 0.00% | Nothing to report |
| Principal repayments (Inter-fund) | (29,010) | (29,010) | - | 0.00% | Nothing to report |
| Transfer from Operating Reserve | 152,373 | 163,691 | (11,318) | -6.91% | Reduced because operations forecast to break even with lower use of reserve funds |
| Use of prior year surplus | - | 57,953 | (57,953) | -100.00% | Reduced because operations forecast to break even without using prior year surplus |
| | (84,007) | (14,736) | (69,271) | | |
| TOTAL AFTER TRANSFERS - SURPLUS/(DEFICIT) | \$ - | \$ - | \$ - | | |

Town of Middleton
Water Utility Financial Forecast for the year ended March 31, 2026
as of August 31, 2025

| | Forecast | Approved Budget | Variance (\$) | Variance (%) | Variance Explanation |
|-----------------------------------|------------------|-----------------|------------------|--------------|---|
| REVENUES | | | | | |
| Metered sales | 613,331 | 614,597 | (1,266) | 0% | Nothing to report |
| Flat rate sales | 800 | 900 | (100) | -11% | Nothing to report |
| Public fire protection | 287,619 | 287,619 | - | 0% | Nothing to report |
| Sprinkler service | 2,317 | 2,317 | - | 0% | Nothing to report |
| Other operational revenue | 6,434 | 6,887 | (453) | -7% | Nothing to report |
| Non-operating revenue | 1,370 | 1,010 | 360 | 36% | Nothing to report |
| TOTAL REVENUE | 911,871 | 913,330 | (1,459) | 0% | |
| EXPENSES | | | | | |
| Source of supply | 43,715 | 46,011 | 2,296 | 5% | Nothing to report |
| Power and pumping | 71,857 | 70,441 | (1,416) | -2% | Nothing to report |
| Water treatment | 37,785 | 39,406 | 1,621 | 4% | Nothing to report |
| Transmission and distribution | 260,281 | 265,524 | 5,243 | 2% | Nothing to report |
| Admin and general | 273,023 | 278,109 | 5,086 | 2% | Nothing to report |
| Taxes | 46,607 | 46,607 | (0) | 0% | Nothing to report |
| Amortization | 80,883 | 80,883 | - | 0% | |
| TOTAL EXPENSES | 814,151 | 826,981 | 12,830 | 2% | |
| ANNUAL SURPLUS / (DEFICIT) | 97,720 | 86,349 | 11,371 | 13% | |
| FINANCING AND TRANSFERS | | | | | |
| Capital out of revenue | 328,600 | - | (328,600) | 0% | Capital budget approved \$100k for Connaught & balance for School St to come from surplus after deducting PCAP grant & portion funded from Depreciation Reserve |
| Transfer to reservoir reserve | 89,948 | 89,948 | - | 0% | |
| | 418,548 | 89,948 | (328,600) | -365% | |
| TOTAL AFTER TRANSFERS | (320,828) | (3,599) | (317,229) | 8814% | |

REQUEST FOR DECISION
Middleton Wetland Trail
RFD#: 059-2025



To: Town Council
From: Ashley Crocker, CAO
Date: October 20, 2025
Subject: Middleton Wetland Trail

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- n/a

Legislation

- n/a

Recommendation

That Council approve the name **“Middleton Wetland Trail”** as the official name for the wetland restoration site and direct staff to proceed with the final design and installation of the welcome signage.

Background

The Town of Middleton partnered with the Clean Annapolis River Project (CARP) and East Coast Aquatics to restore approximately 2.95 hectares of infilled wetland and create an accessible walking trail, viewing platform, and interpretive signage as part of a long-term conservation and recreation initiative.

At the January 18, 2021, Council meeting, Council approved the project under its original working title, the “Brooklyn Street Wetland Restoration Project.” Since then, the project has evolved into a significant natural and recreational asset that is now owned and maintained by the Town, providing ecological benefits, educational opportunities, and public access to the restored wetland.

Staff are proposing to formally name the site “Middleton Wetland Trail.” The name reflects the project’s location, purpose, and simplicity, aligning with the original proposal language and supporting clear and consistent branding for interpretive and wayfinding signage.

Rationale:

- Keeps the name straightforward, descriptive, and easy to recognize as a town asset.

REQUEST FOR DECISION
Middleton Wetland Trail
RFD#: 059-2025



- Promotes local identity and recognition of the Town’s commitment to conservation, education, and recreation.
- Allows for the inclusion of funder and partner logos (e.g., CARP, Environment and Climate Change Canada, Ducks Unlimited) on the welcome signage while maintaining a clean, professional design.

Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

Alternatives

- 1) Council can direct staff to prepare a report to Council with different naming options for consideration at the November Council meeting

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: 20 October 2025

Management Report

October 20, 2025



COUNCIL'S STRATEGIC INITIATIVES

| # | STRATEGIC INITIATIVE | UPDATE |
|---|---|---|
| 1 | Perform an assessment of policing services within the Town of Middleton | <ul style="list-style-type: none">• Staff to investigate options for the assessment, considering the new policing standards just announced by the province |
| 2 | Explore the construction of a multi-faceted facility for municipal services | <ul style="list-style-type: none">• Staff have explored three different grant programs to help fund the new Community Centre Fill Hall• The CCFHC instructed staff to explore a phased approach with JOST and the low bidder.• Received phased approach. Exploring funding options.• Staff to compile information for design/build RFP |
| 3 | Create a plan for replacing road and sidewalk infrastructure in priority areas | <ul style="list-style-type: none">• A preliminary assessment was completed for the Provincial Paving Grant• Staff to compile information on roads by March 31, 2026• Next steps: assess/prioritize each road and sidewalk and research costs |
| 4 | Create a plan for upgrading water infrastructure in priority areas | <ul style="list-style-type: none">• Staff to compile information on water infrastructure• PCAP Grant was awarded on July 10, 2025 for the School Street Waterline Project – this project is now complete! |
| 5 | Finish the new reservoir including the decommissioning of the old reservoir | <ul style="list-style-type: none">• UARB approved the project on Aug 2/24• Contract was publicly tendered and awarded to Roscoe Construction on Aug 6/24• Site preparation has begun• Construction of the pump house has begun• Reservoir tank generated ~\$155K in tariffs at the border – staff working on getting an exemption• Reservoir tank is currently being constructed |

Management Report

October 20, 2025



| # | STRATEGIC INITIATIVE | UPDATE |
|---|--|--|
| 6 | Create a growth plan that promotes housing and population growth, as well as economic development | <ul style="list-style-type: none">• Secondary Plan:<ul style="list-style-type: none">▪ Plan still needs to be approved by Council, and MPS/LUB amendments approved▪ Apr 15/25 – PAC held a public hearing▪ Planner is working with main developer to understand issues with the draft Secondary Plan |
| 7 | Create a communications strategy that enhances public communication and transparency | <ul style="list-style-type: none">• First draft of communications strategy will be ready for Council review by March 31, 2026• Content for new website is currently being created |
| 8 | Increase recreational programming and social events to the public | <ul style="list-style-type: none">• New Multi-cultural festival (Fall of 2025)• New Shad Derby (May 2025)• New summer events for families and children (July – August 2025) |

Management Report

October 20, 2025



OPERATIONAL UPDATES

| ADMINISTRATION | | |
|--|---|---|
| Completed | In Progress | Issues |
| <p>Staffing:</p> <ul style="list-style-type: none"> • Probationary reviews • Goal setting for performance reviews | <p>Staffing:</p> <ul style="list-style-type: none"> • Recruitment for Director of Finance position • Job posting for Equipment Labourer / Operator in consultation with the union | <p>Staffing:</p> <ul style="list-style-type: none"> • Public works vacancy will cause some workload issues. |
| <p>Project Work:</p> <ul style="list-style-type: none"> • Met with the County on transitioning bylaw enforcement • Photographs of Middleton have been taken for digital media, including for use on the website, and social media. Lots of drone footage. • Met with Valley Credit Union re: grant for boat launch | <p>Project Work:</p> <ul style="list-style-type: none"> • Options for Town Hall – received a draft report from Palmer and Doherty • Communications Coordinator is approx. 35% done creating content for the new website • Need to start Operating Plan • Grant reporting | <p>Project Work:</p> |
| <p>Other Items:</p> <ul style="list-style-type: none"> • Two meetings with the Province regarding housing: one to get an update on the PONs and another to coordinate efforts on HAF initiatives | <p>Other Items:</p> <ul style="list-style-type: none"> • Management team reviewing priorities and policies • Staff will be working with Pool Society on cameras at the pool | <p>Other Items:</p> <ul style="list-style-type: none"> • Affordability Study of keeping certain assets and services should be completed |

Management Report

October 20, 2025



FINANCE

| Completed | In Progress | Issues |
|--|---|---|
| <ul style="list-style-type: none">• July and August 2025 bank reconciliations• Staff pension and union dues remittances as of Sept 30th• Payroll liability accounts are reconciled as of Sept 30th• Training with finance staff on billing and receivables• Review of Audit Proposals and recommendation to Audit Committee• Recommendation to Committee of the Whole for Interest on Overdue Taxes | <ul style="list-style-type: none">• September 2025 bank reconciliation• Review of Capital project activity• Payables trade account reconciliation• PVSC appeals almost complete• Working on updating Finance policies for Tax Sales, Tax Collection Procedures and Water Collection• Review of all Financial polices to determine which ones require updating or complete removal• General accounting for July to September is being caught up• Water Billings on schedule for October 15th | <ul style="list-style-type: none">• Finance staff are continuing to balance duties and responsibilities of their positions while working under time constraints to meet deadlines – two contract staff have been hired to help• Replacement of water meters has resulted in over-billing issues. Each billing period has resulted in less issues. Reviewing on a case-by-case basis to resolve.• Collection of water receivables requires attention. Staff trained on better procedures. Notices with this water billing that shut offs will be enforced for non-payment. Deposits will be required for all new accounts and ownership changes. |

RECREATION and EVENTS

| Completed | In Progress | Issues |
|--|---|---|
| <ul style="list-style-type: none"> A Playbox was installed at Rotary Park in partnership with Annapolis County Recreation. Positive use observed by families. IDEA committee meeting took place to review community consultation results and draft report. | <ul style="list-style-type: none"> All fitness programs (Zumba, Core Connections, Titan Training, Learn 2 Run) are running well with strong attendance and positive feedback. Senior walking has moved to CORAH at NSCC and started off with 50 participants. Applied for additional signage at Rotary and Riverside Park – currently working on designs. Community Events survey is open until Nov 1st - 43 responses so far. NSCC and MRHS are assisting in disseminating the survey to seniors and youth. Halloween events and activities are planned and promoted: Haunted House, Witch Walk, Business Costume Contest, House Decorating Competition. Christmas event planning is underway – Tree lighting and parade will take place on Nov 28th – The light show will be at Town Hall this year and will be on throughout December. Replacement signage for Wetland Park completed. Installation expected within two weeks. Work has begun on the new entrance sign. | <ul style="list-style-type: none"> Some equipment from the playbox is missing, damaged, or misplaced. Alcohol bottles/cans, and litter continue to be found at Rotary Park. Vehicles continue to tear up the parking lot. There was an attempt to pry open the Rotary building door. Reports of youth (14-16 years) being disrespectful to community members throughout town. ATVs are entering Wetlands Park and tearing up the gravel pathways and parking lot. Vandalism to an interpretive sign occurred. |

Management Report

October 20, 2025



PLANNING

| Completed | In Progress | Issues |
|---|---|--------|
| <ul style="list-style-type: none">• 3 Building Permits Issued | <ul style="list-style-type: none">• IF Holdings DA – application for a development on Commercial Street which will add one commercial unit and 6 residential units to an existing building was approved by Council on Jul 17/24 and no appeals were lodged• Applicant needs to sign affidavit | |
| | <ul style="list-style-type: none">• The closing date for the Province’s Property Opportunity Notices was Mar 30/24 – COG Developments was awarded the Magee Drive PON• Staff are working on a proposal with COG Development on the Development Agreement for a higher density multi-unit building• Subdivision plans have been approved | |
| | <ul style="list-style-type: none">• 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 15th• The feedback received at the public meeting will be included in a future planning report that will be presented to the PAC | |

Management Report

October 20, 2025



PUBLIC WORKS and PARKS

| Completed | In Progress | Issues |
|--|--|---|
| <p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Painted some of the damaged graffiti-covered garbage cans | <p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Remove tree stumps Clean up brush dump Remove unsuitable material from public works yard Move dumpsters away from building | <p><u>General Public Works:</u></p> <ul style="list-style-type: none"> Dead trees along Main St and Connaught Ave to be cut Haul topsoil pile from brush dump to public works yard |
| <p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Replaced radiators on trackless Undercoated all vehicles Painted plow for loader Painted snow blower for john deer | <p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Air conditioning in trackless Repair and paint salter for trackless New ignition switch on 5500 | <p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> Public Works truck was stolen on Oct 3rd and found by RCMP on Oct 4th |
| <p><u>Roads, Streets, Sidewalks:</u></p> | <p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Repair potholes Pave cut outs Repair and shoulder bad spots prior to winter | <p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> Repair curb on School St Replace lights on Sunset Cres and Meadow Lane |
| <p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> Water tie in at reservoir New sensor rebuild kit Wellfield was cleaned and mowed | <p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> Replace/repair pump at booster station Replace Broken Meters Reservoir Tank to be completed this week Pumps and pipe ongoing | <p><u>Water & Equipment</u></p> |
| <p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> New solenoid for aerators | <p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> Cleaning aerators Grit chamber cleaned | <p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> Replace suction lines at School Street |

Management Report

October 20, 2025



FIRE DEPARTMENT

| Completed | In Progress | Issues |
|--|--|--|
| <ul style="list-style-type: none">• Monthly truck inspections• Voted in four (4) new members• Annual SCBA air pack testing and certification• Tender for Utility 4WD truck completed• Rink dance fundraiser completed• Attended the Annapolis County Fire Service Association meeting in Lawrencetown | <ul style="list-style-type: none">• 100 Club starting for the season• Fire prevention events planned• Still assisting with wildfire activities | <ul style="list-style-type: none">• Emergency lighting issues with Tanker #21. Factory parts are discontinued due to age of unit, trying to source no OEM parts if possible. |

Incident Summary
From Sep 1 25 to Sep 30 25

| Date/No. | Address/Type | Minutes | Responders | | Injuries | Fatalities |
|----------------------------|--|---------------|------------|-----------|------------------------|------------|
| | | | Full Time | Part Time | | |
| Sep 1 25 25-07931 | 15:04:24 443 Main St, MIDDLETON Investigation | 26 | 0 | 0 | | |
| Sep 2 25 25-07953c | 07:24:38 4868 West Dalhousie Rd, WEST DALHOUSIE Mutual Aid to the Scene | 780 | 0 | 0 | Assistance to 25-07953 | |
| Sep 3 25 25-07988c | 07:04:02 4868 West Dalhousie Rd, WEST DALHOUSIE Mutual Aid to the Scene | 791 | 0 | 0 | Assistance to 25-07988 | |
| Sep 4 25 25-08025 | 12:41:13 301 Main St, MIDDLETON MVA - Confirmed Entrapment / Unknown | 13 | 0 | 0 | | |
| Sep 5 25 25-08047 | 08:41:21 11 Freeman St, MIDDLETON Commercial Fire Alarm | 5 | 0 | 0 | | |
| Sep 6 25 25-08072 | 04:58:06 14201 Highway 1, WILMOT Structure - Residential; house / garage /shed | 92 | 0 | 0 | | |
| Sep 6 25 25-08073c | 07:38:34 4868 West Dalhousie Rd, WEST DALHOUSIE Mutual Aid to the Scene | 795 | 0 | 0 | Assistance to 25-08073 | |
| Sep 7 25 25-08148 | 21:25:11 726 Gates Mountain Rd, MOSHERS CORNER Power pole on fire | 76 | 0 | 0 | | |
| Sep 8 25 25-08166 | 15:44:19 11 Freeman St, MIDDLETON Commercial Fire Alarm | 6 | 0 | 0 | | |
| Sep 10 25 25-08214 | 11:02:56 82 Burke Dr, WILMOT Medical | 21 | 0 | 0 | | |
| Sep 11 25 25-08235 | 07:46:42 12498 Highway 1, BRICKTON Lift assist | 34 | 0 | 0 | | |
| Sep 14 25 25-08325a | 12:59:44 984 Glasgow Ave, GREENWOOD Mutual Aid to the Scene | 348 | 0 | 0 | Assistance to 25-08325 | |
| Sep 16 25 25-08391 | 17:16:56 428 Main St, MIDDLETON Commercial Fire Alarm | 37 | 0 | 0 | | |
| Sep 18 25 25-08428 | 11:16:16 259 Main St, MIDDLETON Commercial Fire Alarm | 1 | 0 | 0 | | |
| Sep 20 25 25-08530 | 23:45:22 Highway 101 Exit 18 Off Ramp W, BROOKLYN Passenger vehicle fire - car, van | 131 | 0 | 0 | | |
| Sep 22 25 25-08570 | 07:38:44 846 Gates Mountain Rd, MOSHERS CORNER MVA - No Entrapment | 0 | 0 | 0 | | |
| Sep 25 25 25-08657a | 12:48:30 136 Nictaux Rd, NICTAUX Mutual Aid to the Scene | 1 | 0 | 0 | Assistance to 25-08657 | |
| Sep 26 25 25-08688 | 09:06:04 259 Main St, MIDDLETON Commercial Fire Alarm | 4 | 0 | 0 | | |
| Sep 30 25 25-08846 | 13:59:08 12113 Highway 1, BRICKTON Medical | 28 | 0 | 0 | | |
| 19 incidents for Middleton | | 53 hrs 9 mins | 0 | 0 | | |
| | | 53 hrs 9 mins | 0 | 0 | | |



VALLEY REGIONAL SERVICES BOARD OF DIRECTORS



“Meeting Minute” based on the September 17, 2025, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

KINGS TRANSIT AUTHORITY



Under the leadership of General Manager Hodges, the following items of interest are underway:

General Manager Updates:

- Five Low-floor 2008 Nova buses have arrived from Grand River Transit.
- The older fleet is requiring daily maintenance attention.
- August ridership has decreased compared to August 2024 and represents about 10% decrease. Contributing factors were changes to passenger counting year over year, unreliable service, confusing schedules, no air conditioning, and early route end times.
- The operations team has been recruiting and training new drivers throughout July and August. Two spare and two full-time drivers have joined KTA and continue to actively recruit.
- Kings Transit has contracted Colliers to assist in the development of a scope change application for ICIP Phase 2. A recommendation and motion will be provided to the Board at the October meeting.
- Transit Service into the Town of Digby concluded Saturday, August 30th.
- The KTA Youth Pass relaunch was a success with over 200 passes sold.
- KTA entered parade floats in the Annapolis Valley Exhibition and Berwick Gala Days parades.
- Link Transit released its strategic plan; staff are reviewing the document to find strategic alignment for KTA operations.

Board Decisions:

- The Board approved two policies brought forward at the July 16th meeting for review. *Policy Development Policy, KTA-00*, and *Free Transit Ride Policy, KTA-01*, were both approved by the Board.
- The Board of Directors approved the renaming of the Kings Transit Authority (KTA) to Tidal Transit Authority.



Fuel Cost and Ridership

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



VALLEY WASTE - RESOURCE MANAGEMENT



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

General Manager Updates:

EPR for PPP

- The agreement with Circular Materials (CM) for curbside recycling has nearly been finalized. Only minor adjustments remain.
- The Circular Materials contract involving post-collection services and the use of both Management Centres is still under legal review and negotiations are ongoing.
- The province-wide contractor for residential recycling processing has yet to be announced. Staff continue to meet with Scotia Recycling to explore short and long-term options for the Eastern Management Centre.
- Valley Waste staff are running collection routes to accurately identify non-residential properties using curbside recycling. This data is essential for calculating processing costs under the Circular Materials contract.
- No municipality has finalized agreements with Circular Materials for collection or post-collection services. Three municipalities have opted out of the curbside collection contract with CM.
- Miller Waste has been awarded CM's contract to collect recycling from registered multi-unit residential properties, schools, and campgrounds across Nova Scotia.

Operations

- Valley Waste and EFR Disposal are working with Annapolis County and the Regional Emergency Measures Organization to provide post-disaster waste collection in reopened areas from the Long Lake Wildfires.
- Wind Turbine Repairs: HAF Renewables (PEI) assessed the turbine on September 9th and believe it is repairable. It may be operational later this month.

- Fire Incidents: Since August, there have been multiple fires:

1. Garbage trailer - likely cause was a damaged lithium battery in garbage.
2. Compaction equipment - suspected cause raccoon damage to electrical wiring.

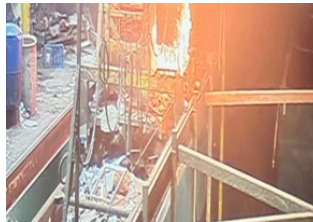
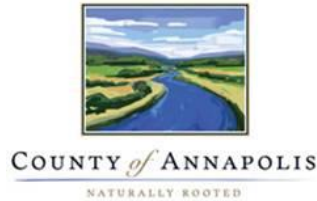


Photo credits: Valley Eye Photography

3. Scrap metal pile – under investigation, cause remains unknown.

2025-2026 CAPITAL PROJECTS

- Wheeled Loader (Electric) RFP was awarded to Atlantic Equipment to supply a fully electric 906 loader for the Eastern Management Centre's C&D yard. Expected to reduce fuel and maintenance costs.
- C&D Yard Expansion construction begins September 14th by Kenneth Lutz Excavating.
- Hazardous Waste Shelter at the Western Management Centre is being built by DivCon Construction.
- Generator Hookups at both Centres are being installed by MacKay Electrical.
- Trailer-Mounted Generator: United Rentals will supply a used unit.
- Groundwater Monitoring: Wells have been installed, and testing begins this fall.
- RFP out for Expansion of the Eastern Management Centre transfer station
- RFP out for Compaction equipment for the Western Management Centre
- RFP out for Loading Bay (tunnel) doors at the Western Management Centre



A regular meeting of Joint Police Advisory Board was held at the Middleton Town Hall on Thursday, September 18, 2025, starting at 11:00am.

PRESENT

Chairing the meeting, Nile Harding, Warden, Diane LeBlanc, Councillor Sandra Fournier. Citizens John Thompson, Carole Greentree, Patricia Leslie, William Street, Corporal Tim Hawkes (arrived at 12:01pm) CAO Ashley Crocker and Recording Secretary, Sara Marceau.

Regrets: Councillor John Bartlett; CAO Rob Frost

Also in attendance: Nine (9) citizens

1. WELCOME

At 11:01am, Chair Harding welcomed everyone to the Joint Police Advisory Board.

2. ADDITIONS TO AGENDA

No additions to report.

3. APPROVAL OF THE AGENDA

250918.01 It was moved and seconded to approve the agenda as amended. **Motion carried.**

4. APPROVAL OF THE MINUTES

4.1. Approval of the Previous Meeting Minutes

2025.06.19 Meeting Minutes

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

5. NEW BUSINESS

5.1. Update on N.S. Policing Review

Chair Harding reviewed a report from Deloitte and the Province and prepared a summary of the findings.

The key findings in the reports were:

- Inequity in Service Levels: Rural and smaller communities experience lower response times and lower visibility
- Rising Policing Costs: Municipalities – especially those policed by RCMP, face increasing financial pressures under current funding models
- Governance Challenge: Police boards and advisory bodies report high turnover, limited training, and unclear mandates
 - Sharon Elliott will be a great resource for the County of Annapolis and the Town of Middleton
- Technology Gaps: Use of three (3) different RMS systems in NS limits real-time coordination and oversight
- Expanded Police Roles: Officers frequently respond to mental health, addictions, and social services gaps, straining capacity

Recommended Next Steps:

- Receive Presentation from the Police Advisory Board at an upcoming Committee of the Whole or Council meeting
- Request Staff Briefing (with RCMP/DOJ input) on projected financial impacts of billing changes and policing standards
- Consider advocacy engaging with neighboring municipalities and the NSFAM to ensure rural voices are represented in upcoming policing reforms

There was a lengthy discussion around the report that Chair Harding provided.

CAO Crocker stated that on September 29th there will be an informal Joint Council Meeting, and the president of NSFAM will be attending to lead the discussion around policing.

CAO Crocker noted that the NSFAM Conference wasn't well received. The Minister of Justice presented for an hour and then left. On September 17th, the Town of Middleton sent a letter to the Minister expressing the Town's displeasure.

Bill Street stated that bylaw officers do not always follow guidelines and sometimes overstep their authority. He asked if there would be any oversight or control. The bylaw

officers shouldn't be armed and should only handle tasks like traffic tickets and animal control. He emphasized that they don't want to overwork or burn out the bylaw officers, who serve as peace officers.

Carol Greentree asked if there is a set date or timeline for implementation.

- Chair Harding responded that it will begin right away, noting that they are already moving forward with billing and the records management system

Chair Harding stated Deloitte recommended a provincial police force as the most expensive option. The second-best option was expansion.

Bill Street noted that policing has shifted from proactive to reactive. Municipalities need to be able to share their policing records management systems.

CAO Crocker discussed proactive policing. The GDPRM is usually initiated by the Department of Justice (DOJ), but in this case, it was initiated by the RCMP. The Annapolis District RCMP was short 8–9 officers relative to the level of activity and crime. One metric used in the GDPRM is proactive policing, and they were experiencing negative proactive policing due to the shortage of officers. Last year, 4 officers were added; this year, 2 more; and next year, another 2 are planned. Compared to other municipal units, they are in better shape but still lack foot patrols because of insufficient staffing.

- Chair Harding noted that the report identified the amount of time it takes officers to travel from point A to point B. For example, officers often have to drive from the County to the Kentville hospital. Sgt. Maxwell mentioned encountering peace officers at the hospital while working in other provinces. There could be an official handover where the peace officer stays with the patient, allowing police officers to return without delay.

5.2. RCMP Quarterly Report

The RCMP quarterly report for the period of April 2025 to June 2025 was circulated to all Board members.

Chair Harding reviewed the RCMP quarterly report for the period of April to June 2025 until Corporal Tim Hawkes arrived.

Upon his arrival, Corporal Hawkes presented the remainder of the RCMP quarterly report.

- New Fiscal Year:

Every year April 1st marks the beginning of a new fiscal year in the RCMP and a new reporting period. This year's focus will be on:

1. Intelligence Led Policing
2. Reduction of Property Crime
3. Road Safety and Impaired Driving
4. Police Visibility and Community Engagement
5. Domestic Violence

Warden LeBlanc commended the police for their efforts on the roads and in responding to the fire in West Dalhousie and expressed her gratitude by saying thank you.

Public Engagement:

Chair Harding invited members of the public to share their thoughts or concerns.

One citizen extended an invitation to community members and any board members who would like to attend the Wilmot Community Watch.

Dave Smith inquired about when the Middleton Police Department office would be reopening.

- Corporal Hawkes explained that they are in the process of rehiring front counter staff. He advised that residents can either call the Bridgetown Detachment to find out when the Middleton office is open or simply knock on the door to see if someone is inside.

Mr. Preece: Kids are riding their dirt bikes on the roads and at Rotary Park, but there's no police presence in Middleton. We never see any police presence at all.

- Chair Harding reiterated that Staff Sergeant Maxwell has consistently encouraged the public to call and report anything they see
- Corporal Hawkes explained that while they may not be able to apprehend the vehicle in question, the calls will help establish a pattern based on when they are received

Mr. Hillsley inquired about noise level restrictions for loud vehicles.

- Corporal Hawkes stated that it is governed by the *Motor Vehicle Act* and the Town's Noise Bylaw.
- CAO Crocker stated that if staff receive a noise complaint, they will provide the bylaw enforcement contact number.

Deputy Mayor Gary Marshall stated that the primary request is to see an increased police presence. He noted the lack of visible patrols and inquired whether there is a way to enhance police visibility in Middleton.

- Chair Harding acknowledged his frustrations and concerns

Councillor Dan Smith stated that hiring two additional officers will not bring about significant change, adding that the community has been failed by current policing efforts.

- Chair Harding emphasized that, in our advisory capacity, it is not our role to criticize the RCMP. Many of the issues raised are addressed in the provincial report, and the focus should be on working toward solutions.

Councillor Archibald inquired about the percentage of calls originating from the County versus those from Middleton. He also noted that uploading videos and pictures to the website has proven to be challenging.

- Corporal Hawkes explained that if you report the incident to the detachment, they can send you a link through which you can upload the relevant files.

6. NEXT MEETING

The next meeting will take place on Thursday, November 13th, at 11:00am, in the Municipality of the County of Annapolis Council Chambers.

7. ADJOURNMENT

The meeting was adjourned at 12:45pm.

Chair

Recording Secretary

A regular meeting of the Middleton Audit Committee was held at the Town Hall on Thursday, October 9, 2025, at 9:00am.

PRESENT

Chairing the meeting, Chair Sandra Fournier, Vice Chair Patricia Leslie, Resident, Sylvester Atkinson, CAO Ashley Crocker, Interim Director of Finance/Contract Accountant, Kevin Matheson and Recording Secretary, Dayle Crook

Regrets: Councillor Bernadette Knapp, Resident, Dao Bui

CALL TO ORDER

Chair Sandra Fournier called the meeting to order at 9:00am.

1. APPROVAL OF AGENDA

251009.01 It was moved and seconded to approve the agenda as circulated. **Motion carried.**

2. APPROVAL OF THE MINUTES

It was moved and seconded to approve the minutes of August 18, 2025, as presented. **Motion carried.**

3. Final Update on 2024-25 Audit Costs – Ashley Crocker, CAO

CAO Ashley Crocker spoke to the final cost of the 2024-25 fiscal audit. Audit costs for fiscal 2024-25 were finalized at \$34,403; \$248 over budget.

4. Management Update on Internal Controls**4.1 User Access Rights Policy – Kevin Matheson**

Interim Director of Finance, Kevin Matheson explains that staff have been working with the Town's IT consultant, Jeff Hanshaw, to remedy outstanding user access rights issues that were identified in the 2024-25 audit process. A new front desk user login has been created and scheduled to be active in coming weeks. A policy will be brought forward to the audit committee in the coming months.

5. NEW BUSINESS**5.1 RFD 058-2025 Award of RFQ for Audit Services & Appointment of Auditor – Kevin Matheson**

Interim Director of Finance, Kevin Matheson discussed the outcome of staff scoring for BDO Canada LLP and Doane Grant Thornton.

Of noted, included:

- While Doane Grant Thornton has substantially higher hourly rates, they have a much lower estimate of time needed to complete the audit
- BDO Canada LLP based time budget on the past three years of doing the Town's audits, indicating there were no issues on part of the Town (in prior years) that incurred extra hours
- Future audit cost subject to increase due to software migration (Microsoft Dynamics GP being phased out in 2029; currently researching new ERP options) - additional costs estimated between \$4-\$6k.
- Doane Grant Thornton based their time budget on similar sized municipal audits; adjusting of fieldwork hours (and cost) reflected on scorecard to bridge gap between proposed audit work requirements between firms
- Scoring was 5 points in BDO Canada LLP's favor

251009.02 It was moved and seconded that the Audit Committee recommend that Council award the RFQ for Audit Services covering a five-year period for fiscal years ending March 31, 2026, through March 31, 2030, to BDO Canada LLP for an estimated amount of \$200,786 plus non-recoverable HST and further appoint BDO Canada LLP as the municipal auditor for the same fiscal periods. **Motion carried.**

6. DATE FOR NEXT MEETING

Next meeting is to be determined.

7. ADJOURNMENT

It was moved to adjourn at 9:18am.

Sandra Fournier, Chair

Dayle Crook, Recording Secretary



MAYORS REPORT

September 2025

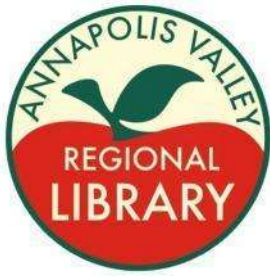
Over the past week, I had the opportunity to attend several meaningful events that reflect both our community's values and our continued commitment to collaboration and recognition.

On September 26th, I was honored to attend the Flag Raising Ceremony for the National Day for Truth and Reconciliation at Centennial Park. This solemn and reflective event reminded us of the importance of acknowledging the painful legacy of residential schools and standing in solidarity with Indigenous communities. It was a powerful moment to commit, both personally and as a municipality, to the ongoing journey of reconciliation and to ensure that the stories, voices, and experiences of Indigenous Peoples are heard and respected.

On September 27th, I attended the Sports Wall of Fame ceremony at the Macdonald Museum, a celebration of the outstanding athletic achievements and contributions of individuals from our community. It was inspiring to hear the stories of dedication, teamwork, and perseverance that led to this recognition. Events like this remind us of the vital role sports play in shaping our youth, strengthening community ties, and fostering pride in local accomplishments.

On September 29th, members of our council participated in a joint meeting held at the Middleton Fire Hall. This collaborative session with neighboring municipalities provided a valuable opportunity to share insights, discuss shared challenges, and explore regional partnerships. These joint meetings are essential in strengthening our collective voice and improving service delivery across municipal boundaries.

As always, I am proud to represent our community at events that reflect who we are, what we value, and where we are going together.



Annapolis Valley Regional Library

P.O. Box 510 236 Commercial Street Berwick, NS B0P 1E0

Phone 1-866-922-0229

www.valleylibrary.ca email: administration@valleylibrary.ca

Mayor Gail Smith
The Town of Middleton
PO Box 340
Middleton NS
B0S 1P0

October 7, 2025

Dear Mayor Smith,

I am writing on behalf of the Annapolis Valley Regional Library to share an update on our funding situation and the impact it will have on services in the coming months.

While we are grateful for the emergency funding provided by the Province this year, it was not enough to close our budget gap. For 2025–26, AVRL received approximately \$180,000 but still faces a deficit of \$265,000 with wage adjustments.

As a result, service disruptions are unavoidable. Despite years of incremental cuts, maintaining current funding will now lead to unprecedented branch closures and service reductions.

We believe it is important to be transparent with our municipal partners and communities about these changes. Our goal is to keep you informed so that your councils and staff are aware of the impacts and can respond to questions from residents.

Despite these challenges, our libraries remain committed to serving as vital community hubs — supporting literacy, learning, technology access, and social connection. We are hopeful that sustainable provincial funding in the Provincial Spring 2026 budget will allow us to restore services and strengthen our capacity.

In the current absence of a response from the Province, and to avoid major service restructuring in 2026, a separate budget request is forthcoming to municipalities for 2026-27. We will work with municipal staff to bring this forward according to your budget process.

Thank you for your ongoing support of our libraries and the communities we serve. Please don't hesitate to reach out with any questions.

Sincerely,

Janet Ness, Chair, Annapolis Valley Regional Library Board



**Attorney General
Justice
Office of the Minister**

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

October 9, 2025

Mayor Gail Smith
Town of Middleton
PO Box 340
Middleton, NS B0S 1P0

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

Dear Mayor Gail Smith,

Re: Letter regarding NSFM Meeting - August 14, 2025

Thank you for your letter dated September 16, 2025, regarding your concern about the meeting with Nova Scotia Federation of Municipalities held on August 14, 2025. Please accept my sincere apologies regarding the short notice scheduling change and any inconvenience this may have caused.

As I shared during that meeting, it is important that every municipality has an opportunity to be heard. I have had the opportunity to meet with many municipal leaders already and these conversations have highlighted the diversity of community needs and the range of issues that exist across the Province. These varied perspectives continue to demonstrate the importance of the 1:1 meetings and the meetings will continue to ensure that every municipality has an opportunity to be heard. I have asked my staff to reach out to ensure a meeting is scheduled with the Town of Middleton.

The Department of Justice is moving forward with foundational changes as outlined in *Shaping the Future: Policing in Nova Scotia* and municipal input remains essential. We recognize the diversity of municipal needs and can confirm that engagement with Nova Scotia Federation of Municipalities is not a replacement for direct meetings with municipalities and we are committed to ongoing dialogue in a direct and dedicated manner.

Thank you for sharing your concerns. Please be assured that we are committed to engagement with municipalities to ensure an equitable justice system across Nova Scotia. I look forward to meeting with you soon.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Becky Druhan'.

Becky Druhan
Attorney General and Minister of Justice