

AGENDA

1. CALL TO ORDER

2. APPROVAL OF THE AGENDA

3. PROCLAMATIONS

- 3.1 International Day of Persons with Disabilities – December 3, 2025

4. APPROVAL OF THE MINUTES

- 4.1 Public Hearing Minutes – September 15, 2025
- 4.2 Council Meeting Minutes – October 20, 2025
- 4.3 In-Camera Meeting Minutes – October 20, 2025
- 4.4 Special Council Meeting Minutes – November 3, 2025
- 4.5 In-Camera Meeting Minutes – November 13, 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 047-2025 Archery Lease Agreement – CAO
 - b. RFD 062-2025 Joint Police Advisory Board – CAO
 - c. RFD 063-2025 Appointment List Update for 2026 – CAO
- 6.2 RFD 052-2025 Middleton Logo Change – Communications and Events Coordinator
- 6.3 RFD 057-2025 1st Reading of Livestock Bylaw – CAO
- 6.4 RFD 064-2025 Reservoir Temporary Borrowing Resolution (TBR) – CAO
- 6.5 January 5, 2026 Committee of the Whole Meeting – CAO
- 6.6 2025-26 Capital Projects Update – CAO

7. REPORTS

Chairperson: These reports have been circulated, is there any discussion around them?

- 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

8. ANYTHING BY MEMBERS

9. ADJOURNMENT



Proclamation

INTERNATIONAL DAY OF PERSONS WITH DISABILITIES DECEMBER 3, 2023

WHEREAS the International Day of Persons with Disabilities has been commemorated since 1992 to promote action and raise awareness relating to the inclusion of persons with disabilities; and

WHEREAS the 2025 theme, “Amplifying the Leadership of Persons with Disabilities for an Inclusive and Sustainable Future”, focuses on the active role people with disabilities play in creating a more sustainable world, emphasizing their leadership and participation in decision making processes that impact their lives and communities; and

WHEREAS we all benefit from a society and an economy without barriers to inclusion. When persons with disabilities can participate in every aspect of political, social, economic, and cultural life, it enriches Canada and its economy. The observance of the Day aims to promote an understanding of disability issues and mobilize support for the dignity, rights, and well-being of persons with disabilities.

THEREFORE, be it resolved that I, **Gail Smith, on behalf of the Town of Middleton**, do hereby proclaim, December 3, 2025, as "**International Day of Persons with Disabilities**" in Middleton and that as a municipality, we can promote the participation of individuals with disabilities in leadership positions.

Dated at Middleton, Nova Scotia
this 17 day of November 2025.

Gail Smith, Mayor

A Public Hearing was held at the Town Hall, via Zoom and Facebook Live on Monday, September 15, 2025, starting at 6:00 p.m.

PRESENT

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

Regrets: Councillor Sandra Fournier

Also in Attendance: Town Planner, Chrystal Fuller (via zoom) Planning Advisory Committee Members Howard Selig and Dianne McDonald

1. PUBLIC HEARING OPENING

Mayor Smith opened the Public Hearing at 6:00 pm.

2. LAND USE BYLAW FOR PARKING REQUIREMENTS

a. Presentation of Land Use Bylaw Amendment for Parking Requirements

Town Planner, Chrystal Fuller gave a presentation outlining the Land Use Bylaw Amendment for Parking Requirements and answered questions.

b. Public Input

Planning Advisory Committee member Howard Selig inquired about the implications for future development.

- Development Officer Fuller clarified that the provision applies only to new residential units. It is intended to provide greater flexibility for existing residents.

A discussion was held after Planning Advisory Committee member Dianne McDonald inquired whether the Town could rent parking spaces.

- Development Officer Fuller confirmed that the Town *can* rent parking spaces; however, it is not a practice typically undertaken by municipalities. She noted that it ultimately depends on whether the Town wants to engage in that type of service.
- Councillor Bartlett noted that the Town's liability and insurance costs would likely increase.

c. Written Submissions Received

CAO Crocker noted that none were received.

3. ADJOURNMENT

The Public Hearing closed at 6:25 pm.

Mayor

Recording Secretary

DRAFT

A regular monthly meeting of Middleton Town Council was held in-person at the Town Hall, via Facebook Live on Monday, October 20th, 2025, starting at 7:00pm.

PRESENT

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

Also in Attendance: Paul Beazley & Tracey Brisby, PVSC and 7 citizens

1. CALL TO ORDER

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

2. APPROVAL OF THE AGENDA

251020.01 It was moved and seconded that Council approve the agenda as amended.
Motion carried.

- At the request of Councillor Smith, the agenda was amended by adding “Joint Police Advisory Board” under New Business, item 6.6

3. PRESENTATIONS

Paul Beazley and Tracey Brisby from Property Valuation Services Corporation (PVSC) gave a presentation on property assessments.

Some key takeaways were:

- Regular assessment data reports
- Timely, actionable insights
- A clear understanding of their assessment landscape
- Value-added services (no additional costs)
- Access to experts
- Dedicated support for assessment-related questions and matters
- Training and education
- Access to, and support for PVSC systems

4. APPROVAL OF THE MINUTES

4.1 Approval of the Previous Meeting Minutes

2025.09.15 Council Meeting Minutes

2025.10.06 Special Council Meeting Minutes

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

5. ANYTHING BY CITIZENS

Cliff Drysdale attended the Source Water Protection meeting and subsequently sent an email to Mayor Smith regarding Lily Lake. He has expressed interest in giving a presentation to Council on a proposed trail system around Lily Lake.

Dianne MacDonald inquired about the Town's logo change, asking for the reason behind the proposed update.

- CAO Crocker stated that the change is due to accessibility considerations.

Hilary Campbell inquired about the current status of the Secondary Planning Strategy.

- CAO Crocker stated that she has an email to review and will work on getting the process back on track.

6. NEW BUSINESS6.1 **Committee of the Whole Recommendations**

a. RFD 052-2025 Middleton Logo Change

CAO Crocker provided a brief overview of the Middleton Logo Change.

251020.02 It was moved that Council approve the use and implementation of the new logo and its variations. **Motion defeated.**

251020.03 It was moved and seconded that staff explore additional options to the current Middleton logo for consideration of change. **Motion carried.**

The logo change prompted some discussion.

Councillor Knapp requested that this be revisited at the next Council meeting.

CAO Crocker stated that staff will bring forward three options.

Deputy Mayor Marshall noted that while it may seem like a small task, the logo will represent us for years to come—so it's important to get it right.

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

CAO Crocker provided a brief overview of the Interest Rate for Overdue Taxes and Fees.

251020.04 It was moved and seconded that 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. **Motion carried.**

- c. RFD 055-2025 Dangerous and Unsightly Policy

CAO Crocker gave a brief overview of the Dangerous and Unsightly Policy.

251020.05 It was moved and seconded that Council approve the proposed revisions to the Dangerous and Unsightly Premises Policy. **Motion carried.**

Councillor Archibald inquired whether there are any guidelines and if the process is clearly defined.

- CAO Crocker responded that yes, the guidelines are outlined in the *Municipal Government Act*.

6.2 Audit Committee Recommendations

- a. RFD 058-2025 Appointment of Auditors

CAO Crocker gave a brief overview of the Award of RFQ for Audit Services and Appointment of Auditor.

251006.06 It was moved and seconded that 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.**

6.3 2025-26 Capital Projects Update

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

Councillor Bartlett asked if the reservoir is on track to be completed.

- CAO Crocker responded, yes, as far as she is aware.

6.4 Financial Forecast for Town General and Water Utility

CAO Crocker provided a brief update on the Financial Forecast for Town General and Water Utility.

6.5 RFD 059-2025 Naming of the Wetland Park

CAO Crocker gave a brief overview of Naming of the Wetland Park.

251006.07 It was moved and seconded 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. **Motion carried.**

ACTION: Hold off on ordering signage for Wetland Park until the new logo has been approved.

6.6 Joint Police Advisory Board

Councillors spoke about RCMP and vandalism issues.

ACTION:

- Bring forward a staff report (Request for Decision) on what the process is to move back to a Town Police Advisory Board

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

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

Deputy Mayor Marshall noted that there is a spelling mistake in the Joint PAB Minutes. It should read “Illsley” instead of “Hilsley.”

Councillor Archibald stated that the Special Council meeting minutes from October 6th should reflect that he declared a conflict of interest.

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: NSFM Conference

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

9 ANYTHING BY MEMBERS

Councillor Archibald expressed preference in having the agenda package distributed earlier.

Councillor Bartlett has observed an increased police presence in Middleton following the recent Joint Police Advisory Board meeting. He also noted that the streetlight directly across from the Chinese restaurant is currently out.

Deputy Mayor Marshall reported that the crosswalk lights at the corner of King and Main Streets are still not functioning.

Mayor Smith has also noted an increased police presence in Middleton.

10 IN CAMERA

251020.07 It was moved and seconded to move to in-camera at 9:15pm. **Motion carried.**

Councillor Smith declared a conflict of interest and left the room, for item 10.2.

Councillor Smith returned to the meeting at 9:45pm for item 10.3.

251020.08 It was moved and seconded to move out of camera at 10:15pm. **Motion carried.**

251020.09 It was moved and seconded that Council amend Personnel Policy 6.1 Employee Compensation and Review policy to include the option to use Cost of Living increases negotiated for unionized employees to apply to non-union employees. **Motion carried.**

251020.10 It was moved and seconded that Council approve the Employee Compensation Plan as presented. **Motion carried.**

11 ADJOURNMENT

The Mayor declared the meeting adjourned at 10:17pm.

Mayor

Recording Secretary

A Special Town of Middleton Council Meeting was held at the Town Hall, via Zoom and Facebook Live on Monday, November 3, 2025.

PRESENT

Chairing the meeting, Mayor Gail Smith; Deputy Mayor Gary Marshall, Councillors Jonathan Archibald, John Bartlett, and Dan Smith; Director of Public Works, Adam Verran; Chief Administrative Officer, Ashley Crocker, and Recording Secretary, Sara Marceau.

Regrets: Councillors Bernadette Knapp and Sandra Fournier

1. CALL TO ORDER

Mayor Smith called the meeting to order at 8:24pm.

2. APPROVAL OF THE AGENDA

251103.01 It was moved and seconded to approve the agenda, as circulated. **Motion carried.**

3. NEW BUSINESS

3.1 RFD 061-2025 Award of Tender for Fire Department 4x4 Truck

251103.02 It was moved and seconded that Town Council authorize and approve Change Order #1 for the School Street Water Main Upgrade project as presented, totaling \$41,171 + HST. **Motion carried.**

4. ADJOURNMENT

The Mayor declared the meeting adjourned at 8:25pm.

MAYOR

RECORDING SECRETARY

REQUEST FOR DECISION
Archery Lease Agreement
RFD#: 047-2025



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: November 3, 2025 and November 17, 2025
Subject: Archery Lease Agreement

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Previous lease agreement with the Annapolis East Archery Club
- New draft lease agreement with the Annapolis East Archery Club

Legislation

- *Municipal Government Act*

Recommendation

That Council approves the Mayor and CAO executing the new agreement with the Annapolis East Archery Club.

Background

The Town of Middleton signed a lease with the Annapolis East Archery Club in May 2013 for a period of 10 years. This agreement allows the Annapolis East Archery Club to use the leased Town lands exclusively as an outdoor archery trail for recreational purposes. This includes hosting archery practices, tournaments, and related fundraising events. With the Town’s written approval, the Club may make improvements to the site or construct a small shelter for its own use, provided all work complies with applicable building and safety regulations. The Town retains the right to access the property for inspection and may also use the area occasionally for other recreational programs—such as a canoe program on Second Lake—so long as those activities do not interfere with the Club’s events.

The agreement expired in 2023. The Archery Club has asked the Town to consider renewing the lease agreement.

Legal counsel reviewed previous lease agreement and suggested several changes that are captured in the new draft lease agreement.

**REQUEST FOR DECISION
Archery Lease Agreement
RFD#: 047-2025**



Summary of the Changes:

- 1) Term shortened from 10 years to 5 years (at staff’s suggestion)
- 2) Additional property detail (PIDs and maps added)
- 3) Shared recreational use clause added in section 5.02 (allows Town access for programs)
- 4) Formatting and redundancy cleanup (no duplicate maintenance clause)

Update from November 3, 2025 COTW:

It was noted by the Town’s fire chief that the corner piece of land on the PID contains the Fire Department’s main communications radio tower site and building which is insured under the Town’s policy. This was forwarded to the Town’s legal counsel, and the agreement has been amended under section 1.01 to add the following wording:

Notwithstanding this definition, excluded from the “Premises” are all lands on the North East corner of PID 05004510, which house the Town of Middleton’s communications tower and associated building and infrastructure.

The updated agreement was sent to the Archery Club on November 17, 2025 highlighting the updated wording.

Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
Archery Lease Agreement
RFD#: 047-2025



Alternatives

- 1) Council can choose not to approve a new lease agreement with the Archery Club
- 2) Council can direct staff to amend the lease agreement for a different lease term

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: 17 November 2025

**Lease Agreement
Recreational Lands**

This agreement is made this ___ day of _____ 2025.

For a period of a five (5) year term ending as of ___ day of _____ 2030.

Between: **The Town of Middleton, a Municipal body corporate**

Hereinafter called the “Landlord” OF THE ONE PART

-and-

A.E.A-Annapolis East Archery Club, an incorporated society

Hereinafter called the “Tenant” OF THE SECOND PART

WHEREAS the Landlord is the owner of certain Premises which are used by the Tenant for its operations;

AND WHEREAS the Landlord and Tenant wish to document the rights and obligations which flow from the Tenant’s use of the Premises;

NOW THIS AGREEMENT WITNESSETH that in consideration of the rents, covenants, and the other conditions as set out in this Agreement, the Landlord and Tenant agree as follows:

PREMISES

1.01 The “Premises” which are the subject of this agreement, consist of the grounds situated on the lands surrounding Second Lake - East of Lily Lake and West of the Gates Mountain Road North of the Town of Middleton, identified as PIDs 05084736 and 05004510 which Premises are more properly described in the Schedule “A” and the maps which comprise Schedule “B”, both of which are attached hereto and incorporated into this Agreement. **Notwithstanding this definition, excluded from the “Premises” are all lands on the North East corner of PID 05004510, which house the Town of Middleton’s communications tower and associated building and infrastructure.**

TERM and RENT

2.01 The Landlord leases to the Tenant the Premises for and during the term of five (5) years to be computed from the ___ day of October, 2025 at the rental rate of \$1.00 per annum.

TENANT'S OBLIGATIONS

3.01 The Tenant shall, at its own expense, maintain and keep the Premises, including the trails and grounds in good order and repair, reasonable wear and tear accepted, and shall keep the Premises clean of any refuse or debris and in a safe condition.

3.02 The Tenant shall pay any costs incurred in order to comply with the requirements of any applicable law, by-law or regulation with respect to the conditions required to erect shelters on the Premises.

INDEMNITY AND INSURANCE

4.01 The Tenant agrees to and hereby indemnifies the Landlord against all liability, claims, demand, actions and causes of action of any nature whatsoever, and any expense incidental thereto, for injury to or death of persons or loss of or damage to property (including, without restricting the generality of the foregoing, all personal property stored on the rented Premises), occurring on the Premises or the adjoining lots, drives, streets, or in any manner growing out of or in connection with the Tenant's use or occupation of the Premises, or the condition thereof or the adjoining sidewalks, drives, ways or streets during the term hereof, or arising out of any work being done in or about the Premises.

4.02 The Tenant shall maintain public liability insurance protecting the Tenant and Landlord equally from liability in an amount not less than One Million Dollars (\$1,000,000.00) for injury or death to any one person; and, in addition, in an amount not less than One Million (\$1,000,000.00) for all deaths or injuries resulting from any one accident or occurrence; and these sums shall be subject to annual review and possible increases if so directed by the Landlord.

4.03 The Tenant shall deliver to the Landlord, at the date of the signing of this lease and at every anniversary of that date, as long as this lease is in effect, satisfactory evidence of the required public liability insurance. If the Tenant should fail to insure and keep insured the Premises as herein provided, or should it be deemed necessary or expedient by the Landlord to do so, the Landlord shall be free to effect such insurance at the cost and expense of the Tenant and the sum so expended by the Landlord shall become due and payable by the Tenant within thirty (30) days of receiving notice and demand from the Landlord.

4.04 If the Premises include buildings or structures to be used by or occupied by the Tenant, the Tenant shall arrange for fire insurance.

GENERAL

5.01 The Tenant shall not use the Premises for any other use other than as a recreation area set forth as an OUTDOOR ARCHERY TRAIL as proposed and accepted by the Town of Middleton Town Council in June of 2011.

5.02 The Tenant shall allow the Landlord and any authorized employees access to enter upon the Premises remises at all reasonable times to view the state of repair or the condition and use of the Premises. Moreover, the Tenant agrees, to permit the Landlord, upon reasonable notice, to use the Premises for recreational purposes, such as to access Second Lake for the purpose of operating a summer canoe program, so long as the proposed recreational uses do not interfere or disrupt any Archery Club programs or tournaments.

5.03 The Tenant agrees that the Landlord shall not in any way be liable or responsible for any personal injury or death that may be suffered or sustained by the Tenant or any employee, guest, licensee or invitee of the Tenant or any other person that may be upon the Premises during the use by the Tenants, or for any loss or injury to any property belongings to the Tenant or its employees or to any other person while such property is on the Premises and, in particular, the Landlord shall not be liable for any damage to such property caused under normal conditions.

5.04 The Tenant acknowledges that the Tenant is responsible for compliance with all laws relating to health or the environment including, without limiting the generality of the foregoing, Environment Act, 1994-1995, C.I, S.I, status of Nova Scotia, and the Tenant hereby agrees to indemnify and save the Landlord from any and all losses, charges, or expenses incurred by the Tenant due to failure to comply with this type of legislation by the Tenant.

5.05 The Tenant with written consent from the Landlord, may erect a shelter on the Premises to be used by and for the sole use of the Tenant while the Premises are in use by the Tenant during their events or fund raisers.

FORFEITURE

6.01 If in the opinion of the Landlord the Tenant either:

- a: Becomes an inactive organization, or
- b: Fails to exercise adequate and proper control over the Premises,

and if either such situation has existed for a period of sixty (60) consecutive days after notice has been given pursuant to article 9 of this Agreement, this Agreement shall cease and terminate, and the Landlord may re-enter and take possession of the Premises as though the Tenant were holding over after the expiration of the term without any right whatsoever. (Excluding the winter months that do not allow the Tenants to gain excess to the Premises as in the rest of the year)

6.02.1 The Tenant shall, at the time of termination of this agreement for any reason whatsoever, peaceably surrender and yield up to the Landlord the Premises in good repair and condition, reasonable wear and tear accepted.

ALTERATIONS

7.01 The Tenant may, subject to subsection (2) make:

7.01.1.1 Alterations, additions, or improvements to the Premises, which, without limiting the generality of the foregoing, shall include the cutting of trees, the construction of any buildings or structures, the addition of topsoil, fill or sand and any other possible alteration or improvement to the Premises, so long as such work complies with any applicable legislation and/or by-laws. Moreover, in the event that a structure is erected on the property, it must meet the requirements of the applicable Building Codes and be insured to a level recommended by the Landlord's insurer.

7.01.1.2 All fixtures, improvements, structures, changes, or alterations made to the Premises by the Tenants shall be made at the Tenants own expense and shall be removed from the site, Premises, lands at the end of agreement period unless extension has been agreed upon.

LANDLORD'S OBLIGATIONS

8.01 The Landlord agrees that the Tenant shall have quiet enjoyment of the Premises as long as the conditions of the agreement are observed.

8.02 The Landlord shall erect a gate that shall be made secure to maintain limited access to the Premises outside from the Tenants and the access required through the Landlord's employees.

8.03 The Landlord shall maintain the access road to the Premises from the point of entry on Lily Lake Road down to and including the overflow gates area on Second Lake.

NOTICES

9.01 Any notice, request, or demand of or to the Tenant which is provided for in the agreement shall be sufficiently given or made if mailed by registered mail to:

A.E.A-Annapolis East Archery Club
P.O. Box 102
Middleton N.S.
BOS 1PO

9.02 Any notice, request, or demand, to the Landlord, as required or provided for in this agreement shall be sufficiently given or made if mailed by registered mail to:

Town of Middleton
P.O. Box 340
Middleton N.S.
BOS 1PO

THIS AGREEMENT shall be to the benefit of and binding upon both parties hereto and their respective heirs, successors and assigns;

IN WITNESS WHEREOF the parties hereto have executed these presents in triplicate as of the day hereinbefore first written.

SIGNED, SEALED AND DELIVERED
In the presence of:

4 of 5 Directors of
A.E.A-Annapolis East Archery
Club

Per _____

Per _____

Per _____

Per _____

Witness to all 4 signatures

On behalf of the Town of
Middleton

Per _____

Per _____

Witness to both signatures

Schedule "A"

PID 05084736

All and singular the land and premises situate, lying and being at Douglasville, in the County of Annapolis and Province of Nova Scotia, and bounded and described as follows:

Beginning on the North side of the Lake Road so-called, at the corner of the Douglas Road;

Thence North along the East side of the said Douglas Road, until it comes to the corner of the land owned by Norman Crawford;

Thence East along the South side of said Norman Crawford's south line until it comes to the corner of the lands owned (formerly) by Charles Schurman deceased;

Thence South along the said Schurman's West Line, until it comes to the Lake Road so-called;

Thence West along the North side of the said Lake Road to the corner of the Douglas Road, or place of beginning, containing one hundred acres more or less.

PID 05004510

Beginning at a stake and stones on the North side of Lilly Lake Road, so-called;

Thence northerly along Andrew Crawford's East line until it comes to the South-West angle of land belonging to Joseph Pike;

Thence Eastwardly along said Joseph Pike's South line to the North-West angle of land belonging to James Mosher;

Thence South following the course of said James Mosher's West line to the Lilly Lake Road, so-called;

Thence running west along the Lily Lake Road to the place of beginning.

Schedule "B"

DRAFT

Property Online Map

Date: October 3, 2025 11:51:18



PID: 05004510
County: ANNAPOLIS COUNTY
LR: NOT LAND REGISTRATION

Address: 407 GATES MOUNTAIN ROAD
 MOSHERS CORNER
Owner: TOWN OF MIDDLETON

AAN: 07036756
Value: \$21,700.00 (2025 RESOURCE TAXABLE)

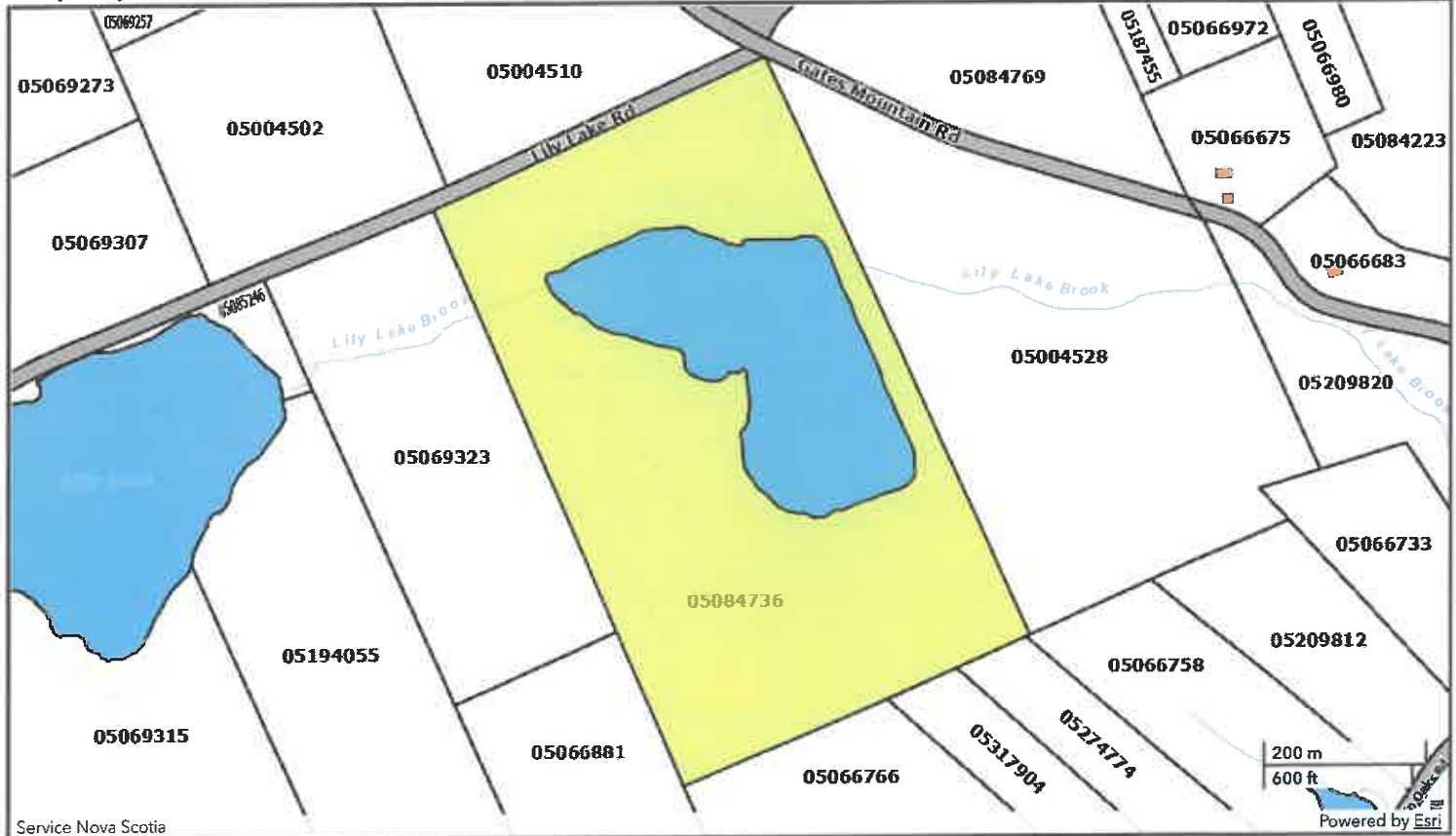
The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [Land Registration Act subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

Property Online Version 1.0

This page and all contents are copyright © 1999-2025, [Government of Nova Scotia](#) all rights reserved.
 If you have comments regarding our site please direct them to: propertyonline@novascotia.ca
 Please feel free to [Submit Problems](#) you find with the Property Online web site.

Property Online Map

Date: October 3, 2025 11:51:54



PID:	05084736	Address:	1136 LILY LAKE ROAD MOSHERS CORNER	AAN:	07036744
County:	ANNAPOLIS COUNTY	Owner:	TOWN OF MIDDLETON	Value:	\$53,000.00 (2025 RESOURCE TAXABLE)
LR:	NOT LAND REGISTRATION				

The Provincial mapping is a graphical representation of property boundaries which approximate the size, configuration and location of parcels. Care has been taken to ensure the best possible quality, however, this map is not a land survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area. The Provincial mapping is not conclusive as to the location, boundaries or extent of a parcel [Land Registration Act subsection 21(2)]. THIS IS NOT AN OFFICIAL RECORD.

Property Online Version 1.0

This page and all contents are copyright © 1999-2025, [Government of Nova Scotia](#), all rights reserved.
If you have comments regarding our site please direct them to: propertyonline@novascotia.ca
Please feel free to [Submit Problems](#) you find with the Property Online web site.

Lease Agreement

Recreational Lands

This Agreement made as of 9th day of MAY, ~~2012~~ ²⁰¹³
For a period of a Ten (10) year Term ending as of 9th day of MAY, ~~2022~~ ²⁰²³

CM. OS

Between:

The Town of Middleton in Annapolis
County, Nova Scotia

Hereinafter called the "Landlord
OF THE ONE PART

-and-

Incorporated under the Societies Act of
Nova Scotia A.E.A-Annapolis East Archery
Club

Hereinafter called the "Tenant"

OF THE SECOND PART

THIS AGREEMENT WITNESSETH that in
consideration of the rents, covenants and the
other conditions as set out in this agreement,
the Landlord and Tenant as follows:

LAND USE PREMISES

- 1.01 The use of the premises which are the subject of this agreement, consist of the grounds situated on the lands surrounding Second Lake - East of Lily Lake and West of the Gates Mountain Road North of the Town of Middleton, described of which form Schedules A to this Agreement.

TERMS and RENT

- 2.01 The Landlord leases to the Tenant the Lands surrounding Second Lake North of the Town of Middleton East of Lily Lake and West of Gates Mountain Road for the use by A.E.A-Annapolis East Archery Club for an outdoor Archery Trail and their use only, allowing for the use to aide in fund raising of their non profit group.

2.02 The Tenant with written consent from the Landlord shall erect a shelter on the premise to be used by and for the sole use of the Tenant while the premise is in use by the Tenant during their events or fund raisers, to erect such a shelter on the premise the materials shall be obtained from the premises

TENANT'S OBLIGATIONS

3.01 The Tenant shall, at its own expense, maintain and keep the land premise, including the trails and grounds in good order and repair, reasonable wear and tear accepted, and shall keep the land premise clean of any refuse or debris and in a safe condition.

3.02 The Tenant shall pay any costs incurred in order to comply with the requirements of any applicable law, by-law or regulation with respect to the conditions required to erect shelters on the land premises.

3.03 The Tenant agree to maintain the Trail that is to be used by their club around Second Lake, using materials that are available on the property being used under this agreement

INDEMINTY AND INSURANCE

4.01 The Tenant agrees to and hereby indemnifies the Landlord against all liability, claims, demands, actions and causes of action of any nature whatsoever, and any expense incidental thereto, for injury to or death of persons or loss of or damage to property [including, without restricting the generalities of the foregoing, all personal property stored on the lands or premise], occurring on the premises or the adjoining lots, drives, streets, or in any manner growing out of or in connection with the Tenants use of the occupation of the premises.

4.02 The Tenant shall deliver to the Landlord, at the date of the signing of this the Landlord shall become due and payable by the Tenant within [30]days of the receiving notice and agreement and at every anniversary of that date, as long as this agreement is in effect, satisfactory evidence of the required public liability insurance. If the Tenant should fail to insure and keep insured the use of the premise as herein provided, or should it be deemed necessary or expedient by the Landlord to do so, the Landlord shall be free to effect such insurance at the cost and expense of the Tenant and the sum so expended by demand from the Landlord.

GENERAL

5.01 The Tenant shall use the lands for use other than as a recreation area set forth as an OUT DOOR ARCHERY TRAIL as proposed and excepted by the Town of Middleton Town Council in June of 2011.

5.02 The Tenant shall allow the Landlord and any authorized employees access to enter upon the lands to premises at all reasonable times to view the state of repair or the condition and use of the premises.

5.03 The Tenant agrees that the Landlord shall not in any way be liable or responsible for any personal injury or death that may be suffered or sustained by the Tenant or any employee, guest, licensee or invitee of the Tenant or any other person that may be upon the premises during the use by the Tenants, or for any loss or injury to any property belongings to the Tenant or its employees or to any other person while such property is on the premises and, in particular, the Landlord shall not be liable for any damage to such property caused under normal conditions.

5.04 The Tenant acknowledges that the Tenant is responsible for compliance with all laws relating to health or the environment including, without limiting the generality of the foregoing, Environment Act, 1994-1995, C.1, S.1, status of Nova Scotia, and the Tenant hereby agrees to indemnify and save the Landlord from any and all losses, charges, or expenses incurred by the Tenant due to failure to comply with this type of legislation by the Tenant.

5.05 The Tenant with written consent from the Landlord shall erect a shelter on the premise to be used by and for the sole use of the Tenant while the premise is in use by the Tenant during their events or fund raisers, to erect such a shelter on the premise the materials shall be obtained from the lands with as minimal intrusion to the area as possible

FORFEITURE

6.01 If in the opinion of the Landlord the Tenant either:

- a; Becomes an inactive organization, or
- b: Fails to exercise adequate and proper control over the land premise, and if either such state of affairs has existed for a period of sixty days consecutive days after notice, this agreement shall cease and terminate and the Landlord may re-enter and take possession of the premises as though the Tenant were holding over after the expiration of the term without any

right whatsoever. [Excluding the winter months that do not allow the Tenants to gain excess to the premises as in the rest of the year]

6.02 The Tenant shall, at the time of termination of this agreement for any reason whatsoever, peaceably surrender and yield up to the Landlord the premises in good repair and condition, reasonable wear and tear accepted.

ALTERATIONS

7.01 The Tenant may, subject to subsection (2) make

7.01.1.1 Alterations, additions, or improvements to the premises and without limiting the generality of the foregoing, this is deemed to include the cutting of trees, the construction of any buildings or structures, the addition of top soil, fill or sand and any other possible alteration or improvement to the premises

7.01.1.2 All fixtures, improvements, structures, changes or alterations made to the premises by the Tenants shall be made at the Tenants own expense and shall be removed from the site, premises, lands at the end of agreement period unless extension has been agreed upon

LANDLORD'S OBLIGATIONS

8.01 The Landlord agrees that the Tenant shall have quiet enjoyment of the premises as long as the conditions of the agreement are observed

8.02 The Landlord shall erect a gate that shall be made secure to maintain limited access to the premises outside from the Tenants and the access required through the Landlords employees

8.03 The Landlord shall maintain the access road to the premises from the point of entry on Lily Lake Road down to and including the over flow gates area on Second Lake.

NOTICES

9.01 Any notice, request or demand of or to the Tenant which is provided for in the agreement shall be sufficiently given or made if mailed by registered mail to:

A.E.A-Annapolis East Archery Club
P.O. Box 1337
Middleton N.S.
B0S 1P0

9.02 Any notice, request or demand, to the Landlord, as required or provided for in this agreement shall be sufficiently given or made if mailed by registered mail to :

Town of Middleton
P.O. Box 340
Middleton N.S.
B0S 1P0

THIS AGREEMENT shall be to the benefit of and binding upon both parties hereto and their respective heirs, successors and assigns;


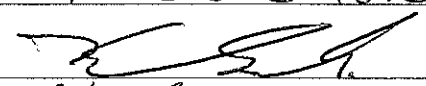

IN WITNESS WHEREOF the parties hereto have executed these presents in triplicate as of the day hereinbefore first written.

SIGNED, SEALED AND DELIVERED
In the presence of:

THE TOWN OF MIDDLETON OF THE
COUNTY OF ANNAPOLIS

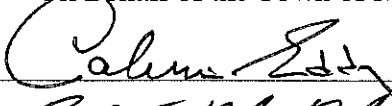

4 of 5 Directors of
A.E.A.- Annapolis East Archery Club

Debra L. Heleb.
Witness/~~Justice of the Peace~~

Per 
Per Paul D Saxon
Per 
Per 

On Behalf of the Town of Middleton

Marianni Daini
Witness/~~Justice of the Peace~~

Per 
Per 
Per _____
Per _____

REQUEST FOR DECISION
Joint Police Advisory
Board RFD#: 062-2025



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: November 3, 2025 and November 17, 2025
Subject: Joint Police Advisory Board

Guiding Principles for Decision-Making

Accountability Transparency Diversity Sustainability Engaged Informed

References/Attachments

- Draft Letter to Minister of Justice
- Draft Letter to the Municipality of the County of Annapolis

Legislation

- *Police Act* (Sections 57–59): Police Advisory Boards

Recommendation

That Council request the Minister of Justice approve the dissolution of the Joint Police Advisory Board currently shared with the Municipality of the County of Annapolis, and to authorize the establishment of an independent Town of Middleton Police Advisory Board in accordance with the *Police Act*.

Background

Since February 2025, the Town of Middleton has participated in a Joint Police Advisory Board with the Municipality of the County of Annapolis, established under the *Police Act* to provide advice to Councils and the RCMP on policing priorities, policies, and community safety matters.

At the October 20, 2025 Council meeting, members reviewed the current Joint Police Advisory Board structure and discussed the benefits of establishing a dedicated Town of Middleton Police Advisory Board. Council noted that an independent board would provide a more direct and effective mechanism for addressing Middleton’s specific policing priorities and community safety concerns. It would also strengthen communication between Council, the RCMP, and residents, ensuring that advice provided to Council reflects the unique needs and priorities of the Town. Council subsequently directed staff to prepare a report for consideration at the next meeting. In preparation of this report, staff consulted with the Department of Justice for guidance on the appropriate process for dissolving the existing Joint Board.

REQUEST FOR DECISION
Joint Police Advisory Board
RFD#: 063-2025



The Department of Justice has advised that to dissolve the existing Joint Board, the Town must:

1. Pass a Council motion requesting the dissolution of the current Joint Police Advisory Board and the establishment of an independent board;
2. Submit formal correspondence to the Minister of Justice requesting approval for the actions; and
3. Provide notification to the Municipality of the County of Annapolis, as both municipalities will need to follow a similar process to ensure their new boards meet or exceed the requirements of the *Police Act*.

The *Police Act* requires that every municipality receiving policing services under the RCMP have a Police Advisory Board composed of elected officials and citizen representatives. The role of the board is to:

- Advise Council on policing priorities, goals, and objectives;
- Act as a liaison between the community, Council, and the RCMP; and
- Promote adequate and effective policing within the Town.

A standalone Town of Middleton Police Advisory Board would maintain these legislated functions while allowing for:

- Focused attention on Middleton's local policing issues and community safety priorities;
- Improved coordination between Council and the RCMP detachment serving the Town; and
- Increased responsiveness to citizen input on public safety and crime prevention initiatives.

The Town intends to structure its new Police Advisory Board to meet or exceed the standards outlined in Section 57 of the *Police Act*, including member composition, appointment procedures, and transparency requirements.

Financial Implications

There are no significant financial implications anticipated because of establishing an independent Police Advisory Board. Administrative costs such as meeting coordination, minute-taking, and member recruitment can be managed within the existing operational budget for Council and Committee support.

REQUEST FOR DECISION
Joint Police Advisory Board
RFD#: 063-2025



Strategic Plan/Operating Plan Alignment

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

Alternatives

- 1) **Maintain the current Joint Police Advisory Board** – This would require continued coordination with the Municipality of the County of Annapolis. The Joint Board would need to identify what actions could be taken to ensure Town of Middleton concerns and priorities are addressed.
- 2) **More research** - Council can direct staff to conduct more research before deciding on a course of action.

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: 17 November 2025



Office of the Mayor
PO Box 340, Middleton, NS B0S 1P0
Phone: (902) 825-4841 (Town Office)
Fax: (902) 825-6460
gsmith@town.middleton.ns.ca
www.discovermiddleton.ca

November 18, 2025

Honourable Scott Armstrong
Minister of Justice and Attorney General
Province of Nova Scotia
PO Box 7, 1690 Hollis Street Halifax, Nova Scotia B3J 2L6
justmin@novascotia.ca

Dear Minister Armstrong:

On behalf of the Town of Middleton, Council respectfully requests the dissolution of the current Joint Police Advisory Board shared with the Municipality of the County of Annapolis, and the establishment of an independent Police Advisory Board for the Town of Middleton, in accordance with the *Police Act* of Nova Scotia.

The Town carefully considered its policing oversight structure and believes that a dedicated advisory board will better support our community's specific public safety priorities and strengthen communication between the Town, the RCMP, and residents. An independent board will allow for more direct engagement with Middleton's local policing issues, enhance responsiveness to community concerns, and provide Council with clearer and more focused input on policing matters within our municipal boundaries.

The Town's proposed structure will meet or exceed all requirements of Section 57 of the *Police Act*, including the composition of the Board, appointment process, and mandate to advise Council and the RCMP on policy, priorities, and community policing initiatives. Recruitment for members will follow the same transparent and inclusive process as before, ensuring diverse community representation.

Council also wrote to the Municipality of the County of Annapolis to advise them of our intent to dissolve the Joint Board. It is our understanding that they will undertake a similar process to establish their own independent Police Advisory Board.

We respectfully request your approval to dissolve the Joint Police Advisory Board and to authorize the creation of a new Town of Middleton Police Advisory Board under the provisions of the *Police Act*.

Thank you for your attention to this matter. Please do not hesitate to contact me should you require any additional information or documentation to support this request.

Sincerely,

Gail Smith
Mayor
Town of Middleton



Office of the Mayor
PO Box 340, Middleton, NS B0S 1P0
Phone: (902) 825-4841 (Town Office)
Fax: (902) 825-6460
gsmith@town.middleton.ns.ca
www.discovermiddleton.ca

November 18, 2025

Warden Diane LeBlanc
Municipality of the County of Annapolis
P.O. Box 100
Annapolis Royal, NS B0S 1A0

Dear Warden LeBlanc:

The Town of Middleton Council has reviewed the structure and function of the Joint Police Advisory Board currently shared with the Municipality of the County of Annapolis. After careful consideration, Council has determined that establishing a Town of Middleton Police Advisory Board will better support the Town's specific policing needs and community priorities.

In accordance with guidance from the Nova Scotia Department of Justice, the Town will be submitting a formal request to the Minister of Justice seeking approval to dissolve the existing Joint Police Advisory Board and to establish an independent advisory board for the Town. The Department also advised that both municipalities will be expected to ensure their new boards meet or exceed the requirements set out in the *Police Act*.

We want to ensure that the County is formally informed of this decision and has sufficient time to consider any steps you may wish to take to establish your own independent Police Advisory Board. The Town remains committed to maintaining a positive working relationship with the County, particularly on matters of regional public safety and cooperation.

Please do not hesitate to contact me should you wish to discuss this transition or coordinate timing and communication with the Department of Justice.

Sincerely,

Gail Smith
Mayor
Town of Middleton

REQUEST FOR DECISION
Appointment List Update for 2026
RFD#: 063-2025



To: COTW and Town Council
From: Ashley Crocker, CAO
Date: November 3, 2025 and November 17, 2025
Subject: Appointment List Update for 2026

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Updated Draft Appointment List

Legislation

- *Municipal Government Act*

Recommendation

That Council remove Danny Wright as the Town's Building Inspector.

That Council remove Dana Olmstead as the Town's Building Inspector.

That Council approve the Appointment List, as presented.

Background

As of October 31, Danny Wright retired from the County of Annapolis as a Building Inspector. Dana Olmstead is no longer employed with the County of Annapolis. Erin Shurman-Kolb and Andrew Dobson remain appointed as the Town's Building Inspectors. The current Pool Society names are reflected in the attached Appointment List. The Pool Society will be submitting the list of names prior to the Council meeting on Nov 17th. Jill Cox is still willing to be the representative for the Regional Library Board – this is a 4-year term that started last year.

Financial Implications

N/A

REQUEST FOR DECISION
Appointment List Update for 2026
RFD#: 063-2025



Strategic Plan/Operating Plan Alignment

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

Alternatives

- 1) Council can discuss changing some of the Council appointments on various committees for the upcoming year

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: November 17, 2025

TOWN OF MIDDLETON
2026 APPOINTMENT LIST
(Approved by Council Nov 17, 2025)

COUNCIL AND COMMITTEES OF COUNCIL

COUNCIL

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

COMMITTEE OF THE WHOLE

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

INCLUSION, DIVERSITY, EQUITY & ACCESSIBILITY (IDEA)

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

AUDIT COMMITTEE

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

COMMUNITY CENTRE & FIRE HALL COMM

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

PLANNING ADVISORY COMMITTEE

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

JOINT ANNAPOLIS COUNTY POLICE ADVISORY BOARD

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

SOURCE WATER PROTECTION ADVISORY COMMITTEE

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

ASSET MANAGEMENT WORKING GROUP

Town Council: MAYOR GAIL SMITH
Staff: CAO ASHLEY CROCKER, **DOF VACANT**
DPW ADAM VERRAN

**INTER-MUNICIPAL COMMITTEES AND
WORKING GROUPS**

ANNAPOLIS COUNTY INTER-MUNICIPAL WORKING GROUP

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

IDEA GOVERNANCE COMMITTEE

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL

VALLEY REGIONAL SERVICES BOARD

MAYOR GAIL SMITH, DEPUTY MAYOR GARY MARSHALL (ALT)

REMO ADVISORY COMMITTEE

COUNCILLORS DAN SMITH, GARY MARSHALL

REMO PLANNING COMMITTEE

CAO ASHLEY CROCKER, DPW ADAM VERRAN

VALLEY REN LIAISON & OVERSIGHT COMMITTEE (LOC)

COUNCILLORS JOHN BARTLETT, JONATHAN ARCHIBALD (ALT)

TOWN INDIVIDUAL APPOINTMENTS

ANIMAL CONTROL & BYLAW ENFORCEMENT OFFICERS

ZACHARY CROMWELL
ASHLEY GERVAIS
ROBERT BRUCE

BUILDING & FIRE OFFICIALS

ANDREW DOBSON
ERIN SCHURMAN-KOLB

DANGEROUS & UNSIGHTLY PREMISES ADMINISTRATOR

ASHLEY GERVAIS

DEVELOPMENT OFFICER(S)

CHRYSTAL FULLER
LAUREN ISABELLE

FIRE CHIEF & DEPUTIES

CHIEF MIKE TOOLE
DEPUTIES SCOTT VEINOT, JODY SPIDLE

RCMP NCO IN CHARGE

SGT MIKE MAXWELL

REMO COORDINATOR

BRIAN ORDE, TINA HALLIDAY (ALT)

TOWN AUDITORS

BDO CANADA

TOWN CLERK

SARA MARCEAU

TOWN ENGINEER

DPW ADAM VERRAN

TOWN RETURNING OFFICER

SARA MARCEAU

TOWN SOLICITORS

TAYLOR MACLELLAN COCHRANE

TOWN TREASURER

ASHLEY CROCKER

TRAFFIC AUTHORITY

SGT MIKE MAXWELL, DPW ADAM VERRAN

VWRM BYLAW ENFORCEMENT OFFICER

DALE ROBERTS

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

MIDDLETON SWIMMING POOL SOCIETY

ANDY RENWICK, STEPHANIE PURCELL, KATIE GREENE,
TARA BALCOME, KELLEY DOUCETTE, ALEX BALCOME,
SHALENE BURNS

REGIONAL LIBRARY BOARD

JILL COX

WESTERN REGIONAL HOUSING AUTHORITY

Citizen at Large: DIANNE MCDONALD

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



To: COTW and Town Council
From: Gina Pearson, Communications and Events Coordinator
Date: October 6, 2025, October 20, 2025, and November 17, 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
- Appendix C – Additional logo options
- Appendix D – Survey Results
- Appendix E – Survey Questions

Legislation

- Accessibility Act, Section 2 (a)(ii) (Purpose of Act): the Act is meant to remove barriers related to, among other things, “information and communication”
- Accessibility Act, Section 3 (1) (c): Defines a barrier as anything that hinders full and effective participation, including an “information or communications barrier”
- WCAG 1.2.4 Resize Text (AA): text must be able to be resized 200% without loss of content of functionality
- WCAG 1.4.10 Reflow (AA) Content must be able to reflow (i.e: no horizontal scrolling) for text size up to 400
- WCAG 2.4.12 Text Spacing (AA): The user must be able to increase spacing between lines, words, and letters without loss of content or functionality. Key Amounts:
 - Line Height: at least 1.5 x font size
 - Paragraph Spacing: at least 2 x font size
 - Word Spacing: at least .16 x font size
 - Letter Spacing: at least .12 x font size

Recommendation

That Council approve one of the additional font and logo placement options, as well as whether the font will be in uppercase, or lowercase letters.

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



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”.

The heart graphic is the primary Town logo. While it may be adapted for non-official uses - such as Recreation merchandise or event materials - the official logo options attached must be used consistently on all formal documents, including Council materials, letterheads, notices, bills, signage, and similar items. The wordmark will be provided in black, white, and red to allow flexibility across different background colors (see Appendix C). Offering multiple color options is standard practice.

Survey results indicate that Montserrat is the preferred font (by 12.2%; see Appendix D). Respondents also expressed a clear preference for the placement of the heart graphic: 65.7% selected placing it at the beginning of the word “Middleton,” 19.4% preferred using it in place of the letter “o,” and 14.9% preferred using it as the dot above the “i.” Survey results also favored lowercase lettering (69.7% lowercase vs. 30.3% uppercase).

For non-official applications - such as Recreation swag or event posters - the same font must be retained to ensure brand consistency. However, the placement of the heart graphic may be adapted as appropriate for creative or thematic purposes.

As accessibility standards change, the style in which fonts and graphics in both digital and print forms are displayed, must be updated. While the Nova Scotia Accessibility Act does not prescribe specific fonts, Sections 2(a)(ii) and 3(1)(c) require barriers in *information and communication* to be removed, including ‘information or communications barriers.’ Under provincial and municipal accessibility plans that implement the Act, organizations are expected to follow WCAG-based guidance (e.g., easily read fonts, adequate contrast, and plain language) when designing documents and digital content. The Nova Scotia Accessibility Act does not prescribe a specific font. However, public sector organizations must ensure that documents and communications are accessible, which includes using clear, readable typography consistent with WCAG 2.1 accessibility practices.

**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: November 17, 2025

Appendix A.

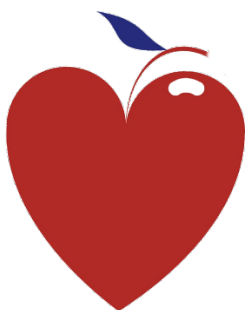
Logo 1: *Note* The background in this example has been set to blue to ensure the white font is visible. In practice, the font normally appears on a transparent background.



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.

- **Print and Digital Media:** 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.
- **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.
- **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, and the logo can be updated within the billing system at no additional cost.
- **Existing signage:** The current logo appears in the following locations:
 - **Water clock:** New clock faces display the current logo
 - **Infographic by Water Clock:** Features the current logo but is aging. Replacement will only be considered when repairs are required.
 - **Riverside Park: Memorial Tree Grove Sign:** The logo appears at the bottom. 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. Replacement of both signs could range from **\$300–\$700** per board.
 - **Riverside Park No Smoking Sign:** A small sign with the current logo.

Replacement is not urgent but would cost **\$50–\$150**.

- **Brush Dump Sign:** Features the logo at the top. 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. Replacement is estimated at **\$200–\$350**. The information on this sign is expired anyways.
- **Arena and Pool Directional Sign:** Features a small logo and is weathered. The pool and arena both have their own logos. 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.

Appendix C

Monsterrat Font – Lowercase



Monsterrat Font – Uppercase Letters



League Spartan – Lowercase Letters



League Spartan – Uppercase Letters



Heart as the "O" – League Spartan Font *Note – It can also be done in Monsterrat Font*

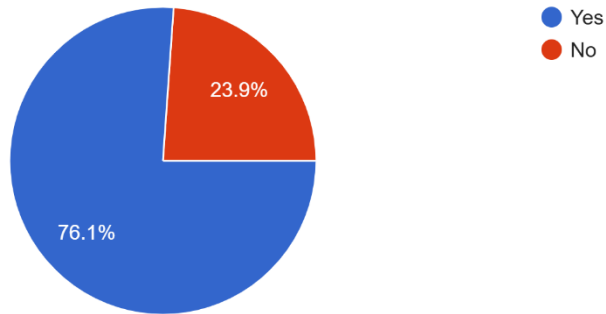


Heart as the dot in “I” – *Note – It can also be done in Monsterrat Font

The Town of
Middleton
Heart of the Valley

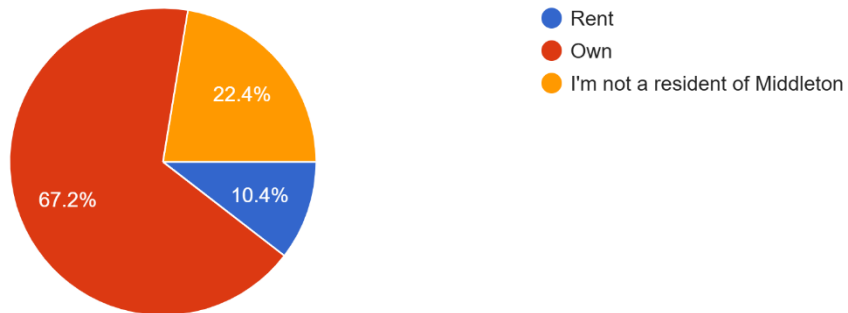
Are you currently a resident of Middleton?

67 responses



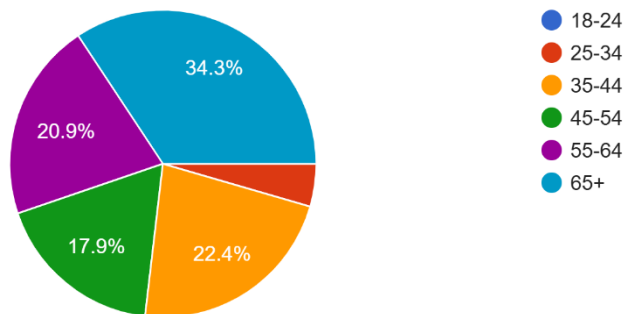
Do you currently rent or own in Middleton?

67 responses



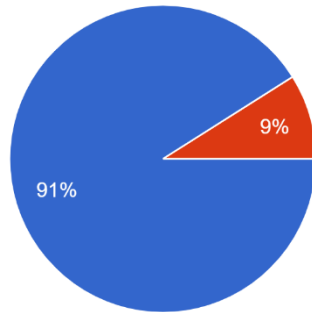
What is your age range?

67 responses



Is this font clear to read?

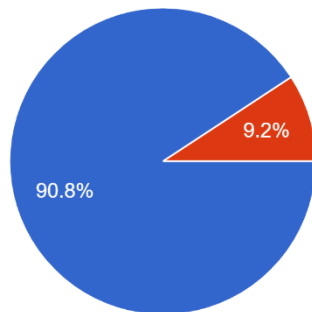
67 responses



● Yes
● No

Is this font clear to read as well?

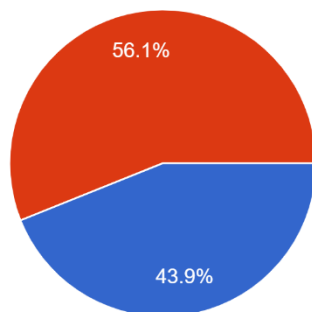
65 responses



● Yes
● No

Which font style do you prefer?

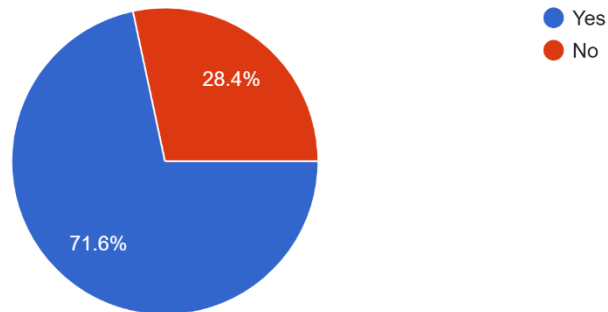
66 responses



● Font #1
● Font #2

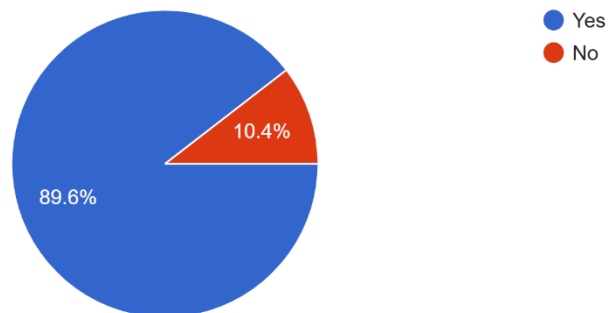
Is it obvious that the heart represents the letter "O"?

67 responses



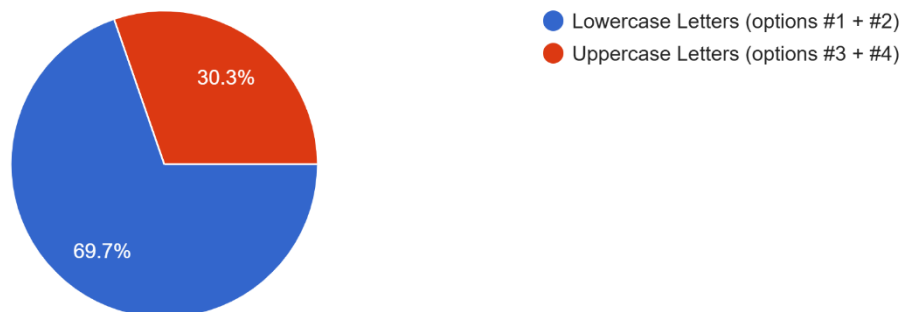
Is it obvious that the heart is being used as the dot in the letter "i"?

67 responses



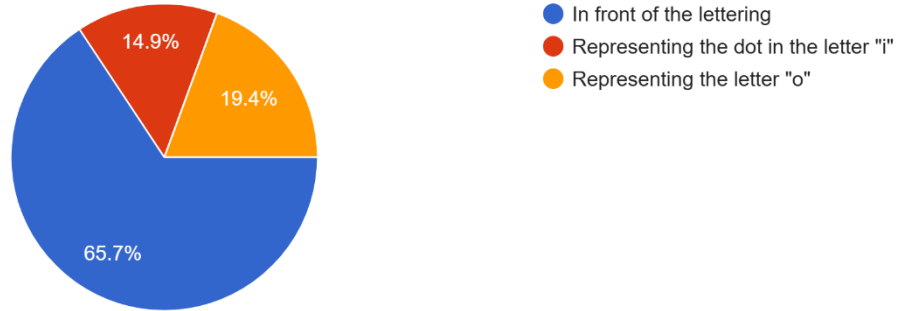
Here are the font options used in uppercase, and in lowercase letters. Do you prefer uppercase letters, or lowercase letters?

66 responses



Where do you like the placement of the heart - in front of the lettering, representing the dot in the letter "i", or representing the letter "o"?

67 responses



Middleton Logo Options

The Town of Middleton is exploring new logo options!

Please take a few minutes to review the logo options and share your thoughts. Your input will help guide Town Council's final decision and ensure the chosen logo represents Middleton with pride and authenticity.

Thank you for taking the time to participate - your voice matters in shaping how our town is represented.

When choosing a logo, think about whether it will work well in a variety of uses - from signage and social media to official documents. A strong logo should be:

- **Simple and clear** – Easy to recognize and not overly detailed
- **Memorable** – Leaves a lasting impression at a quick glance
- **Versatile** – Works well in colour and black & white, and at any size
- **Timeless** – Will still look good years from now, not just trendy today.
- **Relevant** – Reflects Middleton's character, values, and community spirit.
- **Accessible** – Fonts should ideally be sans serif, clean, and easy to read to ensure that individuals with visual difficulties can clearly interpret text both in print and digital formats. Avoiding script or overly stylized fonts are key principles of accessible design, both in print and on screens.

When looking at the fonts:

- Choose one that's **easy to read** in both print and digital formats.
- Consider if the style feels **professional, welcoming, and representative** of the town.
- A good font should complement the logo, not compete with it.

Please note: The logo itself is a heart, designed to look like an apple. It can be used on its own, or in combination with font. The fonts that are in black will also be available in white, but they are represented in black so they are visible on the white background of this Google Form. The finalized logo can have fonts not limited to black in colour.

1. Are you currently a resident of Middleton?

Mark only one oval.

Yes

No

2. Do you currently rent or own in Middleton?

Mark only one oval.

Rent

Own

I'm not a resident of Middleton

3. What is your age range?

Mark only one oval.

18-24

25-34

35-44

45-54

55-64

65+

4. Is this font clear to read?



Mark only one oval.

Yes

No

5. Is this font clear to read as well?



Mark only one oval.

Yes

No

6. Which font style do you prefer?

Font #1



Font #2



Mark only one oval.

Font #1

Font #2

7. Is it obvious that the heart represents the letter "O"?



Mark only one oval.

Yes

No

8. Is it obvious that the heart is being used as the dot in the letter "i"?

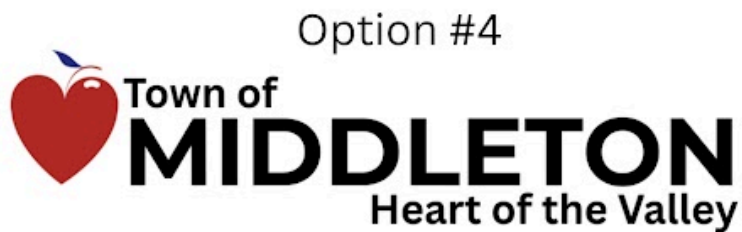
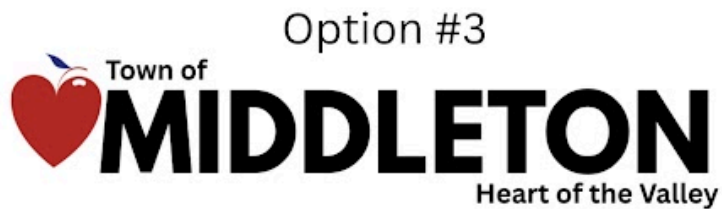


Mark only one oval.

Yes

No

9. Here are the font options used in uppercase, and in lowercase letters. Do you prefer uppercase letters, or lowercase letters?



Mark only one oval.

- Lowercase Letters (options #1 + #2)
- Uppercase Letters (options #3 + #4)

10. Where do you like the placement of the heart - in front of the lettering, representing the dot in the letter "i", or representing the letter "o"?



Mark only one oval.

- In front of the lettering
- Representing the dot in the letter "i"
- Representing the letter "o"

This content is neither created nor endorsed by Google.

Google Forms

REQUEST FOR DECISION
New Livestock Bylaw
RFD#: 057-2025



To: Town Council
From: Ashley Crocker, CAO
Date: November 17, 2025
Subject: 1st Reading of Livestock Bylaw

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Draft Livestock Bylaw
- Draft Livestock Permit Application
- Current Farm Animals and Domestic Fowl Bylaw
- Current Policy Code A 4.1 – Keeping of Farm Animal and Fowl

Legislation

- *MGA, Section 172 (Power to make bylaws)*

Recommendation

That Council gives first reading to Chapter 62, the Livestock Bylaw.

Background

Staff recommend repealing Chapter 32 Farm Animals and Domestic Fowl Bylaw, and replacing it with Chapter 62, the Livestock Bylaw. The Farm Animals and Domestic Fowl Bylaw has not been updated since 1969. The new Livestock Bylaw will be enforced by the bylaw enforcement team at the County of Annapolis. In discussions with the County, the suggestion was made for the Town to update its bylaw to match that of the County (so long as this made sense for the Town) so that the Animal Control Officers could apply the same rules throughout all the areas they cover. One change from the old to new bylaw is that the fines have been increased since they were set in 1969. The fees are consistent with the County of Annapolis fees for same.

Differences will remain between the Town and County's bylaws on Livestock. This is largely because the county is very rural, and the Town is more urban. Notably, livestock is prohibited in Town unless Council

REQUEST FOR DECISION
New Livestock Bylaw
RFD#: 057-2025



has granted a permit. In addition, roosters are prohibited in Town. These two prohibitions are consistent with the Town’s previous Farm Animals and Domestic Fowl Bylaw.

In addition, anyone requesting to keep farm animals within Town limits will need to fill out a permit application and must obtain written consent from all adjacent neighbors prior to approval. This is consistent with the Town’s policy Code A 4.1 – Keeping of Farm Animals and Fowl. Attached to this Request for Decision is a draft permit application form which is an internal document and not part of the bylaw or policy. Staff will make updates to this application form as necessary to ensure the requirements of applying to keep farm animals in Town is clear and consistent with the bylaw and policy.

The next steps for the bylaw are as follows:

1. Council gives Second Reading of the bylaw
2. Once Council gives Second Read of the bylaw, a Notice of Adoption ad must sent to the local newspaper OR posted on the Town’s website
3. The bylaw and documents become effective on date of publication
4. The Town Clerk must certify a copy of the bylaw document with the Town seal
5. A certified copy of the bylaw must be sent to the Minister

Financial Implications

N/A

Strategic Plan/Operating Plan Alignment

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

REQUEST FOR DECISION
New Livestock Bylaw
RFD#: 057-2025



Alternatives

- 1) Council can choose to place further restrictions or reduce restrictions on keeping farm animals in Town and ask staff to amend the draft bylaw

Community Engagement/Communication

N/A

CAO Comments

The CAO supports the recommendation of staff.

CAO Initials: AC

Target Decision Date: November 17, 2025

**TOWN OF MIDDLETON
LIVESTOCK BYLAW**

Short Title

1. This Bylaw may be cited as the “Livestock Bylaw.”

Legislative Authority and Intent

2. This Bylaw has been prepared in accordance with the provisions of the *Municipal Government Act*, S.N.S. 1998, c.18 and amendments thereto. Sub-section 172(2)(b) provides that Municipal Council may regulate any animal. This Bylaw shall apply within the boundaries of the Town of Middleton.

Definitions

3. Except as provided below, 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:
 - (1) “at large” means found in any place other than the owner’s property and not under the continuous restraint and control of some person;
 - (2) “livestock” includes:
 - a) Cattle, horses, sheep, swine and poultry,
 - b) Game farm animals including cervids (deer family), wild boar, bison, buffalo, ratites, llamas and alpacas,
 - c) Foxes, chinchilla and mink raised for fur production,
 - d) Rabbits raised for meat production,
 - e) Any animals designated as farm animals in the *Animal Protection Act*;
 - (3) “Municipality” means the Municipality of the County of Annapolis;
 - (4) “Municipal Staff” means a municipal employee designated by the Chief Administrative Officer (CAO) to act on the Town’s behalf for the purpose of enforcing this Bylaw.
 - (5) “Owner” includes any person who has lawful custody of livestock.
 - (6) “Rooster” means a domesticated male chicken.
 - (7) “Town” means the Town of Middleton.

Administration of Bylaw

4. Municipal Staff shall be responsible for the enforcement of this Bylaw.
5. Municipal Staff shall protect the confidentiality of all persons involved in an investigation to the greatest extent possible, except as may be required to be disclosed for court prosecution and in accordance with Part XX, *Municipal Government Act* (Freedom of Information and Protection of Privacy).
6. If Municipal Staff determine, upon reasonable grounds, that an owner has contravened this bylaw, they may give a written warning before taking any other action under this Bylaw as they deem appropriate.

Prohibitions and Interpretations

Every owner whose livestock is at large and fails to take all reasonable steps to immediately regain custody and control of their livestock is in contravention of this Bylaw.

7. Every owner who fails to take all necessary steps to prevent livestock from being at large, including but not limited to erecting and maintaining fences adequate for that purpose, is in contravention of this Bylaw.
8. Each of Section 7 and 8 is a separate and distinct offence.
9. Unless a permit has been approved by Council, keeping of livestock in Town limits is prohibited. A copy of the permit application is available and must be submitted by the applicant to Town Hall for Council's consideration.
10. No person shall keep a rooster in Town limits.

Penalty

11. Any person who contravenes any provision of this Bylaw is punishable on summary conviction by a fine of not less than \$150.00 and not more than \$1,000 for a first offence, and not less than \$250.00 and not more than \$1,000 for a second or subsequent offence. For the purposes of this section, it is irrelevant whether the offences were prosecuted pursuant to the same section of this Bylaw.

Repeal

12. A Bylaw known as Farm Animals and Domestic Fowl Bylaw, dated July 7, 1969, is hereby repealed.



CERTIFICATION

I, **Sara Marceau, Town Clerk for the Town of Middleton**, do hereby certify that the bylaw, of which the foregoing is a true copy, was duly passed at a called meeting of the Town Council of the Town of Middleton held on the **15th day of December 2025.**

GIVEN under the hand of the Town Clerk and the corporate seal of the Town of Middleton this **15th day of December 2025.**

Sara Marceau
Town Clerk

Bylaw Adoption	
Date of First Reading:	November 17, 2025
Publication of Notice of Intent:	
Date of 2 nd Reading & Passing:	
Date of Publication of Notice of Passing:	
Description: Passing of Original Bylaw	
Description: The initial approval of the Livestock Bylaw, Chapter 62, which includes the repeal of the previous Farm Animals and Domestic Fowl, Chapter 32 approved July 7, 1969.	

TOWN OF MIDDLETON

**PERMIT APPLICATION TO KEEP CERTAIN FARM ANIMALS AND DOMESTIC FOWL
WITHIN THE TOWN**

Name of Applicant(s): _____

Address of Applicant: _____

Type of Animals or Fowl: _____

Number of Animals or Fowl: _____

**Location where said
Animals are to be kept:** _____

Date

Signature of Applicant

Permit is hereby granted to the above-named to keep the above-mentioned farm animals or domestic fowl within the Town of Middleton. Permits renew automatically unless there are complaints from neighboring residents or the permit holders fail to comply with the Livestock Bylaw.

Applicants wishing to keep livestock on their property must obtain written consent from all adjacent neighbors prior to approval. For the purposes of this application, "adjacent neighbors" means the owners or occupants of all properties that share a common property line or corner with the applicant's parcel, including those directly beside, behind, or diagonally adjacent.

Date

Chief Administrative Officer

Amount of License Fee: NIL

Chapter 31 Cont'd.

6. A license issued under this By-law shall be valid until the 31st day of MARCH next following its issue unless sooner revoked or suspended.
7. A license issued hereunder may be suspended or revoked by the Council if the holder thereof fails to comply with Sanitary Regulations respecting Auto Trailers made under the authority of Chapter 13 of the Acts of Nova Scotia, 1962 and amendments thereto, the Public Health Act.
8. Every licensee shall display his license on demand of a Police Officer or constable.
9. The Clerk on payment of twenty-five cents shall replace any license when a person licensed files with the Clerk his statutory declaration that it has been lost, stolen, or destroyed.
10. The Clerk shall keep a record of every license issued by him, with a number on each record corresponding to the number inserted in the license.
11. Every person who violates or fails to comply with any of the provisions of this By-law shall be liable on conviction to a penalty not exceeding Fifty Dollars, and in default of payment to imprisonment for a period not exceeding thirty days.

CHAPTER 32 - FARM ANIMALS AND DOMESTIC FOWL BY-LAW

Council: July 7, 1969
Minister: Sept. 11, 1969

BE IT ORDAINED by the Town of Middleton in Council as follows:

1. No person shall keep cows, horses, mules, asses, sheep, goats, pigs, foxes, mink, geese, turkeys, hens, or other domestic fowl or any of them within the limits of the Town of Middleton, unless, and until such person shall have first applied for and obtained from the Town Council a permit for such keeping.
2. (1) Any person who desires to keep any of the aforementioned animals or fowl within the limits of the Town may make written application to the Town Council addressed to the Town Clerk which application shall be considered by the Town Council as hereinafter provided for at its first regular meeting after receipt of such application.

After due consideration of the application by the Council and the Medical Health Office the Council may grant a permit in writing to the applicant for such keeping provided that such keeping in the opinion of the Council and Medical Health Officer,

- (a) will not create a nuisance as defined by Section 47(3) of the Public Health Act, Chapter 247 of the Revised Statutes of Nova Scotia 1967.
- (b) will not cause physical damage to the person or property of adjoining owners.
- (c) will not be injurious to the public health.

3. Any permit granted under this by-law shall remain in force for a period of one year from the date thereof, unless sooner revoked due to violation of the provisions contained in Section 2(1), (a), (b) and (c) prior to the expiration of one year, after which time a further application may be received and dealt with by the Council as herein provided.

(a) No fees shall be chargeable by the Town Council for such permits.

4. Persons in this by-law shall include any firm, company or corporation.

5. Any person who violates or fails to comply with the provisions of this by-law shall be liable to a penalty not exceeding \$50.00, and in default of payment to imprisonment for a period not exceeding twenty days, and for a second or subsequent offence to a penalty not exceeding \$100, and in default or payment to imprisonment not exceeding two months.

TOWN OF MIDDLETON

APPLICATION TO KEEP CERTAIN FARM ANIMALS AND
DOMESTIC FOWL WITHIN THE TOWN

Name of Applicant(s): _____

Address of Applicant: _____

Type of Animals or Fowl: _____

Number of Animals or Fowl: _____

Location where said
Animals are to be kept: _____

Date

Signature of Applicant

Permit is hereby granted to the above-named to keep the above-mentioned farm animals or domestic fowl within the Town of Middleton, subject to the conditions outlined in the Farm Animal & Domestic Fowl Bylaw, Chapter 32.

Date

Chief Administrative Officer

Amount of License Fee: NIL

**TOWN OF MIDDLETON
CODE A - GENERAL ADMINISTRATION**

Subject: Keeping of Farm Animal and Fowl

Number: 4.1

Coverage: Council, Staff & Public

Approved by: Council & CAO

Effective Date : September 5, 1978

Revision Date: August 8, 2006

Rationale

This policy establishes guidelines for new applications to keep farm animal and fowl.

Policy Statement

- 1) Further to the requirements in the Town's bylaws regarding applications for keeping farm animals and fowl, persons wishing to keep farm animals and fowl who do not already do so shall supply letters from neighbouring residents stating that they have no objections to the application.
- 2) The renewal of licenses is automatic, provided that there are no complaints from neighbouring residents, and the license holders continue to comply with the Farm Animal and Domestic Fowl Bylaw.

References

- 1) Town bylaws, Ch 32, Farm Animals and Domestic Fowl Bylaw
- 2) Town bylaws, Ch 8-2F, Clerk's Duties, Issuance of Licenses

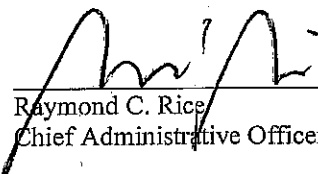
Previous Policies

The previous policy 1/9 "Policy Regarding Keeping of Farm Animals and Fowl" dated September 5, 1978 is hereby amended.

Certification

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 8th day of August, 2006.

GIVEN under the hand of the Clerk and under the seal of the Town of Middleton this 5th day of March, 2007



Raymond C. Rice
Chief Administrative Officer

REQUEST FOR DECISION
Reservoir Temporary Borrowing
Resolution
RFD#: 064-2025



To: Town Council
From: Karen Kluska, Contract Accountant and Ashley Crocker, CAO
Date: November 17, 2025
Subject: Reservoir Temporary Borrowing Resolution

Guiding Principles for Decision-Making

Accountability Transportation Diversity Sustainability Engaged Informed

References/Attachments

- Temporary Borrowing Resolution
- M11793 NSUARB Project Approval
- Capital Project Sheet 22-12-A

Legislation

- *Nova Scotia Municipal Government Act*

Recommendation

That Town Council authorize and approve the attached Temporary Borrowing Resolution in the amount of \$2,251,191.

Background

The original capital budget for the Reservoir Project assumed a total project cost of \$6.5 million, to be funded from a combination of grants, additional operating revenue accumulated since 2018, together with \$2.251 million of long-term debt borrowed from the Municipal Finance Corporation. Middleton applied to the Nova Scotia Utility & Review Board (NSUARB), for project and borrowing approval. Approval was granted on August 2, 2024, (see M11793 attached).

Middleton issued tenders, awarded contracts for the project, and updated the capital budget to a total cost of \$5.6 million, including long-term debt of \$1.6 million. Subsequently, approximately \$213k of contract change orders were approved, including \$157k related to the Tariff charge. It is possible that additional change orders may be required before the project is complete.

REQUEST FOR DECISION
Reservoir Temporary Borrowing
Resolution
RFD#: 064-2025



Financial Implications

Middleton will require a temporary loan or “Bridge Loan” to pay the full amount of the contract, the change orders, and to repay the unused portion of the MCGP grant. The final amount of the loan will be determined once the project is complete and all costs are known. To borrow for capital projects, we must complete a Temporary Borrowing Resolution, (TBR), and submit it to the Minister of Municipal Affairs for approval before borrowing any amount for this project.

Once the Minister has approved a TBR for a specific project, it is our understanding that the amount cannot be increased. Further, if the project extends longer than one year, the TBR must be renewed, and can only be renewed for 10% less than the original TBR. (For example, if the decommissioning of the old reservoir was not completed before November 2026, the TBR might only be renewable for \$200k less). So, there are negative consequences to requesting a TBR that is too low, or that doesn’t include provision for project delays or overruns. However, there are no consequences for requesting a TBR for more than the final amount. Only the cash needed to make project payments needs to be borrowed, which limits the amount of short-term interest expense.

Currently, staff estimate that the amount to be borrowed may be \$1.7 million. However, because of the uncertainty surrounding the final capital cost, including the cost of decommissioning the old reservoir, the final approved amount of the MCGP grant, and the potential for the project to extend beyond one year, staff recommend that the TBR request be for the \$2.251 million previously approved by NSUARB.

Once the Minister has approved the TBR, it will be submitted to Nova Scotia Municipal Finance, and arrangements made to borrow as needed to cover future progress payments together with the final refund of the unused portion of the MCGP grant.

Once the project is complete, Middleton can participate in the next available Debenture offering and the debenture proceeds would repay the amount of the Bridge Loan, plus capitalized interest.

REQUEST FOR DECISION
Reservoir Temporary Borrowing
Resolution
RFD#: 064-2025



Strategic Plan/Operating Plan Alignment

Check Applicable	Strategic Priority Area	Comments
	Environment	
X	Infrastructure	Overseeing the construction of the new reservoir project
	Economy	
	Community	
X	Governance	Compliance with MGA & Municipal Finance borrowing requirements
	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: 17-Nov-25

MUNICIPAL COUNCIL OF THE

TEMPORARY BORROWING RESOLUTION

Amount: \$ _____ Purpose: _____

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

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

WHEREAS the Council of the _____ has determined to borrow for the purposes of _____;

BE IT THEREFORE RESOLVED

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

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

THAT the issue of debentures be postponed pursuant to Section 92 of the Municipal Government Act and that the Council borrow from time to time a sum or sums not exceeding _____ Dollars (\$ _____) in total from any chartered bank or trust company doing business in Nova Scotia;

THAT the sum be borrowed for a period not exceeding Twelve (12) Months from the date of the approval of the Minister of Municipal Affairs and Housing of this resolution;

THAT the interest payable on the borrowing be paid at a rate to be agreed upon; and

THAT the amount borrowed be repaid from the proceeds of the debentures when sold.

THIS IS TO CERTIFY that the foregoing is a true copy of a resolution read and duly passed at a meeting of the Council of the _____ held on the _____ day of _____, 2025.
GIVEN under the hands of the Clerk and under the seal of the _____ this _____ day of _____, 2025.

Clerk



Nova Scotia Utility and Review Board

Mailing address

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

Office

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

August 2, 2024

ACrocker@town.middleton.ns.ca

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

Dear Ms. Crocker

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

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

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

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

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

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

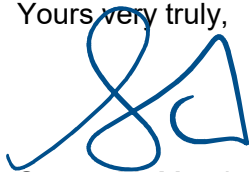
In response to IR-12, the Utility provided an updated water loss estimate, indicating that approximately 16,300 litres per hour is now being lost due to leakage from the existing reservoir. This accounts for about 34% of the Utility's average daily demand.

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

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

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

Yours very truly,



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

Project Name: WATER RESERVOIR

Project # 22-12-A

Department: Water **Unit:** Water **Asset Class** Water reservoir

Type of Asset: New & replacement **Reason:** Critical level of service **Expected Useful Life:** 75 years

Project Description: Replace existing water reservoir over 2 year construction period at an estimated total cost of \$5,650,763, including \$249k estimated cost of decommission existing reservoir once the new system is operational. YR1 siteworks, yard-piping, zone building & engineering supervision. YR2 reservoir, pump station & engineering supervision. YR3 decommission old structure

Need for Project: Existing reservoir has been leaking treated water for many years and is not repairable. The water level cannot be maintained high enough to support most emergency and peak use requirements. There is a risk of catastrophic failure.

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

Carry-over Project The Town has spent \$356k on engineering and design work for this project, plus \$60k for land. Funding was from Gas Tax, PCAP grant, Depreciation Reserve, Surplus and \$123k of future debt. In 2024/25, approximately \$1m of the \$1.55m budget had been spent as of 2/25.

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

	Total up to	Budgeted for	Total up to	New Spending					Total	Project Total
	3/31/2024	2024/25	3/31/2025	2025/26	2026/27	2027/28	2028/29	2029/30		
Annual Operating Impact:										
Operating Expenses	-	-	-	-	-	-	-	-	-	-
Interest expense	-	-	-	81,950	81,950	81,950	81,950	81,950	409,748	409,748
Interest expense - interfund	-	-	-	-	-	-	-	-	-	-
Depreciation expense	-	-	-	148,201	148,201	148,201	148,201	148,201	741,005	741,005
Loan principal	-	-	-	81,950	81,950	81,950	81,950	81,950	409,748	409,748
Loan principal - interfund	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	312,100	312,100	312,100	312,100	312,100	1,560,501	1,560,501
Capital Budget:										
Capital cost	404,911	958,476	1,363,387	4,038,176	249,200	-	-	-	4,287,376	5,650,763
Funding:										
Operating	-	-	-	-	-	-	-	-	-	-
Grants	-	-	-	-	-	-	-	-	-	-
Drawdown Reserves	404,911	958,476	1,363,387	2,399,185	249,200	-	-	-	2,648,385	4,011,772
Borrow from Reserves	-	-	-	-	-	-	-	-	-	-
Long-term debt	-	-	-	1,638,991	-	-	-	-	1,638,991	1,638,991
Other	-	-	-	-	-	-	-	-	-	-
Total funding	404,911	958,476	1,363,387	4,038,176	249,200	-	-	-	4,287,376	5,650,763

2025-2026 CAPITAL PROJECTS UPDATE

Project Name	Brief Description	Cost	Operating	Grant	Drawdown Reserves	Long-term Debt	Other	Project #	Costs to Date (11-14-25)	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. Still 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	8,669	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	-	Work scheduled with Loomer's - project to commence Monday, November 17th, 2025, due to be completed Thursday, November 20th, 2025.
SIDEWALK REPLACEMENTS	2 Main St Sections	25,000	-	-	25,000	-	-	22-14	23,258	Project complete - invoice received from Dexter's for final paving costs/contracted service; to be paid next week. Staff time to be allocated to project for site preparation.
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 continuing to consult with suppliers/builders regarding vehicle specifications before finalizing requirements so tender can be released. Delivery process could be between 18-24 months.
TOTAL TOWN		\$ 1,037,700	\$ -	\$ 566,250	\$ 463,200	\$ -	8,250		\$ 78,172	
WATER UTILITY PROJECTS										
FIRE HYDRANT REPLACEMENTS	Hydrants - 3 per year	18,000	-	-	18,000	-	-	22-10	-	Manpower to complete project not available for fiscal 2025-26.
WATER RESERVOIR	Reservoir - 2nd year	4,038,176	-	-	2,399,185	1,638,991	-	22-12-A	2,827,320	Tank construction nearing completion, building exterior has been completed, plumbing, mechanical and finish work on building in progress. Received Progress Claim #15 for work completed in October.
SCHOOL STREET RECONSTRUCTION - REPLACE WATER LINES	replace 380m section	638,200	119,000	259,600	259,600	-	-	22-21	523,938	Project complete - CBCL walkthrough pending scheduling with Director of Public Works. Change order approved by Meisner's; pending invoice for applicable cost.
WELL PUMP REPLACEMENT	Replace Pump #3	25,000	-	-	25,000	-	-	24-09	-	Request for quotes out, pending response from vendors. Director of Public Works to follow up next week.
WELL LEVEL SENSOR	broken sensor	9,000	-	-	9,000	-	-	25-02	-	Sensor ordered; still on back order.
CHLORINE SENSOR	replacement sensor	4,500	-	-	4,500	-	-	25-03	4,115	Project completed and paid in full.
CONNAUGHT AVE WATER LINE AND VALVES	Replace section	100,000	100,000	-	-	-	-	25-04	5,770	Project complete - pending invoices for equipment rental, gravel, paving, etc. Staff time to be allocated to project. Project will be under budget due to Public Works department completing work.
WATER METER REPLACEMENTS	new devel + replace broken	9,400	-	-	9,400	-	-	25-17	9,509	Project completed and paid in full.
TOTAL WATER		\$ 4,842,276	\$ 219,000	\$ 259,600	\$ 2,724,685	\$ 1,638,991	-		\$ 3,370,652	
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		\$ 3,448,824	
SUPPLEMENTAL PROJECTS APPROVED BY COUNCIL										
FIRE DEPT UTILITY TRUCK	1 Ton 4x4 Truck	150,000	-	-	-	-	-	25-12	77,247	GMC Sierra 3500 Utility Truck purchased and received from Bruce GM. Fire Chief and truck committee are currently working on the upfitter package for cap and lights.
TOTAL WATER		\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -		\$ 77,247	
TOTAL 2025-2026 CAPITAL PROJECT EXPENDITURES		\$ 6,029,976	\$ 219,000	\$ 825,850	\$ 3,187,885	\$ 1,638,991	\$ 8,250		\$ 3,526,071	

Management Report

November 17, 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

November 17, 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

November 17, 2025



OPERATIONAL UPDATES

ADMINISTRATION		
Completed	In Progress	Issues
<p>Staffing:</p> <ul style="list-style-type: none">• Goal setting for performance reviews <p>Project Work:</p> <ul style="list-style-type: none">• Met with the County on transitioning bylaw enforcement• Festival Event Grant reporting completed <p>Other Items:</p> <ul style="list-style-type: none">•	<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>Project Work:</p> <ul style="list-style-type: none">• Options for Town Hall – received a draft report from Palmer and Doherty• Need to start Operating Plan• Grant reporting• Survey sent out for new logo – 60 respondents so far.• Website content creation is approximately 65% complete• Discussions around a Communications Plan for a Provincial housing project on Meadow Lane <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>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"> <p>Other Items:</p> <ul style="list-style-type: none">• Affordability Study of keeping certain assets and services should be completed

Management Report

November 17, 2025



FINANCE

Completed	In Progress	Issues
<ul style="list-style-type: none">• Water Billings for October 15th• Preliminary Tax Sale List• Capital projects spending to Aug 31st• Operating results for July through September• Compensation Review for Non-union staff	<ul style="list-style-type: none">• September 2025 bank reconciliation (90%)• Review of Capital project activity for September• Payables trade account reconciliation• 14-day tax Sale Notices• 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• Training on new procedures for staff	<ul style="list-style-type: none">• Ongoing recruitment of new Finance Director• 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.

Management Report

November 17, 2025



RECREATION and EVENTS

Completed	In Progress	Issues
<ul style="list-style-type: none"> • Community Events survey completed – 84 digital responses and some in print • Promotion of Holiday Events is ongoing (print and digital) • Haunted House was a success – 550 people attended with ~\$2,000 in revenue. Maximum capacity was hit both nights. • Witch Walk was a success and doubled in size (~155 people) • 17 businesses registered for the costume contest which was a big success! 1st place Cole Sawler Law, 2nd place BrokerLink, 3rd place Credit Union. • House Decorating Competition was a success with a positive experience from participants – 9 houses participated • Replacement signage for Wetland Park has been installed • There was a flag raising for Truth and Reconciliation Day (September). It was well attended. Pam Durling did a traditional song and drumming, and Larry Peters wore traditional regalia and answered students' questions. The RCMP also had a member attend. 	<ul style="list-style-type: none"> • Zumba, Core Connections, Titan Training, & Learn 2 Run are running well with strong attendance and positive feedback • Senior walking continues at CORAH at NSCC • Christmas events are planned and promoted (Tree Lighting/Parade, Santa Paw's Helper Photo Competition, House Decorating Competition, Light Show, Letters to Santa and a Wreath Making Workshop) • Christmas Trees are ordered • Current Learn 2 Run participants graduate on Dec 6th – new sessions to follow • Para Hockey - 114 students from MRHS attended. Next week it moves to AEES (grades 4-5). It is a partnership with Parasport NS and ice time is a grant from AKHK for \$2,700. • Received a grant from Smoke Free Nova Scotia to do the signage at all parks for just under \$2,000 • After School Programming at AEES will begin Wednesday from 6-8pm (in the process of hiring a leader) 	<ul style="list-style-type: none"> • Fewer alcohol bottles/cans at Rotary Park, but they are still found frequently • Vandalism continues throughout Town

Management Report

November 17, 2025



PLANNING

Completed	In Progress	Issues
<ul style="list-style-type: none">• 2 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	<ul style="list-style-type: none">• 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

November 17, 2025



PUBLIC WORKS and PARKS

Completed	In Progress	Issues
<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> • Dumpsters moved away from Public Works barn • Cleaned up yard and organized existing yard inventory 	<p><u>General Public Works:</u></p> <ul style="list-style-type: none"> • Sweep Leaves 	<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"> • New ignition switch on 2 tonne truck • Repaired salter on trackless sidewalk machine 	<p><u>Public Works Equipment:</u></p> <ul style="list-style-type: none"> • Prep gear for snow removal • Repair salter on ¾ tonne • Get snow blower and salter installed on trackless 	<p><u>Public Works Equipment:</u></p>
<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> • Pothole patches • Fixed 3 sections of sidewalk that had curb stops replaced 	<p><u>Roads, Streets, Sidewalks:</u></p> <ul style="list-style-type: none"> • Paved patch areas along Main, School and Connaught • Cleaned out Catch Basins • Completed large pave job at Connaught 	<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"> • Repaired/replaced broken meters • New sensor rebuild kit • Water main break on Main Near NAPA, Jones St and George St • Replaced Valve on the Corner of Ross and Jones • Replaced 4 Curb Stops 	<p><u>Water & Equipment</u></p> <ul style="list-style-type: none"> • New Reservoir on Going, Booster station new pumps to be installed 	<p><u>Water & Equipment</u></p>
<p><u>Wastewater & Equipment</u></p>	<p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> • Install new suction line at School Street lift stations • Repair and clean UV lights 	<p><u>Wastewater & Equipment</u></p> <ul style="list-style-type: none"> • Replace suction lines at School Street

Management Report

November 17, 2025



FIRE DEPARTMENT

Completed	In Progress	Issues
<ul style="list-style-type: none">• Wildfire response has wrapped up• Assisted with the Witch Walk• New crew cab 3500 truck has arrived• Ladder training completed• MFR Training completed• Annual Fire Prevention activities completed• Call volume still climbing, currently at 152• Attended Annapolis Royal's annual banquet• Monthly truck inspections• Training on pump operations	<ul style="list-style-type: none">• Confirmation has been received that our Fire Department has been awarded a grant from the Nova Scotia Government Emergency Provider Fund	<ul style="list-style-type: none">• Working on trying to source emergency light parts for our 1999 tanker truck. Parts are discontinued due to the aging of the truck.



Town of Middleton: Valley Regional Enterprise Network (2019–2025 Statistics)

Overview

Prepared by the Valley REN in response to the "Anything by Citizens" portion of the Town of Middleton's October 6th Committee of the Whole meeting. A resident requested statistics from the past five years on the number of business or investment connections Valley REN has facilitated for the Town of Middleton. In response to this inquiry, we felt it was important to highlight our function and mandate as a regional economic development organization to provide clarity on the programming and services we offer our municipal partners.

As a regional organization, the Valley Regional Enterprise Network's focus is on supporting and tracking economic development across the broader Annapolis Valley in our funded catchment area from West Hants through to the Town of Middleton. Our mandate and data collection reflect this regional scope; however, we do attempt to track municipal statistics related to our programs and services within our broader regional methods.

Economic development organizations (EDOs) often face challenges in measuring the full impact of their initiatives due to the complexities of attributing outcomes solely to their efforts (attribution versus contribution). While organizations like ours can typically measure projects or activities directly attributed to us (like the number of businesses using BusinessNOW and notable trends from those interactions), assessing broader impacts where our contributions are part of a larger ecosystem (like the percentage of tools leveraged by businesses shared in a specific community who may not share they've used them). Metrics in our Annual Reports reflect this measurement approach in alignment with best practice models in economic development.

Maximizing Impact through Regional Collaboration in Economic Development

The Value of a Regional Approach

The Town of Middleton's partnership with the Valley Regional Enterprise Network (Valley REN) exemplifies the power of collaboration in driving sustainable economic growth. By investing in a regional model, Middleton leverages collective expertise, shared resources, and strategic alignment across the Annapolis Valley — achieving outcomes that would be difficult or impossible for a single municipality to attain alone. As a regional organization,



we execute the region's economic development strategy on behalf of Glooscap First Nation, our municipal partners, and the Province of Nova Scotia. Those priorities are agreed upon by all partners through the approval process of our Liaison and Oversight Committee, of which each partner has a vote.

Established in 2014, the Valley REN has worked with municipalities, First Nations, and regional stakeholders to advance shared priorities — from business retention and investment attraction to workforce development and newcomer integration. Through coordinated strategy and collective funding, the Valley REN ensures that each partner community, including Middleton, benefits from high-impact regional initiatives that strengthen the entire Valley economy. Our most recent Strategic Plan is available [online](#).

Middleton's Investment and Regional Return

Over the past five years (the requested timeline for review), the Town of Middleton has contributed **\$12,181.90 per year** (4.1% of total partner funds based on population) to the Valley REN. This investment provides the Town of Middleton with access to regional programs, navigation support services, and tools that promote business growth, workforce attraction, and community resilience.

Collectively, Valley REN partner contributions have enabled the Valley REN to **secure over \$2 million in external project funding over the last 5 years** on behalf of its partners, amplifying the reach and return of Middleton's annual investment and delivering measurable value for the community. Based on the Town of Middleton's annual investment, the annual return of investment on those leveraged funds (for regional projects) just for the Town of Middleton is 3,019.38%.

Tiers of Economic Development

To provide additional context to the role Valley REN plays as a regional organization, below is an overview on the role of regional bodies and why we undertake the activities we do on behalf of the region.

A regional approach to economic development is recognized as an international best practice, as it allows communities to leverage shared assets, talent, and infrastructure while reducing duplication of effort.



By working together, municipalities across the Annapolis Valley — including the Town of Middleton — gain access to specialized expertise, shared data, collective funding opportunities, and coordinated marketing initiatives that would not be financially or operationally feasible for any one community alone. However, it is important to note that we often differ in the kind of activities that more localized (municipal and downtown core) organizations undertake.

This collaborative framework enables the Valley REN to connect local priorities with provincial and federal objectives, ensuring that every partner municipality benefits from a unified, strategic, and evidence-based approach to long-term economic growth. We encourage municipal partners to identify areas of concern related to municipal economic development to identify how we may be able to provide support at a regional level. All businesses, whether they're struggling or looking at expansion, are encouraged to leverage our support services. We continue to work with our partners on the promotion of our services to businesses across our catchment.

Provincial (and beyond) Tier

Provincial economic development organizations establish overarching economic targets, assets, and priorities that shape the business environment in Nova Scotia. This tier includes legislation, regulation, and provincial-level investment attraction and infrastructure development.

In Nova Scotia, this work is led by the Department of Growth and Development, which oversees both Invest Nova Scotia and Build Nova Scotia:

- Invest Nova Scotia focuses on investment attraction, innovation, and business development, helping to bring new capital, talent, and opportunities into the province. This is not a function of Valley REN, but we work closely with Invest Nova Scotia when an opportunity arises and in investment readiness activities (like our Site Selector tool).
- Build Nova Scotia leads strategic infrastructure development, enabling communities and regions to grow through improved physical and digital assets. We also work closely with Build Nova Scotia to secure updated data on initiatives like cellular and broadband expansion efforts in the Province.

The Valley REN coordinates closely with both entities to ensure that regional priorities, projects, and data align with provincial goals — ensuring that municipalities like Middleton are visible and represented within broader investment attraction efforts. Updates are shared with our municipal partners through our Liaison and Oversight Committee Reports (these are typically shared on a quarterly basis with Councils).

Regional Tier

Regional economic development organizations — such as the Valley Regional Enterprise Network (Valley REN) — serve as backbone organizations for their functional economic zones.

At this level, the focus is on strategic collaboration, regional alignment, and systems-level economic development. A collaborative model allows municipalities to take on larger projects and leverage more funds than they would be able to as an individual municipal level. As such, the Valley REN:

- Develops and implements the Regional Economic Development Strategy based on key regional priorities;
- Leads collaborative regional enhancement projects that benefit all municipalities and sectors (eg. Valley REN leads the Regional Tourism Strategy and is testing the development of an Agri-Food Tech Corridor to boost productivity and revenue in both sectors);
- Provides navigation and advisory support to businesses and entrepreneurs (we do this through our BusinessNOW and Immigration and Settlement programming, and through our Business Retention and Expansion (BRE) Diagnostics process (noting that BRE is completed every 2-3 years);
- Acts as a regional connector, uniting municipalities, First Nations, post-secondary institutions, and provincial partners under shared priorities; and
- Amplifies the voice of smaller municipalities — like Middleton — within provincial and federal frameworks (eg. – we highlighted Middleton’s interest in accommodations feasibility through Tourism Nova Scotia’s recent undertaking of an accommodation feasibility study across the Province and we check-in with municipal partners when Invest Nova Scotia is working with a business on potential relocation).



All Regional Enterprise Networks (RENs) in Nova Scotia operate under this model, ensuring that every region benefits from coordinated, data-driven, and inclusive economic development activities that align with both provincial and local priorities. We act as liaisons with all other tiers of economic development, ensuring there is connectivity at all levels. It should be noted that regional priorities are agreed upon during the Strategic Planning process and during the approval of our Annual Business Plan. Our Annual Business Plan is shared on our [website](#).

Municipal and First Nation Tier

At the municipal and First Nation level, economic development activities are rooted in local governance, policy, and service delivery.

These efforts are typically led by a dedicated staff member or team and are focused on:

- Planning and land use;
- Bylaws and permitting;
- Infrastructure and community amenities; and
- Efficient, cost-effective service delivery to residents and businesses.

Municipal and First Nation governments also play a crucial role in shaping regional priorities by participating in the Valley REN Liaison and Oversight Committee (LOC), ensuring ongoing alignment between local needs and regional strategies.

Local / Community Tier

At the local level, economic development is often carried out by business associations, business improvement districts (BIDs), and chambers of commerce.

These organizations — sometimes volunteer-led or municipally funded — focus on specific communities or business clusters, with activities typically including:

- Downtown beautification and revitalization;
- Marketing and promotion of local businesses; and
- Community events and engagement to attract visitors and enhance local vibrancy.



Examples of organizations operating at this level in the Annapolis Valley include the former Middleton and Area Business Association, the Wolfville Business Development Corporation, Downtown Kentville, and the Windsor Township Business Association.

These groups complement regional and municipal efforts by nurturing community pride, supporting local businesses, and enhancing the overall attractiveness of the Annapolis Valley as a place to live, work, and invest. Valley REN frequently liaises with BiDs to provide support/engagement/expertise at a regional level, also often partnering on initiatives or co-promoting activities. Valley REN can provide support in establishing volunteer BiDs in communities where there aren't any, noting that it requires active engagement from the business community in order for that process to be successful. Our team is trained in community-asset mapping to develop community profiles and can help facilitate business engagement for the formation of a BiD. This would typically be completed at the request of a municipal partner or through requests via our BusinessNOW program.

Summary on Tiers of Economic Development

Middleton's participation at the regional tier ensures that the town is actively represented and supported within a cohesive regional economic development network. Through the Valley REN, Middleton benefits from shared access to data through our Site Selector Tool, staff expertise, and programs that strengthen business resilience, attract investment, and build a more vibrant and inclusive Annapolis Valley economy. Our team members have certification from the Economic Development Association of Canada and Business Retention and Expansion International.

This collaborative approach amplifies the Town's capacity to achieve local economic priorities while contributing to a stronger, more prosperous region overall.

BusinessNOW Program (2018–2025)

Valley REN's **BusinessNOW** program delivers one-on-one navigation and advisory support for businesses at all stages of growth — from start-up to expansion. Our team takes on the research (when needed) and ensures businesses are connected to the information, resources, and contacts needed to grow or expand a business. Nearly 50% of our clients are at the ideation phase.

Fiscal Year Middleton Surrounding Area Prospective Clients

2018–19	0.0%	1.5%	12.1%
2019–20	3.9%	2.6%	16.9%
2020–21	2.4%	2.4%	16.9%
2021–22	0.0%	13.2%	13.2%
2022–23	0.0%	6.3%	9.4%
2023–24	6.4%	0.0%	11.7%
2024–25	4.6%	4.6%	22.0%

Prospective clients include entrepreneurs in the ideation stage, business purchasers, firms serving Valley clients from outside the region, and remote professionals seeking to relocate. An individual economic development officer would not typically have the capacity to identify prospective clients without significant capacity to liaise with multiple provincial and regional entities, so this is a benefit of regional economic development efforts.

The percentage of use by Middleton businesses may appear relatively low, but is above average based on the population percentage Middleton makes-up (4.1%), so is in alignment with population metrics. With the inclusion of prospective clients, the percentage is high based on Middleton’s population. It is important to note, as well, that regional statistics provide a more accurate depiction of economic activity as they take functional economic zones into consideration, noting that economic activity (and people) work, play, and live across multiple municipal boundaries. For example, the anticipated growth of Greenwood will have a significant impact on growth in Middleton, as does any change with major regional employers (like Michelin). Someone may live in Middleton, work in Greenwood, and travel from Annapolis to Windsor for sporting events, meaning their economic activity impacts every single community in that region. This kind of movement is taken into consideration with a regional lens.

Regional Economic Projects

In addition to our core Business Support services, Valley REN has taken on projects that support economic growth through regional initiatives like workforce development efforts



(primarily retention). Below is an overview of the ways in which Valley REN also supports businesses/employers through regional projects.

Immigration and Settlement Navigation Program (Launched 2023)

The **Immigration and Settlement Navigation Program** supports employers and newcomers across the Annapolis Valley by addressing workforce shortages and fostering welcoming communities. Through regional delivery, Middleton’s businesses and residents benefit directly from newcomer attraction, retention, and inclusion initiatives. This is our most widely used program in the region by employers. Statistics for this program are based on use through the entire region, but we do track, as much as possible, engagement in events.

2024–2025 Highlights

- 155 newcomers supported
- 108 employers supported
- 65 events delivered, including the second annual Immigration and Community Fair (~230 attendees, with ~40 from Middleton)
- Launch of the **Middleton Welcome Network**, a volunteer-led newcomer inclusion initiative

2023–2024 Highlights

- 70 newcomers and 45 employers supported
- 37 events delivered
- 3,719 international job applicants reached through Destination Canada on behalf of regional employers

These efforts strengthen Middleton’s workforce, enabling local businesses to attract and retain the talent needed to remain competitive.

Connector Program (2020–2025)

The **Connector Program** links job seekers — including recent graduates, newcomers, and underemployed individuals — with local employers and mentors. Available through Valley



REN’s regional delivery model, it strengthens workforce retention across Middleton and the Valley.

Year	Connectees	Connectors	Matches	Jobs Found	Events
2024–25	52	58	51	32	50+
2023–24	36	25	20	1	54
2022–23	20	12	20	2	97
2021–22	25	10	12	3	40+
2020–21	17	28	17	4	30+

This regional initiative directly supports Middleton employers by connecting them with motivated, job-ready candidates.

Investment Readiness: GIS Webtech “Guru” Site Selector Tool

The Valley REN led the successful regional implementation of **GIS Webtech’s Guru Site Selector Tool**, a professional, data-driven platform that allows investors and developers to explore commercial and industrial sites across the Annapolis Valley. We led the research to select this tool (and are the first in Atlantic Canada to use it). This tool is free for anyone to use.

 [View the Tool](#)

Key Benefits for Middleton:

- Showcases available Middleton properties alongside larger municipalities
- Provides investors with detailed demographic, workforce, and zoning data
- Enhances visibility and competitiveness for local investment opportunities
- First public demonstration hosted in Middleton (April 2024); we continue to promote the tool (this past summer our BusinessNOW Navigator provided a grassroots “door knocking” campaign to connect with businesses in Middleton to highlight the tool and promote BusinessNOW

Regional Investment: \$10,000 annually (plus staff resources for data maintenance and promotion)

This shared tool improves the Valley's investment readiness and ensures small municipalities like Middleton are equally visible in site selection processes.

Regional Sector Development Initiatives

Tourism Sector Development

Valley REN led the development and implementation of the **Annapolis Valley Regional Tourism Strategy**, securing funding to undertake consultations and the groundwork to establish a **Destination Management and Marketing Organization (DMMO)** — a regional structure modeled on successful entities like Destination Cape Breton and Discover Halifax that have contributed significantly to the growth of tourism in those regions.

Key deliverables and reports:

- [Annapolis Valley Regional Tourism Strategy \(2025\)](#)
- [DMMO Funding Model Report \(2025\)](#)
- [Best Practice Mission Report – Prince Edward County, ON \(2025\)](#)
- [Voice of the Visitor Report \(2025\)](#)

These initiatives, made possible through Valley REN's coordination and funding leverage, would not have been financially feasible for individual municipalities to undertake alone.

Agri-Food Tech Corridor Development

The Valley REN (based on the Valley's initial MIT REAP team) are advancing an **Agri-Food Tech Corridor**, positioning the Annapolis Valley as a hub for agricultural innovation.

This initiative supports:

- Development and commercialization of agricultural technologies
- Growth of ag-tech entrepreneurs and export opportunities
- Enhanced productivity for local producers

We are currently in the process of finalizing a proposal to secure funding to move a final testing phase forward.

 [Learn more](#)

Additional Regional Initiatives Benefiting Middleton (highlights from the last 5 years)

- **Regional Workforce Development Strategy and MIT REAP Focus Nova Scotia** (including participation from Middleton-area farms and other regional organizations)
- **Tourism Atlantic Regional Tourism Strategic Plan (2023)** – implementation funding secured for 2024-2026
- **“Have It All AV” Regional Marketing Campaign (2022)**
 - 16.5M video impressions
 - 1.7M video views
 - 68,609 landing page views
 - 1.9M total engagements promoting the Valley as a place to live, work, and invest
- **Partners for Progress Conference (2022)** – Hosted regionally with 136 participants
- **Regional Economic Recovery Taskforce** – Led by Valley REN during pandemic recovery
- **Regional Resilience Video** – Featured Middleton businesses and has had 4,500 views (launched in May of 2025)
- **Taking Care of the Valley (2023)** – Engaged 83 businesses and reached 35,000 households on workplace caregiving supports as part of a major research project

Overall Regional Impact

The Valley REN’s coordinated efforts aim to have a transformative effect on the Annapolis Valley — strengthening communities, businesses, and the regional economy through strategic collaboration. Progress for large, multi-year projects are not always as tangible as our more targeted programs, but are designed for long-term, lasting economic impact.

Key areas of impact include:

- **Attracting and retaining skilled talent** to meet employer needs and support regional growth.



- **Fostering a welcoming and inclusive environment** for newcomers and their families, contributing to long-term settlement and community vitality; actively increasing the tax base of partner organizations.
- **Supporting employers and workforce development**, including new focus areas such as skilled trades through the direct-entry apprenticeship pathway.
- **Enhancing business and community networks**, saving employers time and resources through expert navigation of available programs, funding, and partnerships. At a recent NS Federation of Agriculture townhall in Berwick (featuring farmers from Middleton through to Windsor), navigation support was vocalized as a key area of need for farmers. We are actively working with the Federation to ensure more farmers are aware of our services.
- **Supporting entrepreneurs and start-ups** by connecting them with resources, mentorship, and opportunities to scale.
- **Promoting regional investment** through project campaigns and data-driven tools like the *Guru Site Selector*.
- **Strengthening the regional tax base** through population growth, business expansion, and talent retention efforts. BRE (as a tool) is a best practice leveraged by Valley REN (our team is formally trained in this).
- **Advancing sustainable sector development**, including the creation of a DMMO for tourism and the establishment of an Agri-Food Tech Corridor.
- **Building regional collaboration and identity**, fostering pride of place and positioning the Annapolis Valley as a leading region for innovation, agriculture, and tourism.
- **Embedding strategic foresight** through the *PESTLE-R framework*, supporting proactive regional planning and risk management. For example, we are currently exploring next steps for a regional population readiness strategy (sustainable population growth) and is working with REMOs to develop business continuity processes in response to natural disasters.

Collectively, these activities demonstrate that the Valley REN's regional model generates substantial, measurable value — ensuring that each partner municipality, including Middleton, benefits from shared prosperity and a more resilient regional economy.

Summary of Return on Investment

Middleton's annual **\$12,181.90** investment in the Valley REN delivers access to:

- ✓ Over **\$2 million in leveraged regional funding** (approximately \$380,000 in project programming per year over the last 5 years); based on this, the Town's ROI is approximately 3000%.
- ✓ Inclusion in region-wide programs for business, workforce, and newcomer support
- ✓ Participation in strategic research and investment readiness projects facilitated by a team certified and trained in economic development best practices
- ✓ Enhanced visibility through the **Guru Site Selector Tool**
- ✓ Strengthened resilience through workforce and business retention initiatives

Through the Valley REN partnership, our aim is to ensure Middleton remains connected, competitive, and positioned for growth within a collaborative regional economy. As a smaller, more rural community, Middleton does face different and sometimes greater barriers than other larger communities in our catchment. Where there are more municipal/local challenges to economic development, we encourage the Town of Middleton and businesses within it to engage Valley REN for targeted support/guidance. We're here to help!

Regional Governance and Accountability

Each funding member — including the Town of Middleton — holds an equal voice through the **Valley REN Liaison and Oversight Committee (LOC)**, which meets quarterly to guide strategy, review performance, and ensure alignment with municipal priorities.

Progress is measured annually through Valley REN's **Business Plan** and **Annual Reports**, available at:

 <https://valleyren.ca/about-us/strategic-plans/>

“Meeting Minute” based on the October 15, 2025, Valley Regional Services Board Meeting at 10:00am in the Valley Waste-Resource Management Board room with virtual attendance option

KINGS TRANSIT AUTHORITY



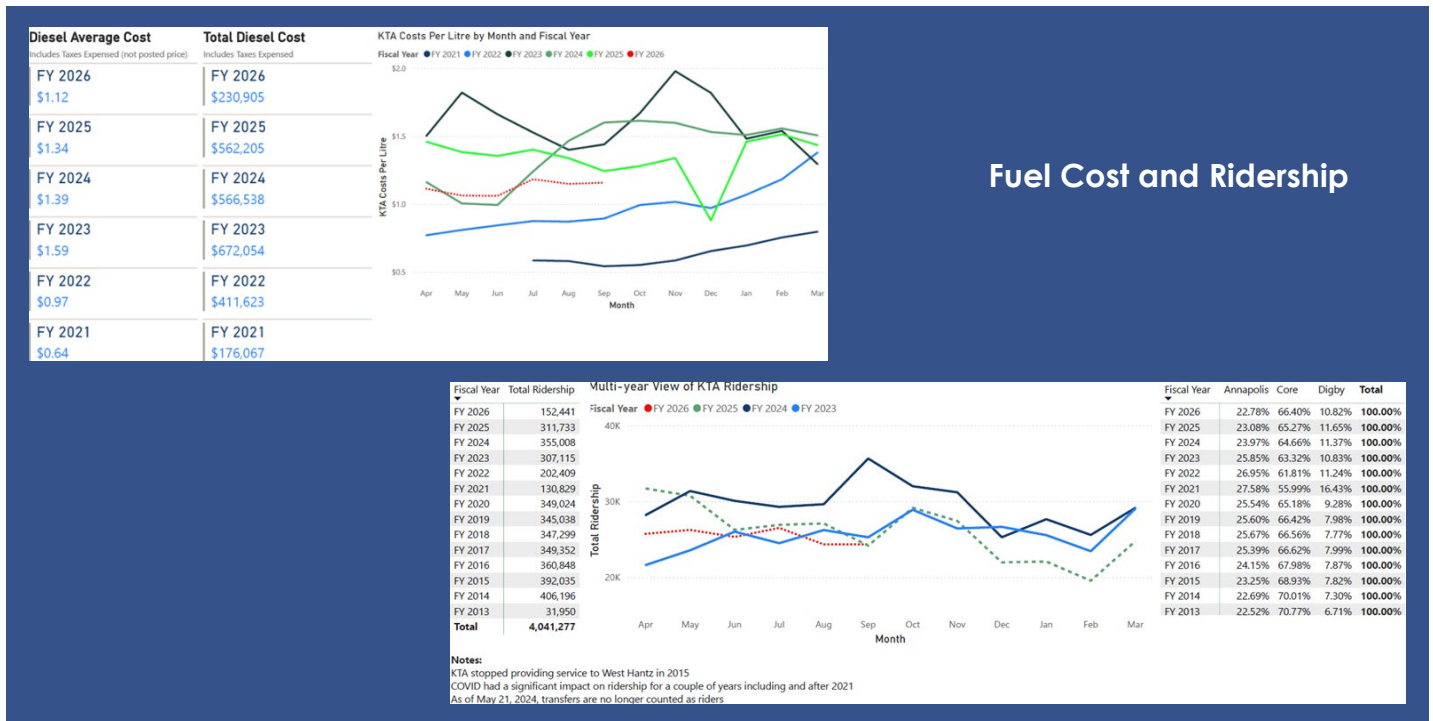
Under the leadership of General Manager Hodges, the following items of interest are underway:

General Manager Updates:

- Bus 64 has been officially retired, slightly ahead of schedule. Bus 63 is scheduled for retirement in November. Bus 61 remains at a local welding shop undergoing structural repairs.
- The first Grand River Transit Nova LF bus is scheduled for inspection, with additional buses preparing to enter service.
- Live-feed camera systems are currently being installed on buses to enhance safety and operational efficiency.
- October ridership may be significantly affected due to ongoing service disruptions that began last month.
- Due to a shortage of operators and buses, half of Route 2 service is suspended until further notice. This has most impacted service frequency in Port Williams and Grand Pre. A long-term solution involves purchasing new buses and implementing a capital asset plan to prevent future disruptions.
- The registration process for the new Tidal Transit Authority name is underway. The legal team requires a copy of the approved minutes from the September Board meeting.
- KTA is partnering with AVCC and Valley REN for the Immigration Fair on November 1st in Wolfville. Overhead advertising space has been provided on buses, and KTA will host an employer booth at the event.
- Acadia University’s Economics and Environmental Science departments are collaborating with KTA staff on term projects. Topics include the potential for an Acadia U-Pass, route expansion, and decarbonization strategies.
- KTA staff recently held a meeting in Cornwallis Park, followed by a tour of the proposed transfer station site. The visit was a valuable team-building experience and an opportunity to explore the western end of the transit system.

Board Decisions:

- The Valley Regional Services Board of Directors approved the scope change for KTA’s ICIP Phase 2 funding application, shifting the strategy from purchasing fully electric buses to hybrid electric models.



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 Curbside Recycling Contract agreement with Circular Materials is pending receipt of insurance certificates from our collection contractor. Once received, the contract will be signed.
- Negotiations for Post-Collection Services are ongoing, including discussions around utilizing both the Eastern and Western Management Centres.
- A province-wide contractor for residential recycling processing has been announced.

Operations

- Wood processing continues with Port Hawkesbury Paper and Scott Farms actively purchasing ground wood.
- Staff met with Scotia Recycling to discuss processing the commercial sector recycling starting December 1. Scotia Recycling is preparing a pricing proposal.

Education Initiatives

- Staff delivered presentations to fire departments in Kingston and Greenwich as part of fire prevention week focusing on lithium battery hazards and proper disposal to prevent fires at solid waste facilities.
- Information booths on battery recycling are being held at malls and grocery stores.
- A screening of the film "This is Garbage" held at the Wolfville Legion on October 16 as part of Waste Reduction Week.
- Staff will participate in the Community & Immigration Fair at Acadia University on November 1, in partnership with the Immigrant Services Association and Valley REN.

Tonnage Report (April 1 – September 30, FY 2025–2026 vs. FY 2024–2025)

Key variances in incoming and outgoing tonnage at the Management Centres:

- **Fall Clean-Up:** Down due to schedule change start date in October instead of September.
- **Commercial Recycling:** Incoming volumes are down but consistent with F2024.
- **Asphalt Shingles:** Down by 45% (450 tonnes).
- **Brush:** Up by 95 tonnes, likely due to burn restrictions.
- **Organics:** Outgoing tonnage reduced, likely due to dry summer conditions.
- **Processed Materials:** Lower volumes of outgoing construction/demolition debris, metals, and yard waste due to timing and reduced stockpiles from previous years.

2025-2026 CAPITAL PROJECTS

- **Western Management Centre Compaction Equipment:** Nova Millwrights was awarded the contract to supply a new hydraulic compactor. The total project cost came in under budget.
- The Request for Proposals deadline for the **Expansion of Eastern Management Centre** has been extended to October 23 at the request of proponents. A mandatory site visit was held and saw strong attendance.



A regular meeting of the Inclusion, Diversity, Equity and Accessibility Advisory Committee (IDEA) was held at Town of Middleton on Thursday, Oct 29, 2025, starting at 10:00 a.m.

PRESENT

Chairing the meeting, Cameron Stiff, Jean Voysey, Elizabeth Mason-Squires (Virtual), Melissa Roscoe (Virtual, Village of Lawrencetown), Lisa Fenton (Active Living Coordinator), Sandi Millet-Campbell (CAO Annapolis Royal), Rob Frost (CAO County of Annapolis), Ashley Crocker (Virtual, (CAO Middleton)), Debra Ryan (Director of Community Development), Alyssa Blais (Strategic Initiatives Coordinator), Rachael Browne (Recording Secretary),

Regrets: Larry Peters, Tina Hiltz, Brenda Macdonald

1. Land Acknowledgement

A land acknowledgment was shared to recognize the Indigenous lands on which the meeting occurred.

2. Welcome New Members

Everyone introduced themselves. Welcomed Rob Frost as new CAO for Annapolis County.

3. Approval of the Agenda

Agenda received and shared

4. Approval of the Minutes

April 1, 2025 – Motion by Jean Voysey, seconded by Sandi Millet-Campbell. Carried. Cameron Stiff abstains.

5. IDEA Public Consultation process results – Presentation by Debra Ryan and Alyssa Blais

County of Annapolis staff have completed the public consultation process as agreed by the committee in May.

We completed and received the following

- Five (5) public meetings were completed as well as a
- Public survey campaign which gathered 98 survey responses.
- 11 staff survey responses.
- Focus groups sessions offered and completed.

The public meetings did not have large public participation at all meetings but the people that did show up actually gave really good information. We did a wide range of digital, paper and other methods for advertising which included distribution to committee members for distribution.

6. IDEA draft report – overview of results from the public consultation

86% of the survey respondents were of white European descent of the survey. So of the 98 responses 86% were white Europeans, 60% were over the age of 50 and 42% were connected to the work.

Four (4) themes emerged from the data collected:

1. Accessible spaces and infrastructure
Removing physical barriers so everyone can fully participate in community life. This includes making buildings and sidewalks accessible, ensuring signage is clear.
2. Belonging and connection
Belonging about creating opportunities for connection and reducing isolation. Loneliness is one of our number one social health issues in Canada, so creating those connections would be really beneficial to our community members
3. Cultural celebration and representation
People asked for more multicultural events, pride celebrations and indigenous recognition events. The community want to see more diverse groups and broaden event programming.
4. Education and awareness

A report with the data was presented in paper and via email as well as a Google Notebook.

7. Next steps required for final report

Round table discussion with the following comments:

- The County committed to doing the public consultations as assigned by the IDEA committee with next steps to be agreed upon.
- IDEA as a whole is bigger than just the accessibility plan. IDEA is a new concept as a whole with accessibility reporting requirements. Could be a stand alone report and a part of the IDEA plan with outstanding action items still needed need to be identified.
- Accessibility plans were submitted 3 years ago and the 3 year plan has lapsed.
- Rob Frost noted that this is a framework strategy plan for now; accessibility and equity joint plan. Each asset and appendix is required from all parties.
- Town of Annapolis noted that the Province has been sending emails about non compliance for accessibility plan but assumed as a group this would be submitted collectively. Noted that some items are not realistic with snow and ice removal and taking into account seasonability.
- Town of Middleton noted that 1 staff who does not have capacity

- Deb Ryan noted that Municipalities need to show what they have accomplished for accessibility with their plans, and what they plan to do for the next three (3) years. The County is working on facility assessments and will share at the next meeting. We will share the information with the Towns and Villages to get theirs completed.
- Cameron Stiff notes that we need to identify a) Committee role b) Staff role c) Budget d) Ideas e) Framework f) Minimum requirements vs innovation needs
- Alyssa Blais noted that once final plan is established, it will need to go to Council for approval.
- Rob Frost would like to meet with CAO's Ashley Crocker (Town of Middleton), Melissa (Village of Lawrencetown) and Sandi Millet-Campbell (Town of Annapolis Royal) to establish clearer roles and responsibilities before the next IDEA meeting.

7.1. The Action Plan

- Lisa Fenton noted that we should look at each theme individually and work out changes

We started to discuss Theme 1 but due to 12pm approaching, we decided to do comments directly on the Action Plan sent out via email for comments to Alyssa Blais. Comments required by Friday October 17th

8. Feedback from partners on program and events

Not discussed

9. Next Meeting

The next meeting at 10:00 am, Nov 3rd at Council Chambers, County of Annapolis, 752 St. George Street, Annapolis Royal

10. Adjournment

The meeting was adjourned at 12:00 p.m.

Chair

Recording Secretary

October 20, 2025

Call to Order: 10:06 AM
The meeting met quorum.

Attendance:

Mark Phillips	CAO	West Hants (<i>virtual</i>)
Chrystal Remme	Vice Chair, Councillor, VM	West Hants (<i>virtual</i>)
Dave Corkum	Mayor, VM	County of Kings
Christine Spurr	Business Analyst	County of Kings
Derrick Jamieson	Councillor, VM	Berwick
Jodi MacKay	Mayor, VM	Wolfville
John Bartlett,	Chair, Councillor, VM	Middleton
Ashley Croker	CAO	Middleton (<i>virtual</i>)
Evan Williams	Growth & Development, VM	Nova Scotia
Judy Lynch	Labour, Skills and Immigration	Nova Scotia (<i>virtual</i>)
James Clouthier	Board Chair	Valley REN
Emily Boucher	CEO	Valley REN
Jennifer Tufts	COO	Valley REN

1) Call to Order

The meeting was called to order by Councillor Bartlett at 10:06am.

2) Approval of the Agenda – October 20, 2025

The agenda was amended to move item 7a (Valley REN Board of Directors Policy Update – Request to Approve Board Recommendation) to item 4 (after the Review of the Minutes).

Mayor Corkum moved to approve the Valley REN Liaison and Oversight Committee Meeting Agenda as amended for October 20, 2025, seconded by Mayor MacKay. Motion Carried.

3) Review of the Minutes – July 14, 2025

No changes were noted.

4) Board of Directors Chair Update

a) Valley REN Board of Directors Policy Update – Request to Approve Board Recommendation

Clouthier noted that he has been Chair of the Board without a Vice Chair for the last year. There are two candidates who have come forward that are excellent choices for Vice Chair. The Board is requesting an amendment to the Vice Chair policy to give the ability to have Co-Vice Chairs. Boucher noted that the Chair policy was also updated from a one year to a two-year term for consistency and to support succession planning efforts.

Mayor Corkum moved to accept the changes to the Valley REN Board of Director’s Chair and Vice Chair policies as presented, seconded by Williams. Motion Carried.

5) Business Arising

a) Business Retention and Expansion (BRE) Diagnostics

Boucher noted that we hosted a BRE engagement session on September 23, with 50 people in attendance. The aim of the event was to provide insight into BRE as an economic development activity and why we undertake it every two years as a means to understand our business climate and provide triage support to businesses. Our current BusinessNOW Program sees businesses reach out to us, but BRE is about us reaching out to them. We will be conducting significant marketing over the next 3 months and developing an action team with municipal EDOs and other community partners. We will conduct intensive interviews with businesses to identify challenges and opportunities which will give us a sense of broader challenges or opportunities in the region. Valley REN staff are certified in BRE, as this is a core function of RENs. We plan to launch this over the next two weeks.

b) Regional Marketing Levy Framework

Boucher thanked those that participated in the Joint Council Regional Marketing Levy meeting on September 17. Almost all municipal partners were represented at the event. Genevieve Allen Hearn is working on a report with feedback from the initial session and scheduling a meeting with CAOs to discuss enforcement and how that would work. She noted that the Province is also looking at a Provincial enforcement mechanism. She received the following feedback from members:

- Councillor Bartlett noted that enforcement is his primary concern, as Annapolis County has their levy in place, but has no enforcement.
- Councillor Remme noted that there was a momentum built up, but would like to know what the next steps are from that session. In order to continue the conversation, she suggested follow-up materials be sent to Councils soon.
- Mayor Corkum noted that he was impressed with the presentation and respects the opinions of operators, but he came away skeptical because if all municipalities need to be on board to move this forward, he's not sure if that will happen. Clouthier noted that it will not impact the regional levy if only one or two do not go ahead with a regional levy. It is just the ideal scenario for the best chance at success if all participate, but it does not mean that it stops anything from going ahead as a region. Councillor Remme noted that she also felt that message at the session and something that needs to be addressed.
- Mayor MacKay noted that she thought the meeting was about getting questions answered. She noted that she will be submitting her questions to her CAO to be answered before deciding on anything. She noted that this is the busiest time of year in terms of timing to get anything answered and in front of Councils. She also felt the same as Mayor Corkum.

Boucher noted that Allen Hearn has compiled responses from the session and developed multiple budget scenarios. She clarified that LOC representatives also serve as a conduit for communicating information and gathering feedback from Councils. She emphasized that the Valley REN's role is to provide municipalities with relevant information and research, with next steps focused on receiving partner feedback and addressing questions. A follow-up session with CAOs is scheduled for October 31 with discussion on a preferred approach for additional engagement sessions with Councils.

c) Valley REN Metrics

Boucher noted that at the last LOC, there was discussion on how we track metrics against our business plan and how it is reported.

Mayor Corkum departs at 10:31am.

Boucher noted that the Province updated their reporting requirements. The REN CEOs have requested revisions to the Provincial template (due to regional differences in activities and priorities) to help us better measure our activities. Many thanks to the Province, now we are

required to submit two reports a year instead of four. Boucher noted that the new template was circulated in the meeting package.

Boucher also noted that we have been exploring economic impact measurement tools that we can leverage to help partners understand and measure the project work (in particular) of the Valley REN and the long-lasting benefits of regional economic development efforts.

d) LOC e-Vote Policy (Follow-up)

Boucher noted that she followed up on the inquiry as to whether LOC should have an e-Vote policy. The Province noted that RENs are a unique beast and determined that it is not essential to have this policy (some RENs do and some do not). She noted that the Board does have an e-vote policy in place. Councillor Bartlett noted his preference would be to have one; he noted Town of Middleton Committees have e-vote policies. Mayor MacKay noted that it would depend on the parameters of what is being voted on, as long as the policy takes that into account. Boucher will draft a policy for circulation of feedback from LOC based on the Board's policy which does include parameters on what can be voted on via e-vote.

6) New Business

a) 2024-2028 Strategic Plan Priorities Review

Boucher highlighted that it has been almost a year since we put forward our strategic plan and approved it right before last year's municipal election. We were already facing a volatile economic environment, even before US tariffs, and are exploring if any adjustments need to be made to the plan. For example, we had a couple of activities which were exploratory in nature, but should likely be executed faster than expected, such as a Population Readiness Strategy (changed language from Population Growth Strategy). This strategy would identify infrastructure and supports needed for growth and how we can best prepare to be investment ready. We have been in conversation with other regional entities to work on this (Kings Transit, Valley Regional Hospital) to determine how we could take an integrated, collaborative approach on this strategy. We will be putting together a budget, identifying funding and developing an RFP for a consultant to develop this strategy, which essentially is an extension or next step from the Regional Workforce Development Strategy. Boucher will develop a document to explain the Population Readiness Strategy.

Boucher also noted that the strategic plan identified 3 key sectors, but two emerging sectors should be added: energy and defence. This would ensure we are identifying opportunities in renewable energy and defence in the region.

b) LOC Council Communications Support

Boucher asked for feedback on how to support or provide anything to help communicate what is discussed at LOC and general REN activities. It was suggested that a briefing note or abbreviated report be created for distribution to Councils. Boucher noted that quarterly snapshots will continue to be shared, but we will also share an acronym cheat sheet which has been created. Councillor Remme noted that she provides an information report after LOC meetings for Council and any questions are directed to Remme or Boucher. Councillor Remme also suggested that when we are in a municipality to let them know we have activities happening there.

Councillor Remme departs at 11:13am.

c) November 27th Board and LOC Meet and Greet

Boucher noted that the next Board meeting is scheduled for November 27. According to the

IMSA, the Board and LOC need to meet twice a year (once at AGM) to provide an additional opportunity for LOC to participate and observe a board meeting and meet with our board members. Boucher will circulate an invite to LOC to attend the next Board meeting as a meet and greet opportunity.

7) Valley REN Operations and Activity Update

a) Notable Regional Trends:

Boucher noted that the CEO activity impact report was circulated with the meeting package. The following notable trends were included:

- Immigration and Settlement Navigation and BusinessNOW saw a significant spike in August from businesses mostly tied to immigration cuts. Businesses are losing employees due to expiring permits or permits not being renewed (these businesses are mostly in the food and beverage industry). We have been providing navigation support to LSI and IRCC, but it is a complex system. MLAs and MPs have been notified of these noted trends. As we are not an advocacy organization, it is our role to identify the barriers and provide that information for LOC as we work closely with Provincial and Federal partners to identify solutions.
- We are in the process of organizing a multi-sector roundtable event in November with the Outpost for Public Sector Innovation to identify key pain points and opportunities to increase support for business and economic growth in the region.
- We hosted a preliminary meeting with NSCC regarding tourism and hospitality program cuts at Kingstec. We are scheduling a larger session with them in the near future.
- Our region has been significantly impacted by the ongoing drought. We have been meeting with the Department of Agriculture on a weekly basis to identify different approach to work with producers with much smaller produce and match them with community groups to purchase that produce.
- We also plan to host community connections sessions throughout the region to provide an opportunity for businesses and community to chat about our work. We will be reaching out to each municipality for dates from November to January.

8) Board of Directors Chair Update: See item 4.

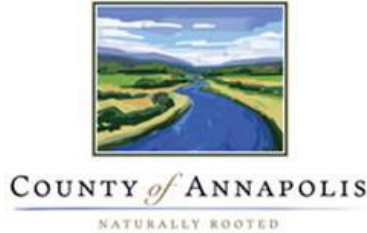
9) Meeting Schedule (next meeting): January 12, 2026 Location to be confirmed

10) Adjournment: The meeting was adjourned at 11:46am.

Action Items

Action Item	Responsible	Due Date
1. Schedule meeting with CAOs to review report with answers to questions from the Regional Marketing Levy session	Emily Boucher	As soon as possible
2. Correspondence sent to Councils with follow up from the Regional Marketing levy session	Emily Boucher	As soon as possible
3. Develop draft LOC e-vote policy	Emily Boucher	January 12, 2025
4. Develop document with overview of Population Readiness Strategy	Emily Boucher	January 12, 2025
5. Share acronym cheat sheet	Emily Boucher	January 12, 2025
6. Invite LOC to the next November 27 th Board	Emily Boucher	As soon as possible

Meeting as a meet and greet with the Board		
--	--	--



**Annapolis County Inter-Municipal Working Group
Committee Meeting #20
Monday, October 27, 2025, 6:30 pm
Council Chambers, Town of Annapolis Royal**

Present: Warden Diane Le Blanc, Municipality of the County of Annapolis
Deputy Warden Dustin Enslow, Municipality of the County of Annapolis
(arrived at 6:51pm)
Robert Frost, CAO, Municipality of the County of Annapolis
Mayor Gail Smith, Town of Middleton
Deputy Mayor Gary Marshall, Town of Middleton
Mayor Amery Boyer, Town of Annapolis Royal, Chairperson
Deputy Mayor Sybil Skinner-Robertson, Town of Annapolis Royal
Sandi Millett-Campbell, CAO, Town of Annapolis Royal

Guest: Kortney Dunsby, Community Climate Manager, CLEAN Foundation
Genevieve Beaulac, Climate Lead CLEAN Foundation

Regrets: Ashley Crocker, CAO, Town of Middleton

1. WELCOME

Chairperson Mayor Amery Boyer called to meeting to order at 6:33 pm and welcomed everyone to the meeting.

One addition to the agenda – Twinning trip to Royan France.

2. REVIEW AND ADOPTION OF MINUTES OF May 22, 2025

Approved by unanimous consent.

3. PRESENTATION BY SUBJECT MATTER EXPERTS: Clean Foundation

Introductions around the table to the new member of Clean Foundation, Genevieve Beaulac. Genevieve started last week and is getting up to speed on Cassidy's files.

Kortney Dunsby presented an overview of the program for the Community Climate Capacity grant. The Working Group reviewed the Joint Objectives and the work completed to date. The Working Group would like to see the option to include all three high schools in a youth engagement session, if possible. Dates were confirmed for the next step of public engagement throughout the County with Clean taking the lead role. There will also be a technical workshop on November 27th at the NSCC Middleton campus. Clean Foundation requested the following from the Working Group:

- I. Attendance of at least one municipal staff to attend the public engagement session for their respective community.
- II. Promotion materials to be circulated throughout municipal channels.
- III. Extend invitations to staff departments to attend the technical workshop.
- IV. Request to be on ACIMWG agendas in the future for updates on the draft Joint Climate Change Action Plan and regular monthly meetings for staff with the Climate Lead, Genevieve.

The extension for the call for interest in extending the program for an additional year received a lot of intakes and no formal extension has been awarded at this time.

4. QUESTIONS FROM WORKING GROUP MEMBERS

Questions were dealt with during the presentation. The Working Group agreed to the dates for the engagement sessions.

5. FOLLOW UP TO LIBRARY PRESENTATION

CAO Millett-Campbell provided an update on the recent CAO meeting with CEO Julia Merritt on the shortfall for this fiscal year. Looking for an increase in funding by the units next fiscal year or some libraries might need to close. CAO Frost added that there was discussion last week to set up a time to

meet with the Deputy Minister on the funding request and adjusting their model to adapt to today's realities. CAO Horne is requesting the meeting with the Deputy Minister. CEO Merritt is going to visit municipalities to update Council on the current announcement some time in November. CAO Frost will follow up with CAO Horne to see if a meeting has been set with the Deputy Minister.

6. FOLLOW UP ON REMO PRESENTATION

Deputy Warden Enslow updated the Working Group on how well REMO activation worked during the recent forest fire emergency. There were some lessons learned and things that worked well. The local state of emergency and continuous communication with the municipal units and the public was appreciated by the other units. Deputy Warden Enslow was pleased to have a REMO for the fire emergency. Warden Le Blanc explained that there was good response to their efforts, and REMO worked throughout the emergency. One lesson learned was taking charge of the situation early and not letting the Province lead. Currently, staff are working on the after-action report.

7. UPDATE ON CEDF FUNDING

CAO Millett-Campbell noted that our funding application was not successful and looking to see what the next steps may be for next fiscal year. CAO's will discuss options for next fiscal year for a joint economic development coordinator.

8. CAUSEWAY UPDATE

The letter from Minister Tilley indicated that the report should be available late summer/early fall and any that further questions should be directed to Tony Harvey. The Working Group would like to invite Tony Harvey to follow up with the condition of the causeway at our next scheduled meeting.

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

It was agreed to have the next meeting on the Causeway Engineering Assessment.

Outstanding meeting topics, according to the workplan, include Review of all Current Agreements, Legal Services, and Update of Recreation Facility Status.

NEXT MEETING

The next regularly scheduled meeting is:

Wednesday, November 26, 2025, County of Annapolis

Topic: Causeway Engineering Assessment Update

Adhoc: Looking to evaluate how to move forward with the meetings - should the group continue to meet monthly or change the timeline? Should the mandate be updated now that all the topics have been discussed? Everyone agrees that the meetings need to continue to strengthen the partnerships, just need to review the scheduling and topics for discussion.

ADJOURNMENT

There being no further business, the meeting adjourned at 8:15pm.

Adopted by Working Group:

Date

Chairperson



MAYORS REPORT October 2025

Over the past few weeks, I have attended several important events representing our town.

October 21 – Zoom Meeting with the Department of Justice (DOJ):

I participated in a virtual meeting with representatives from the DOJ to discuss ongoing initiatives and matters relevant to our municipality. This was a productive session focused on collaboration and future opportunities to strengthen community programs.

October 30 – Annapolis County Volunteer Awards Ceremony:

I was honoured to attend the Annapolis County Volunteer Awards, where outstanding community volunteers were recognized for their dedication and service. It was inspiring to see so many residents contributing to the betterment of our region.

November 4–6 – Nova Scotia Federation of Municipalities (NSFM) Conference, Halifax:

Along with council colleagues and staff, I attended the annual NSFM Conference. The sessions provided valuable updates on provincial-municipal relations, housing, infrastructure funding, and environmental initiatives. The conference was an excellent opportunity to network with other municipal leaders and share best practices.

November 5 – Mobius Environmental Awards:

While in Halifax, I also attended the Mobius Awards along with members of Valley Waste. This event celebrated innovation and excellence in waste reduction and environmental stewardship across the province.

November 11 – Remembrance Day Ceremony:

On behalf of the Town, I was honored to lay a wreath during the Remembrance Day ceremony in tribute to the brave men and women who have served, are currently serving, and have sacrificed for our country.