



# Committee of the Whole

March 4, 2025

8:30 a.m.

Council Chambers, Town Hall

359 Main Street

## Agenda

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### Call to Order and Land Acknowledgement

#### 1. Approval of Agenda

#### 2. Declarations of Conflicts of Interest

#### 3. Approval of Minutes

- a. Committee of the Whole Minutes, February 4, 2025
- b. Committee of the Whole In Camera Minutes, February 4, 2025

#### 4. Presentations

- a. Emily Boucher, Valley REN
- b. Tanya Graves, Valley Connect Outreach Association

#### 5. Public Input / Question Period

PLEASE NOTE:

- *Individual members of the public may make comments and ask questions for up to 5 minutes.*
- *The same person may return for up to 5 minutes at the end of the agenda to provide Council with any new information after hearing the reports, which may help in Council in their decision-making.*



- *Questions or comments are to be directed to the Chair.*
- *Comments and questions that relate to personnel, current or potential litigation issues, or planning issues for which a public hearing has already occurred, but no decision has been made by Council, will not be answered.*

## **6. Staff Reports for Discussion**

- a. Leaf and Yard Waste Drop Off (Presentation)
- b. RFD 004-2025: Draft Equity & Anti-Racism Plan
- c. RFD 005-2025: Draft Accessibility Plan
- d. RFD 007-2025: VWRM 2025/26 Budget
- e. RFD 008-2025: Council Strategic Planning
- f. IR 006-2025: 2<sup>nd</sup> Operational Plan Review
- g. IR 007-2025: Regional Recreation Centre
- h. IR 008-2025: Correspondence from the Honourable John Lohr, Minister of Municipal Affairs, Concerning Inter-Provincial Trade Barriers and Resource Development

## **7. CAO Report**

## **8. Committee Reports (Internal)**

- a. Audit Committee
- b. Accessibility Advisory Committee
- c. Equity & Anti-Racism Advisory Committee
- d. Town & Gown Committee

## **9. Committee Reports (External)**

- a. Inter-Municipal Services Agreement for Valley Waste & Kings Transit (IMSA for VW & KTA) (*verbal report*)
- b. Regional Enterprise Network (REN)

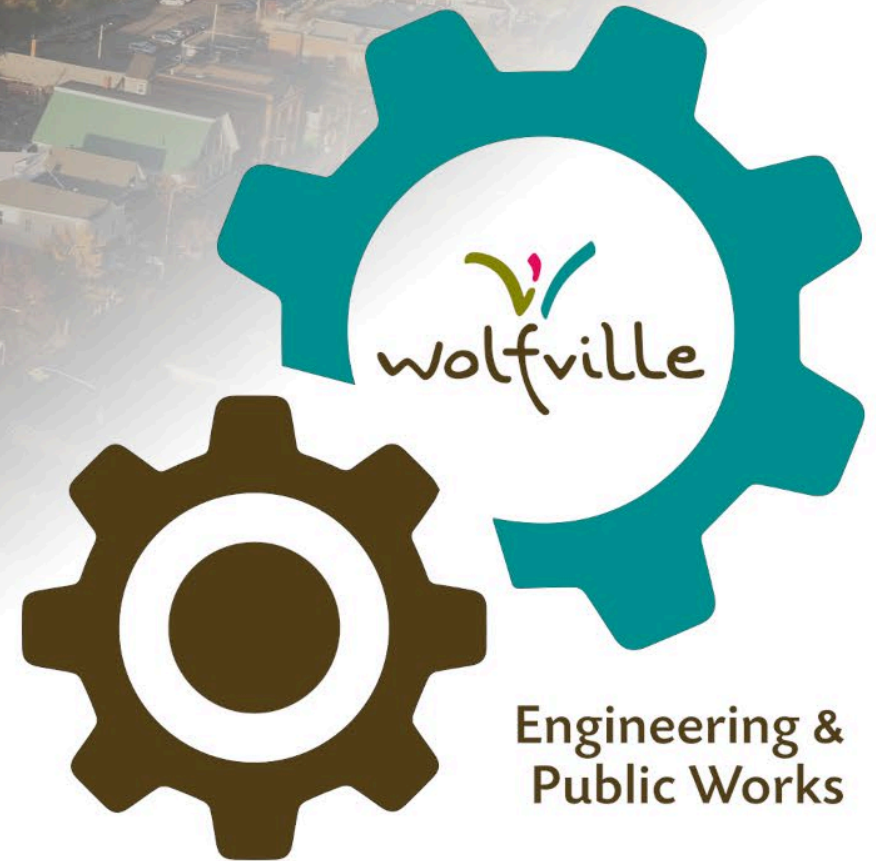
## **10. Public Input / Question Period**



- 11. Adjournment to In-Camera Meeting under *section 22(2)(e) Of the Municipal Government Act.***
  - a. Contract Negotiations
- 12. Adjournment of In-Camera Meeting**
- 13. Regular Meeting Reconvened**
- 14. Regular Meeting Adjourned**

# Presentation Title / Presentation Date

Alexander de Sousa, P.Eng.  
Director of Engineering & Public Works



# Leaf and Yard Waste Compost Facility



## Background (Feb 2024)

- Town of Wolfville previously operated a leaf and yard waste compost facility at the site of a former dump near the “Kenny lands”
- Site was originally used for local agricultural waste and Town leaf and garden waste
- The site was eventually opened to the public, and even allowed use by local commercial landscaping contractors
- The site closed to the public in early 2023 to facilitate the construction of a road connection to a new residential development on the “Kenny lands”



# Leaf and Yard Waste Compost Facility



## Background (Feb 2024)

- Council directed staff to permanently discontinue the practice of allowing leaf and yard waste to be dropped off at Town of Wolfville facilities.
- The public was informed about the decision and the options that remained available.
- In the summer of 2024, Council requested that staff gather information on other options to increase service levels:
  - Increasing curb-side collection service level
  - Increasing drop-off service level



# Existing Service Levels



## Curbside Collection

- Already paid for in municipal taxes
- Can dispose of up to 100 kg (220 lbs) of yard waste in their green bins bi-weekly
- Can dispose of up to two 1.2m (4') bundles of brush bi-weekly



**YARD & GARDEN**

**YES!**  
Put in your Yard Waste Cart

- Plants & trimmings
- Grass clippings
- Weeds, leaves, pine cones, branches
- Yard waste cart is collected bi-weekly
- Place loosely in the green cart (no paper or plastic bags)
- Put your cart out by **7 a.m. biweekly** on your collection day

A collection of yard waste items including a potted plant, grass clippings, pine cones, and branches.

## Leaf and Yard Waste Drop-off

- Can dispose of any leaf, yard, or garden waste in bulk at the Eastern Management Centre (EMC) in Kentville. Leaves have no cost associated with disposal there



# Increasing Service Levels



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## Curbside Collection Options Evaluated

- Increasing Service Level with Valley Waste Resource Management
- Town-provided seasonal supplemental curbside collection
- Hiring a private contractor for seasonal supplemental curbside collection

## Drop-off Options Evaluated

- Lease a space with bins to be managed by a private owner/company, Town pays operating costs.
- Rent bins and designate a site on an existing Town-owned property within Wolfville
- Reimbursement to residents for tipping fees when they drop off at EMC.



# Curbside Collection Options



Option:	Increasing Service Level with VWRM	Town-provided seasonal supplemental curbside collection	Hiring a private contractor for seasonal supplemental curbside collection
Description	Evaluated, but could not be provided by VWRM under current service model.	Deploy Town staff to provide one additional curbside pick-up in each shoulder season (spring and fall) similar to spring and fall clean-up.	Engage a local contractor (EFR) to provide one additional curbside pick-up in each shoulder season (spring and fall) during same timeframe as spring and fall clean-up.
Advantages	N/A	Greatest control over implementation and service delivery.	Could be scoped and tendered for immediate service level increase.
Challenges	N/A	Requires specialized equipment, planning, and additional staffing.	Limited contractor availability, same time as cleanup, narrow window for residents, operational feasibility concerns.
Costs	N/A	<p>Further analysis, planning, and trial required to develop this option.</p> <p>Tipping fees would be required for staff to dispose of collected materials at EMC.</p>	Approximately \$15,600 per collection (\$31,200 annually). Other fees and costs may apply.

# Drop-off Options



Option:	Lease a space with bins to be managed by a private owner/company, Town pays operating costs.	Rent bins and designate a site on an existing Town-owned property within Wolfville	Reimbursement to residents for tipping fees when they drop off at EMC.
Description	Lease space near Maple Avenue (outside of Wolfville) for a yard waste drop-off site.	Engage a local contractor (EFR) to provide roll-off containers at a designated site in Wolfville for residents to drop off yard waste.	Reimburse residents for tipping fees at Valley Waste EMC.
Advantages	Arms-length (managed by other parties) which poses lower risk to Town.	Greatest control over implementation and service delivery. Best value (dollars for service uptime)	Council can decide entitlement limits, and staff can track who has been reimbursed, no risk to Town. Immediate implementation.
Challenges	Cost negotiations with property owner, liability concerns, and potential security issues.	Site prep and monitoring, security, disposal logistics, unknown environmental approvals, “honour system” management, accessibility.	Residents still must travel to EMC. High administrative burden on Town staff (front end/finance). Difficult to budget for as uptake may be higher or lower than previous data suggests.
Costs	Operating costs to be determined by the property owner.  Legal review may be required.	Estimated \$15,000 annually based on previous uptake. Additional labour to keep site clean.  Capital investment for site prep.	Estimated \$7,000 to \$10,000 annually based on previous uptake.  No capital investment required.

# Potential Sites for Roll-off Bins

(Considerations for Existing Town-Owned Properties)



## Maple Ave (Former Site Entrance)

- Construction laydown materials to be moved
- Sufficient space and maneuverability to be determined
- More remote location for staff to monitor
- Site prep estimated at \$25,000-35,000
  - Fencing
  - Wooden platform between bins
  - Power, lighting, and security cameras
  - Signage

## Dykeland Access (end of laneway)

- Difficult to turn around with trailer when all gates are closed
- Residents didn't like downtown location when bins were here during interim solution
- Site prep estimated at ±\$25,000
  - Wooden platform between bins
  - Power, lighting, and security cameras
  - Signage

# Summary



Option:	Hiring a private contractor for seasonal supplemental curbside collection	Rent bins and designate a site on an existing Town-owned property within Wolfville	Reimbursement to residents for tipping fees when they drop off at EMC.
Type	Curbside	Drop-off	Drop-off
Implementation	<b>Medium</b> Summer tender, fall 2025 implementation	<b>Potentially Long</b> 2025-2026+	<b>Immediate</b> 1-2 months planning, setup, and comms
Resource Burden	<b>Lowest</b> Tender and contract management	<b>Medium</b> Site selection and prep work, monitoring, maintenance/cleaning, approvals, administration.	<b>Highest</b> Administrative burden on Town staff (front end/finance) for tracking and reimbursing residents.
Costs	<b>Most expensive</b> \$30,000+ per year	<b>Medium</b> ±\$15,000 per year plus additional staff time. <b>Initial capital investment of up to ±\$35,000</b>	<b>Least expensive</b> ±\$7,000 to \$10,000 per year

## REQUEST FOR DECISION 004-2025

Title: Equity and Anti-Racism Plan  
Date: 2025-03-04  
Prepared by: Barb Shaw, Manager of Communications and Strategic Initiatives  
Contributors: Equity and Anti-Racism Advisory Committee



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## SUMMARY

In the Spring of 2024 Wolfville became a public body prescribed under the *Dismantling Racism and Hate Act*. Once prescribed, the Town was required to develop a plan to address systemic hate, inequity, and racism.

Wolfville's first Equity and Anti-Racism Plan has been informed by engagement with underrepresented and underserved communities within the Town of Wolfville, inclusive of Acadia University. It has also had support from the Town's new Equity and Anti-Racism Advisory Committee.

This plan and the recommendations contained within it focus on recognizing, reviewing and rewriting the policy, practices and procedures that appear neutral but have the effect of disadvantaging underrepresented and underserved groups.

This plan will be updated every three years.

### DRAFT MOTION:

That Council adopt and implement Wolfville's first Equity and Anti-Racism Plan.

## REQUEST FOR DECISION 004-2025

Title: Equity and Anti-Racism Plan  
Date: 2025-03-04  
Prepared by: Barb Shaw, Manager of Communications and Strategic Initiatives  
Contributors: Equity and Anti-Racism Advisory Committee



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### 1) CAO COMMENTS

The Wolfville Equity and Anti-Racism Plan represents an important step in the Town's history and approach to addressing ongoing systemic hate, inequity, and racism. It is the product of much listening and an attempt to begin to act on matters that are within the Town's span of control. As work proceeds, our understanding of our neighbours' experiences and what we can all do to create an inclusive community will evolve.

I support the recommendation of staff and the Committee.

### 2) LEGISLATIVE AUTHORITY

*The Dismantling Racism and Hate Act*

### 3) STAFF RECOMMENDATION

That Council approve and adopt the Equity and Anti-Racism Plan as presented.

### 4) REFERENCES AND ATTACHMENTS

- ATTACH 1\_RFD 004-2025 Wolfville Equity and Anti-Racism Plan

### 5) DISCUSSION

The Equity and Anti-Racism Plan represents a multi-year engagement approach that resulted in important feedback from community, Council, staff and experts across the province. This feedback has been transformed into an action plan that includes a starting point for the Town's work. The Plan notes policy review, strategic projects, practice and procedure review and community events. Each action item has been reviewed with Wolfville's Equity and Anti-Racism Committee.

### 6) FINANCIAL IMPLICATIONS

Budget for action items within the plan will be considered through the Town's annual budget process.

### 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- Social Equity
- Community Wellness

## REQUEST FOR DECISION 004-2025

Title: Equity and Anti-Racism Plan

Date: 2025-03-04

Prepared by: Barb Shaw, Manager of Communications and Strategic Initiatives

Contributors: Equity and Anti-Racism Advisory Committee



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### 8) COMMUNICATION REQUIREMENTS

Once the Plan is adopted by Council, the Province will be notified of this achievement.

### 9) ALTERNATIVES

Council may approve the draft motion or not.



# **Town of Wolfville Equity and Anti-Racism Plan**

February 2025



## Land Acknowledgement

We acknowledge that Wolfville is in Mi'kma'ki, the ancestral territory of the Mi'kmaq people.

This Land is governed by the Peace and Friendship Treaties, first signed in 1726.

We recognize that we are all Treaty People, with responsibilities to each other, and to this land, so we will work to conduct our business with the seven sacred teachings in mind: truth, honesty, love, courage, respect, wisdom, and humility.

## Focus

***This plan and the recommendations contained within it focus on recognizing, reviewing and rewriting the policy, practices and procedures that appear neutral but have the effect of disadvantaging underrepresented and underserved groups.***

## Welcome from the Chairperson

It is a great honour to be part of the first Equity and Anti-Racism Committee for the Town of Wolfville. I have always said, “Wolfville picked me to live here,” because since growing up in Kentville, I wanted to settle in Wolfville and use my energy to create a welcoming community.

I come from a place of privilege, and I have had very few struggles as a gay man living in Wolfville, and in the Valley. I do not take this privilege for granted but instead, I make sure I am a welcoming person, present for those that need me.

For over twenty years now, I have watched Wolfville grow, change, and make countless strides forward, to a more welcoming community for all through accessibility and equity initiatives. This has been a long process, along a winding road that never ends, but through communication (open ears and open hearts), dedicated work from elected members, visitors, business owners and residents, who share the WANT for a more inclusive community, the road can be a bit easier to travel.

Wolfville has such a wonderfully diverse population, ever-changing with Acadia University and the increase in developments. An Equity and Anti-racism Plan is the roadmap for us to make our community a welcoming and inclusive place for everyone to thrive.

We can all say, “Everyone is welcome here”, but now it’s time to make sure that it is a way of life in our town!

Thank you,  
*Councillor Mike Butler*

## A welcome from the Mayor

It is with great pride and a deep sense of responsibility that I introduce Wolfville's Anti-Hate and Equity Policy. This policy is a clear commitment to fostering an environment where every individual, regardless of race, ethnicity, gender, sexual orientation, or background, feels valued, respected, and safe.

Our Wolfville community is united by our diversity and shared values of respect, kindness, and fairness. The implementation of this plan is an essential step toward ensuring that Wolfville remains a place where hate has no home, and equity is not just a goal but a lived reality for everyone.

This plan will guide us in addressing discrimination, preventing hate, and advancing opportunities for all, particularly those who have been historically marginalized. By standing together in this work, we will strengthen our community and ensure that all individuals have the ability to thrive, without fear of prejudice or inequality.

Wolfville is committed to creating a future where every person is empowered to live with dignity and equality. I look forward to the work the committee and residents will do to make Wolfville a model of inclusivity, and compassion for all.

Thank you for your continued support and dedication to making our community stronger and more united.

Sincerely,  
*Mayor Jodi MacKay*

## Background

*The Dismantling Racism and Hate Act* recognizes that systemic hate, inequity, and racism can be caused by government and public bodies through policies, practices, and procedures that appear neutral but have the effect of disadvantaging underrepresented and underserved groups.

The Act further provided authority to prescribe public sector bodies through regulations to require them to develop plans to address systemic hate, inequity, and racism.

Regulations were approved in the Spring of 2024 to prescribe municipalities and villages as public bodies under the *Dismantling Racism and Hate Act*.

Wolfville's first Equity and Anti-Racism Plan has been informed by engagement with underrepresented and underserved communities within the Town of Wolfville, inclusive of Acadia University.

This plan will be updated every three years.

## Language

**Equity** recognizes that not everyone begins in the same place in society. Some people face harmful conditions and circumstances making it more challenging with the same effort to achieve the same goals. Equity is about advocating for those who have been historically disadvantaged, making it difficult for them to be successful. What is "fair" as it relates to equity isn't a question of the same but rather the point from which a person begins. Equity considers historical and other factors in determining what is fair.

**Inequity** refers to a state of unfairness or lack of justice. Individuals or groups are treated differently and unequally, often resulting in systematic and patterned disparities in opportunities, resources, rights, or outcomes.

**Racism** is the unfair treatment, prejudice, or hatred by an individual, community, or institution against a person or people based on their actual or perceived membership in a racial or ethnic group. Racism is having the power and carrying out that discrimination (unfair treatment), hatred or prejudice through institutional policies and practices.

**Anti-Racism** is the work of actively opposing racism by advocating for changes in political, economic, and social life. It is achieved through the identification and elimination of racism by changing oppressive systems, structures, policies, practices, and attitudes.

## Engagement for Wolfville's Equity and Anti-Racism Plan

The Town of Wolfville started working on the foundation of this plan in January of 2023 with an equity, diversity and inclusion lens in mind. As a first effort, the Town, during a ten-week engagement cycle, worked to determine who was living in Wolfville, what barriers people were facing, and the actions that the community wanted the Town to take to make Wolfville a place where everyone feels a sense of belonging.

Staff reports that outline this work include:

- IR 008-2023
- RFD 041-2023
- IR 008-2024

Engagement completed as part of the Town's Policing Services Review in October 2022 also informs this plan. Engagement for Wolfville's Parks and Open Spaces Master Planning Process, completed in the summer of 2023, has also provided valuable ideas and insights that are reflected in this work.

Engagement with 70 Acadia students in their first and fourth years was completed on September 18, 2024. These sessions focused on the *Dismantling Racism and Hate Act* and the Town's Equity and Anti-Racism Plan.

On the National Day of Truth and Reconciliation, September 30, 2024, engagement happened with 120 community members from the Town of Wolfville, Glooscap First Nations and Acadia University as part of our Soups and Sides programming.

Engagement has started with the African Nova Scotian Affairs and through Lerato Chondoma, Acadia's Associate Vice-President, Equity, Diversity, Inclusion and Anti-Racism.

While not a formal process, letters to Council and other forms of community and partner feedback have been considered in the development of this plan.

The policy recommendations in this plan come from staff review and analysis, based on guidelines and workshops provided by the Office of Equity and Anti-Racism.

## Equity and Anti-Racism Advisory Committee

In July 2024, after reviewing RFD 044-2024, Council agreed to establish an Equity and Anti-Racism Advisory Committee. The committee is comprised of a majority of community members from underrepresented and underserved communities who live, work or study in the Town of Wolfville.

Underrepresented and underserved groups include Mi'kmaq and/or people of Indigenous descent, African Nova Scotians, people of African descent, people with disabilities, 2SLGBTQIA+ people, newcomers, and minority faith-based groups.

The Equity and Anti-Racism Advisory Committee met for the first time in January 2025 and will work to provide advice to Council to assist in the identification, prevention and elimination of systemic hate, inequity, and racism in the Town of Wolfville.

The Equity and Anti-Racism Committee will work to deliver this advice through an Equity and Anti-Racism Plan that will support policy review, policy development, program development, service review and budgetary decision-making.

The Equity and Anti-Racism Plan will be reviewed and updated every three years.

## Action Plan Items

The action plan items contained within the Equity and Anti-Racism Plan have been informed by engagement with community, Council, staff and experts across the Province. These represent a starting point, and each one has been reviewed with Wolfville's Equity and Anti-Racism Committee.

## Policies to be reviewed, revised or drafted within the three years of the plan include:

- **610-004 Street naming policy**
- **120-007 Municipal lands and facilities naming**
- **710-003 Grants to organization**
- **Strategic partnerships program**
- **Land acknowledgement (no current policy)**
- **Recognition of the contributions of Black Nova Scotians (no current policy)**
- **Hate speech guidelines (no current policy)**

## Strategic Projects include:

### Vision statement

Town Council will be invited to revisit their vision statement, with input and recommendations from the Equity and Anti-Racism Advisory Committee.

### **Soups and Sides**

Soups and Sides is a program that represents the Town's commitment to building a more inclusive community. This barrier-free community meal welcomes all people to share soup and a side of community-building activities on Monday evenings, from September to April, at the Wolfville Farmers' Market.

### **Restorative Communities – Circles NS Project**

The Town has been invited to participate along with Acadia University in a living lab that will empower staff and volunteers to facilitate restorative circles, helping to resolve concerns and disputes within the community. This process can be used to support the acknowledgement and resolution of situations and conflicts that do not require police involvement.

### **Wolfville International Student Supports Program**

International students may require additional support to feel secure, supported and connected within the Town of Wolfville. Through this program, international students will be paired with volunteer community support people to share recreational activities and informal support to newcomers as they navigate life in Wolfville.

### **Truth and Reconciliation Commission Call to Action #57**

One of the most impactful ways that municipal governments can support reconciliation is to develop internal training programs to educate staff about the history of Indigenous peoples in Canada. This includes education on the history and legacy of the residential schools, the *United Nations Declaration on the Rights of Indigenous Peoples*, Treaties and Indigenous rights, Indigenous law, and Indigenous-Crown relations. This training may include a focus on intercultural competency, conflict resolution, human rights and anti-racism.

In line with the Truth and Reconciliation Commission's Call to Action 57, the Town of Wolfville will be working with facilitators to provide the KAIROS blanket exercise to staff and Council. The Blanket exercise is a powerful teaching tool developed by *Kairos Canada*, a non-governmental organisation that aims to foster reconciliation and present historic and contemporary relationships between Crown and Indigenous peoples.

### **Internal training and support**

To build a culture of inclusion, staff and Council will receive training in *white allyship*. This training will equip staff and Council with the tools required to be active allies for racial justice through methods of naming white privilege, so we are equipped to work towards upholding the principles of equality, respect and dignity for all.

### **Shared staff resource with Acadia University**

In recognition of the important relationship between the Town and Acadia, consideration will be given to the creation of a shared staff position. This position would support the work of the Equity and Anti-Racism Plan and remove barriers between the campus community and the Town.

### **Non-Market Housing Strategy**

The Government of Canada and the Town of Wolfville have reached an agreement to fast-track 45 housing units over the next three years, and to support the construction of 280 homes over the next decade with financial support through the Housing Accelerator Fund.

As part of the Town's efforts, a Non-Market Housing Strategy will be created to support the retention of existing units and encourage the development of more non-market dwelling units.

Key aspects of this work will include a Land Bank of Town owned land to be considered for non-market housing use, and a Non-Market Grant program to provide financial support to non-market housing providers.

The creation of the Non-Market Housing Strategy is being supported by the Non-Market Housing Working Group.

### **Practice and procedure to be reviewed include:**

- Recruitment
- Hiring

### **Community Events to Support Equity, Anti-Racism, and Accessibility**

Events will be identified over the next years through our community development department and funded through the Town's recreation budget.

### **Additional items**

At any time during the period covered by this plan, additional policies, practices, procedures, strategic projects or events may be identified by community and presented to the Equity and Anti-Racism Advisory Committee for consideration.

### **Progress, reporting and accountability**

Staff will report on progress to the Equity and Anti-Racism Advisory Committee each year, by December 31. The Committee will then report to Council by March 31, the end of the fiscal year.



## REQUEST FOR DECISION 005-2025

Title: 2025-2028 Accessibility Plan

Date: 2025-03-04

Prepared by: -Barb Shaw, Manager of Communications and Strategic Initiatives

Contributors: The Accessibility Advisory Committee

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## SUMMARY

In Wolfville, we are committed to ensuring that all people can take part in community life and in society, whatever their abilities. We are committed to helping all people maintain their dignity and independence.

We are committed to meeting the needs of people who face barriers to accessibility. We do this by identifying, removing and preventing these barriers and by meeting the requirements of Nova Scotia's Accessibility Act.

This new three-year plan and the identified projects in our areas of focus are informed by community consultation, on-going community feedback, and input from Wolfville's Accessibility Advisory Committee.

### DRAFT MOTION:

That Council approve and adopt the Accessibility Plan 2025- 2028 as presented.

## REQUEST FOR DECISION 005-2025

Title: 2025-2028 Accessibility Plan

Date: 2025-03-04

Prepared by: -Barb Shaw, Manager of Communications and Strategic Initiatives

Contributors: The Accessibility Advisory Committee

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### 1) CAO COMMENTS

I commend the Committee and staff who have created a meaningful, responsive, and thoughtful plan that will build on the previous iteration of Wolfville's Accessibility Plan, address known gaps, and continue to create systemic change at the Town.

I support the recommendation of staff and the Committee.

### 2) LEGISLATIVE AUTHORITY

[The Nova Scotia Accessibility Act](#)

### 3) STAFF RECOMMENDATION

Staff recommend that Council approve and adopt the Accessibility Plan 2025 – 2028 as presented.

### 4) REFERENCES AND ATTACHMENTS

- ATTACH 1\_RFD 005-2025 Accessibility Plan 2025

### 5) DISCUSSION

Approximately one in three Nova Scotians live with a disability. The social model of disability views the origins of disability as the mental attitudes and physical structures of society, rather than a medical condition faced by an individual.

Our new Accessibility Plan (2025 – 2028) has been informed by on-going community engagement. The areas of focus identified in this Plan reflect the needs and wishes of numerous community members who have taken the time to share their experiences with staff and with members of Council.

The Plan's development has also been informed and shaped by members of the Town's Accessibility Advisory Committee. Staff research and discussion have confirmed that these areas of focus and identified projects are achievable.

### 6) FINANCIAL IMPLICATIONS

Budgetary needs will be reviewed through the Town's annual budget process.

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## REQUEST FOR DECISION 005-2025

Title: 2025-2028 Accessibility Plan

Date: 2025-03-04

Prepared by: -Barb Shaw, Manager of Communications and Strategic Initiatives

Contributors: The Accessibility Advisory Committee

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### 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- Social Equity
- Community Wellness

### 8) COMMUNICATION REQUIREMENTS

When the Plan is approved and adopted, it will be published to Wolfville.ca and the Province will be notified of our achievement.

### 9) ALTERNATIVES

Council may approve the draft motion or not.

# **ACCESSIBILITY PLAN 2025 - 2028**

TOWN OF WOLFVILLE

## A welcome from Mayor Jodi MacKay

It is with great pride that I introduce our third Accessibility Plan, continuing to identify the steps towards the creation of a more inclusive, welcoming, and accessible community for everyone. We are committed to ensuring that all individuals, regardless of ability, can fully participate in the life of our town.

This plan is the result of thoughtful collaboration with residents, community organizations, and accessibility experts, and reflects our dedication to addressing the needs of people with all abilities. It focuses on a thoughtful, continued approach to improving infrastructure, services, and opportunities, ensuring that everyone can live, work, and thrive in an environment that is free from barriers.

Our goal is not only to meet the legal standards of accessibility but to go above and beyond, creating a Town where all individuals feel respected, valued, and empowered. We are excited to work alongside you to implement this plan and continue making our Town a place where everyone belongs.

Thank you to the committee for their support and commitment to a more inclusive future.

Sincerely,  
*Jodi MacKay*

## Opening

In Wolfville, we are committed to ensuring that all people can take part in community life and in society, whatever their abilities. We are committed to helping all people maintain their dignity and independence.

At the Town of Wolfville we want to provide equitable access, which means treating all persons fairly, based on their needs and abilities. This is different than equal access, which means treating everybody the same way, whatever abilities or needs they have.

We are committed to meeting the needs of people who face barriers to accessibility. We do this by identifying, removing and preventing these barriers and by meeting the requirements of Nova Scotia's Accessibility Act.

This three-year plan and the identified projects in our areas of focus are based on community consultation, on-going community feedback, and input from Wolfville's Accessibility Advisory Committee.

## Built Environment

The Town of Wolfville owns, leases or operates many structures that help the Town run. These structures include streets, sidewalks, parking areas, parks, buildings and other structures.

### Existing barriers

- Some sidewalks and walkways are uneven.
- Some public parks and open spaces are not fully accessible.
- Some public washrooms are not fully accessible.
- Cars and pedestrian traffic compete for street priority.
- Sidewalk snow clearing does not always leave enough room for those who use wheeled mobility devices like walkers or strollers.

Within the built environment, the Town of Wolfville commits to the following priority projects:

### Sidewalk condition index tool

Our roadways are assessed for condition so repairs and replacement can be budgeted and scheduled but sidewalks are not assessed and managed in the same way. Many of our sidewalks are also built with asphalt that can shift and lift in our changing climate, creating barriers to mobility.

A sidewalk condition index tool will assess conditions and help us create a plan for on-going repair, and replacement.

### Public Washroom assessment

In the Town of Wolfville, not all our public washrooms meet accessibility standards. An accessibility specialist has been hired to assess the barriers that exist and create a plan, with costs, to help the Town improve accessibility in public washrooms.

### Reservoir Park washroom/change station

Reservoir Park is a well-used Park that attracts people of all ages and abilities. A design has been completed for an accessible washroom and change station. The design will be finalized and a structure put in place by the end of 2026.

This structure will also include awnings to provide shade for Park users.

### We will continue to work on the following priority projects

- Work with the business community to keep furniture, sandwich boards and planters away from the path of travel on sidewalks and at curb cuts so that people can move freely.
- Install an automatic door opener at the Recreation Centre.

## **Areas of progress**

- Our new active transportation network is being constructed with rolling and strolling in mind.
- Our new Visitor Information Centre at Willow Park is constructed to the latest accessibility standards, including two accessible public washrooms.
- The Town has committed to using concrete for sidewalk construction, rather than asphalt.

## **Information and Communications**

The Town communicates with residents and visitors in many ways including:

- Meetings of Town Council and advisory committees.
- Email, website, social media, notices, ads in newspapers, posters and information campaigns.
- Through Town staff.

## **Existing barriers**

- Persons who are Deaf, deafened or hard of hearing can not easily take part in public meetings.
- Even with plain language, it can be hard to understand municipal process and practice.
- Signage in the Town is not always accessible.

Within information and communication, the Town commits to work on these priority projects:

### **Wayfinding project**

The Town uses many different types of signs to communicate location, direction, safety information and regulations to residents and visitors. This is called “wayfinding.” All these signs have been given an accessibility review. Over the next three years, new signs will be created and installed throughout the Town.

### **American Sign Language at community events**

As much as possible, American Sign Language will be offered at community events. American Sign Language can also be offered at Council meetings, when requested in advance.

### **The Town will continue to work on**

- Using plain language and inclusive communications.
- Providing the same information in different formats.
- Using image descriptions in social media posts.
- Using braille on business cards.
- Meetings broadcast through YouTube LIVE will include captions.



## Employment

We will continue to remove barriers to employment for people of all ages and abilities who want to work with the Town of Wolfville. Our workforce will, over time, reflect the diversity of the people of Wolfville.

### Existing barriers

- Most of our Town worksites are not barrier free.
- Job postings may not be accessible to all persons.
- The Town does not employ a human resources specialist.
- Town Hall does not have an accessible washroom.

Within employment, the Town commits to the following:

### Accessibility Foundations Training for all staff

The Nova Scotia Accessibility Directorate has created a comprehensive training program that shares important information about accessibility. A Town employee is a certified trainer and over the next three years, Town staff will be offered this training opportunity.

### Work from home/Accommodations policy

Not all Town offices and work sites are accessible. Many have barriers like stairs or lack accessible washrooms. As part of a human resources policy review, a “work from home policy” will be developed to ensure barriers in the workplace do not become barriers to employment.

Staff will also work on policy and training to better understand how to proactively offer accommodation.

## Goods and Services

The Town of Wolfville delivers many programs and services to the public. Some of these include:

- Public meetings.
- Streets and sidewalk maintenance.
- A Visitor Information Centre.
- Water and sewer services.
- Emergency services.
- Recreational programs.
- Special events.

We commit to ensuring people of all ages and abilities have equitable access to the goods and services offered by the Town of Wolfville. Our policies, procedures and tools will help us do this.

## **Existing barriers**

- Not all our Town facilities are barrier free.
- Not all our recreation programs are accessible for all ages and abilities.

The Town of Wolfville will deliver all goods and services without bias. No person shall be denied a service because of a disability. Within goods and services, the Town commits to the following priority items:

### **Barrier free program space**

The Town of Wolfville rents different spaces around the community to offer recreational programs. The Town is committed to renting spaces that are accessible for recreational programming.

### **Recreation Centre automatic door opener**

An automatic door opener has been installed at the Recreation Centre, but it is not yet operational. The barrier is a network upgrade that will connect the automatic door to the Town's security system. There is a commitment to remove this barrier before March 31, 2026.

### **Program descriptions**

The Town lists events on its website to communicate with the community. By adding program descriptions, potential participants can decide if the event or activity would meet their needs. Program descriptions explain the physical environment where the program or activity takes place. Program descriptions can also explain what the event will look and sound like.

### **Electric scooter regulatory framework**

A private business has launched an electric scooter rental program in Wolfville but there are no clear rules or guidelines for how the electric scooters should be operated or stored. As a result, there have been numerous concerns raised when scooters are left on streets, lawns or in parks, waiting to be collected by the business operator. By developing a regulatory framework, the Town will have an opportunity to address these concerns with the business operator.

### **Memory Café**

The Town of Wolfville helps to coordinate our local, award winning, Memory Café. Memory Café is a program that improves social and emotional well-being for older adults with memory challenges and their care partners and families. At a Memory Café, people come together to relax, chat, enjoy activities or some music while enjoying a hot drink and snacks from the local host café. In Wolfville, we use Chats Café for this program.

## Transportation

People who live in Wolfville can use Kings Transit Authority and ride their buses from Weymouth to Grand Pré. Kings Point-to-Point Transit offers accessible public transportation. In Wolfville, residents and visitors can also use our active transportation network.

### Barriers

- There are no accessible taxis in Wolfville.
- People who use Kings Point-to-Point Transit must book their rides at least 24 hours in advance.

Within transportation, the Town of Wolfville commits to helping all people move around the community.

### Micro-transit pilot project

Micro-transit is a public transportation option that provides on-demand and/or scheduled transportation service in a specific area. Like buses, micro-transit may follow a scheduled route, or uses a flexible schedule to allow for detours to specific pick-up and drop-off locations. We hired consultants and they completed a study that helps explain how this could work in our community. In the next three years, we will work towards funding and launching a pilot project to test how this works for our Town.

### Active Transportation

Active transportation is any kind of travel that uses your own energy to get from one place to another. This includes walking, wheeling, cycling, skateboarding, scootering, rollerblading, jogging, running, skiing, e-scootering and e-bicycling. Active transportation can help improve your health, reduce traffic, and lower pollution.

The Town of Wolfville is building 10 kilometres of protected bike lanes, and multi-use pathways that will form an active transportation network.

## Bringing the plan to life – next steps

### Responsibilities

- Town Council is responsible for adopting and overseeing the Accessibility Plan.
- The Chief Administrative Officer is responsible for acting on the plan and naming the Accessibility Coordinator.
- The Accessibility Coordinator is responsible for hearing and answering public concerns, complaints and questions.

- The Accessibility Advisory Committee is responsible for giving feedback and recommendations to help guide the Town Council's decision making.

### **Timeline**

The Town will work to complete all the commitments in the Plan by March 31, 2028. Priorities that are not completed will be considered for the next plan.

### **Monitoring**

The Committee will report on progress, through the Accessibility Coordinator, to the Town Council, each year by April 30. This is one month after the end of the fiscal year.

The Accessibility Plan will be a public document, posted on [www.wolfville.ca](http://www.wolfville.ca).

### **Questions and Concerns**

Anyone can ask about accessibility or share a concern. This can be done through the Accessibility Coordinator. The Accessibility Coordinator will follow up with staff and report back to the person who shared the concern or asked the question.

If the Accessibility Coordinator's response is not satisfactory, Council may ask the Accessibility Advisory Committee to review the situation and provide a recommendation.

Questions, concerns and other communications that relate to accessibility will be considered when developing the next accessibility plan.

**REQUEST FOR DECISION 013-2023**

Title: Valley Waste Resource Management 2023/24 Budgets  
Date: 2023-04-04  
Prepared by: Glenn Horne, CAO  
Contributors: Jenny Johnson, Manager of Accounting & Financial Services  
VWRM Staff

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## SUMMARY

### Valley Waste Resource Management Authority (VWRM) 2025/26 Operating and Capital Budgets

The Town of Wolfville provides solid waste service through an Inter Municipal Service Agreement (IMSA) with six partnering Municipalities.

Each year the Council’s signatory to the Inter-Municipal Service Agreements (IMSA’s) related to VWRM consider the annual budget recommended by the VWRM Board of Directors. The budget for VWRM is vetted through the Interim IMSA Board of Directors and then forwarded to the participating municipal units. The Board met December 18, 2024 and forwarded the related budgets to the respective municipal units.

As part of the annual process, staff prepare a Request for Decision for Council’s consideration to approving the budget. For 2025/26, VWRM’s budget submission to Council requires an operating and capital contribution from Town of Wolfville in the amount of \$680,303 (increase of \$4,499 from previous year’s budget).

#### **DRAFT MOTION:**

That Council approve the Valley Waste Resource Management Authority’s 2025/26 Operating and Capital Budget.

## REQUEST FOR DECISION 013-2023

Title: Valley Waste Resource Management 2023/24 Budgets  
Date: 2023-04-04  
Prepared by: Glenn Horne, CAO  
Contributors: Jenny Johnson, Manager of Accounting & Financial Services  
VWRM Staff



### 1) CAO COMMENTS

This is a recommendation of the CAO.

### 2) LEGISLATIVE AUTHORITY

January 2021 Interim Inter-Municipal Service Agreement (IMSA), Section 14 - Operational Matters.

### 3) STAFF RECOMMENDATION

Staff recommend approval of the VWRM budgets as submitted by the Interim IMSA Board of Directors.

### 4) REFERENCES AND ATTACHMENTS

- VWRM Authority 2024/25 Operating and Capital Budgets – approved by Interim IMSA Board on December 18, 2025

### 5) DISCUSSION

Budget represents an overall increase of \$1,596,459, from \$11,652,662 in FY 24/25 to \$13,249,121 in FY 25/26. This is primarily driven by an increase in the curbside collection contract and an increase to employee compensation. The presumed re-entry of Annapolis County into VWRM mitigates a more drastic increase in costs. Like last year, the organization also built in estimates for increased revenues in specific areas of the budget. Overall, the estimates for the upcoming year appear reasonable.

#### **Valley Region Solid Waste-Resource Management Authority Total Contributions from Municipal Parties**

2026		2025-2026	2024-2025	2024-2025	2024-2025	2025
		Budget	Budget	Projected True-Up	Total	
58.28%	<b>Municipality of Kings</b>	5,512,343	5,035,156	(286,158)	4,748,998	74.03%
8.10%	<b>Town of Kentville</b>	765,793	708,444	(50,296)	658,148	10.26%
7.19%	<b>Town of Wolfville</b>	680,303	675,804	(113,734)	562,070	8.76%
2.71%	<b>Town of Berwick</b>	256,588	211,137	10,311	221,448	3.45%
1.90%	<b>Town of Middleton</b>	180,079	139,387	17,084	156,471	2.44%
0.84%	<b>Town of Annapolis Royal</b>	79,724	89,638	(21,474)	68,164	1.06%
20.98%	<b>Municipality of Annapolis</b>	1,984,351	n/a	n/a	n/a	
		<b>9,459,180</b>	<b>6,859,565</b>	<b>(444,266)</b>	<b>6,415,299</b>	

**REQUEST FOR DECISION 013-2023**

Title: Valley Waste Resource Management 2023/24 Budgets  
Date: 2023-04-04  
Prepared by: Glenn Horne, CAO  
Contributors: Jenny Johnson, Manager of Accounting & Financial Services  
VWRM Staff

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**6) FINANCIAL IMPLICATIONS**

The Town’s proposed budget for 2025/26 includes estimated costs of:

	<b>2025/26 Budget</b>	<b>2024/25 Budget</b>	<b>2023/24 Budget</b>
VWRM Budget	\$680,303	\$675,804	\$652,358

VWRM submission to Council requires an operating and capital budget of \$680,303, an increase of \$4,499 from previous year. This value has been included in the first draft of the Operating Budget.

**7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS**

Nothing provided at this time.

**8) COMMUNICATION REQUIREMENTS**

Advise Valley Waste Resource Management of Council’s decision.

**9) ALTERNATIVES**

No real alternatives exist.

**REQUEST FOR DECISION 013-2023**

Title: Strategic Planning

Date: 2023-04-04

Department: Office of the CAO

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## SUMMARY

### Strategic Planning

The Town Council's role focuses on overall governance by setting strategic direction, often through decision-making on budgets, plans, bylaws, and policies. Shortly after the 2024 municipal election, Town Council expressed an interest in developing a strategic plan, setting priorities for this council term.

Successful Town Council strategic planning narrows many issues into a focused set of priorities, acknowledges resource limitations, operates within municipal jurisdiction, maintains appropriate division of responsibilities, incorporates regular progress reporting, and is kept simple. With Council's guidance, staff will obtain proposals from qualified consultants to facilitate a strategic planning process, with final recommendations made to Council.

#### DRAFT MOTION:

That Council direct the CAO to procure a qualified consultant to facilitate a strategic planning process that will determine and articulate the priorities and for the duration of this Council term.



## REQUEST FOR DECISION 013-2023

Title: Strategic Planning

Date: 2023-04-04

Department: Office of the CAO

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### 1) CAO COMMENTS

The CAO supports the recommendations of staff.

### 2) LEGISLATIVE AUTHORITY

- MGA Section 14 (1) The powers of a municipality are exercised by the council.
- MGA Section 30 (1) The chief administrative officer is the head of the administrative branch of the government of the municipality and is responsible to the council for the proper administration of the affairs of the municipality in accordance with the by-laws of the municipality and the policies adopted by the council.
- MGA Section 30 (3) The council shall provide direction on the administration, plans, policies and programs of the municipality to the chief administrative officer.

### 3) STAFF RECOMMENDATION

Staff recommend engaging a qualified consultant to facilitate a strategic planning process that will determine and articulate the priorities and for the duration of this Council term.

### 4) REFERENCES AND ATTACHMENTS

None

### 5) DISCUSSION

Town Council's role centres on overall governance. That means the Council, as a collective, sets the strategic direction of the Town. This is done in collaboration with Town staff and exercised by making decisions on budgets, plans, bylaws and policies, communicating with the community, and participating in public discussions. Another key method of determining and articulating the strategic direction of the Town is by creating and adopting a formal strategic plan.

Benefits of strategic planning include:

- 1) Direction and focus – A strategic plan establishes clear priorities and guides decision-making at the Council and staff level, directing resources toward what matters most to the community.
- 2) Accountability and transparency – A strategic plan will articulate specific priorities that allow residents to see progress and outcomes.
- 3) Financial efficiency – By identifying priorities the Town can budget more effectively, pursuing appropriate funding sources and directing investment.
- 4) Adaptation to change - Regular strategic planning helps governments anticipate emerging challenges and opportunities rather than merely reacting to crises.

## REQUEST FOR DECISION 013-2023

Title: Strategic Planning

Date: 2023-04-04

Department: Office of the CAO

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Strategic plans look different depending on the culture of the community, structure of the organization, approach of the facilitator and engagement of the participants. Some key attributes of effective Town Council strategic planning include:

- Treat strategic planning as a process that narrows many issues and choices facing the Town into a narrow list of priorities. Prioritizing means saying yes to some things and no to many others.
- Understand the scope of available resources. The Town has finite staff, money, equipment, skills / expertise and time. Those resources are already near or over capacity. New priorities require new resources or a change in how resources are used.
- Commit to acting within municipal jurisdiction. Town residents face important issues that are beyond the Town's jurisdiction (ie: access to a physician, various social service, etc...). While the Town may advocate on behalf of residents from time to time, it cannot act outside its jurisdiction.
- Articulate priorities at the appropriate level. Council's role is to express the priorities of residents; staff is responsible to develop specific strategies and operational plans that address those priorities.
- Incorporate regular reviews and reporting. Time is needed to properly implement strategies. However, it is important to regularly report on activity and progress.
- Keep it simple. Extensive, multi-level, strategic plans that aim to do a little for everyone are difficult to action and communicate. Aim for simple and brief.
- Engage openly, listen to others, and identify a small set of priorities with broad-based support. Town Council has a four-year term. You have to be purposeful with that time.

With Council's direction, staff will solicit proposals from qualified consultants to facilitate a strategic planning process that reflects the key attributes above. Additional input from Council is welcome. Proposals will be short-listed by the Mayor, Deputy Mayor, Town Clerk & CAO, who will then make a recommendation to Council.

## 6) FINANCIAL IMPLICATIONS

\$15,000 has been included in the 2025/26 operating budget to support this activity.

## 7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Nothing provided at this time.

## 8) COMMUNICATION REQUIREMENTS

A communications / engagement plan for this process will be developed.

## 9) ALTERNATIVES

**REQUEST FOR DECISION 013-2023**

Title: Strategic Planning

Date: 2023-04-04

Department: Office of the CAO

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Council may choose not to undertake a Strategic Planning process and provide staff with additional direction from which to develop further options.

## INFORMATION REPORT

Title: 2025-26 Operations Plan

Date: 2025-03-04

Department: Office of the CAO

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## SUMMARY

### 2025-26 Operations Plan

As part of the annual budget process, staff have prepared a second version of the draft 2025-25 Operational Plan. Like the first draft, the “Ops Plan” is intended to provide an overview of the day-to-day services and programs the public counts on, key initiatives to support or improve those services, policies and bylaws to be developed/amended, and other special projects that will be undertaken by town staff. Added emphasis is placed on sharing information related to everyday Town operations, so the reader has a better sense of the activities of Town officials.

Feedback provided by Council during the January 21, 2025, Special COW Budget Meeting, and the February 4, 2025, regular COW review of the first draft have been incorporated. Initiatives featured in this draft are funded in the first draft of the 2025/26 Operating and Capital Budget, circulated to Council on Friday, February 21 and to be reviewed during a Special COW Budget meeting on Tuesday, March 11.

Staff will take further feedback from Council and will finalize the plan for a final version as part of the Budget RFD that will go to COW in April. Staff is also asking that Council identify its top four priorities from among the initiatives identified.

## INFORMATION REPORT

Title: 2025-26 Operations Plan

Date: 2025-03-04

Department: Office of the CAO

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### 1) CAO COMMENTS

For information purposes.

### 2) REFERENCES AND ATTACHMENTS

- Second Draft 2025-26 Operations Plan
- What We Heard at the Door Report, version 2.

### 3) DISCUSSION

The second draft of the 2025-26 Operations Plan has been provided for information and feedback. The following changes of note have been made from the previous draft:

- Within the summary tables of projects and priorities:
  - The description and anticipated output(s) columns have been merged.
  - A timeline column has been added.
  - Colour coding has been used to distinguish between Programs & Services offered, and Preparation & Planning.
- Projects / priorities have been added related to:
  - Regional Recreation Centre
  - Assessment of Facility Needs
  - Capital Planning
  - Multi-year cash flow forecasting
  - Community Safety
  - Freedom of Information and Protection of Privacy
  - Provincial dyke-top trail
  - Recreation services review
- The Introduction has been updated.
- The Program & Service Delivery section has been updated to include areas of provincial / federal jurisdiction and provide commentary on risk and reporting.
- The Housing Accelerator project and priorities has been broken into its major components.
- Projects and priorities have been moved into different sections to facilitate logical placement of information for the general reader.
- Further editing has occurred; thorough copy editing will occur prior to publishing.
- The Council “What We Heard at the Door” Report has been revised to make specific reference to the Ops Plan. Any issue not featured in the Ops Plan that Council would like to see additional attention paid may be raising during Council Strategic Planning.
- Up-to-date financial information will be added once the Operating and Capital budgets are finalized.

Once the Ops Plan has been reviewed and discussed, Council is also being asked to identify its top four priorities from the Plan.

## INFORMATION REPORT

Title: 2025-26 Operations Plan

Date: 2025-03-04

Department: Office of the CAO

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### 4) FINANCIAL IMPLICATIONS

All financial impacts of each initiative are identified and have been built into draft 2025-26 Operating and Capital Budgets.

### 5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- Multiple Town Plans and Reports are referenced in the Plan.

### 6) COMMUNICATION REQUIREMENTS

Materials are being posted to Blooms as they are being shared with Council. Once finalized, the Operations Plan becomes part of the final 2025-26 Budget document for the Town of Wolfville.

### 7) FUTURE COUNCIL INVOLVEMENT

Council will approve the Operations Plan once finalized.

# Town of Wolfville Operations Plan

2025/26



A cultivated experience for the mind, body, and soil

DRAFT



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## Introduction



Wolfville is a charming university town in Nova Scotia's Annapolis Valley where history meets contemporary cultural vibrancy. With 5000 residents and Acadia University at its core since 1838, this dynamic community has cultivated a unique identity that draws visitors and residents alike. While it's difficult to put one's finger on exactly what makes Wolfville so special, the ingredients are all around us.

The town's cultural life thrives through major events like the Deep Roots Music Festival and Devour! Food Film Fest, while the historic Al Whittle Theatre hosts independent films and performances. Residents are drawn together to cheer on the Falcons, Griffins, Axewomen & Axemen. They celebrate, recreate, remember and mourn together. The community's collective social conscience pays homage to the deeds of the past, as today's leaders build for tomorrow.

The town's art-filled downtown bursts with energy as residents and visitors frequent locally owned shops and restaurants, taking in community celebrations and live events. The town preserves its agricultural heritage through its farmers' market and farm-to-table restaurants, while embracing modern innovation. This harmonious blend of preservation and progress makes Wolfville one of Nova Scotia's most distinctive communities, where every corner tells a story of the past while actively shaping the future.

Like all small Towns, Wolfville faces several key challenges. The town grapples with infrastructure needs, as it balances maintenance of its aging infrastructure with the needs of a growing population and realities of climate change. Almost 90% of Town revenue come from property taxes and associated rates. As the costs of infrastructure and everyday expenses increase, it puts added strain on Town operations and its taxpayers.

However, Wolfville enjoys significant opportunities. Its location in the heart of wine country and proximity to the Bay of Fundy creates an ideal tourism offering. The presence of Acadia University brings intellectual capital, cultural diversity, and a steady influx of young people. There is a tradition of cooperation across communities to provide high quality service. The town's walkable downtown, vibrant and active nature, and cultural amenities make it an attractive place to live for all demographics.

This 2025/26 iteration of Wolfville's Operational Plan and accompanying budgets aim to invest in infrastructure and programs that our community needs and values. It also sets the stage to review and adjust how the Town plans and prioritizes its work, enables access to housing, invests in programs and capital that meet the needs of residents, forecasts its finances, and communicates with the community. This work aims to balance the Town's growth with the preservation of its small-town charm and that indefinable something that makes Wolfville so Wolfville.



## Town Council & Strategic Direction

Municipal government in Nova Scotia is divided along the lines of elected officials and municipal staff. The principal role of the elected officials is to govern, and to do so as a collective, while the principal roles of staff are to manage and implement.

Town Council's role centres on overall governance. That means the Council, as a collective, sets the strategic direction of the Town. This is done in collaboration with Town staff and exercised by making decisions on budgets, plans, bylaws and policies, communicating with the community, and participating in public discussions.

In October 2024, municipal elections were held throughout Nova Scotia. The residents of Wolfville elected to Town Council for a four-year term:

- Mayor Jodi MacKay
- Deputy Mayor Jennifer Ingham
- Councillor Mike Butler
- Councillor Wendy Elliott
- Councillor Ian Palmeter
- Councillor Kelly van Niekerk
- Councillor Howard Williams

In the spring of 2025, Town Council will review and renew its Strategic Plan. This renewed plan will provide strategic direction for the Town for the duration of the 2024-2028 Council term.



*(L to R: Cllr van Niekerk, Cllr Palmeter, Deputy Mayor Ingham, Mayor MacKay, Cllr Butler, Cllr Elliot, Cllr Williams)*



As a starting point, the Town continues to make decisions and provide services with its vision, mission and key principles and strategic directions in mind.

**VISION: A vibrant, progressive town at the centre of a thriving and sustainable region, where residents, visitors, businesses, and university thrive and grow.**

The vision identifies four elements (residents, visitors, businesses, and the university) that operate in harmony and provide mutual support and benefit. All must be healthy and stable for this vision to be achieved. None is expendable or more important than the other. The vision also references the Town's symbiotic relationship with the surrounding region.

**MISSION: To provide leadership and collaborative governance for the responsive and responsible allocation of public resources for the greater good of Wolfville.**

This mission outlines the purpose of Council. Its decisions will be made understanding our role is the responsive and responsible management and expenditure of public funds.



Mayor MacKay with Mudley

## KEY PRINCIPLES

1. **Sustainability:** Decisions will be made with a view to long-term viability of the Town.
2. **Transparency:** Decisions will be made openly and in public.
3. **Accountability:** Decisions are a function of the whole of Council, which is responsible for their impacts.
4. **Well-Communicated:** Decisions and the decision-making process will be well communicated.
5. **Evidence-Based:** Decisions will be based on factual evidence, the importance of an issue to the community, and other realities of our community life.

## STRATEGIC DIRECTIONS

The Strategic Directions found in the Municipal Planning Strategy (Economic Prosperity, Social Equity, Climate Action, and Community Wellness) have been adopted by Council as primary or strategic focuses for the Town's services. Decisions will be made with consideration of these broader goals.

## TOP PRIORITIES

Of all the projects contained in this document, Town Council's top priorities are:

1. ....
2. ....
3. ....
4. ....



## Town Operations

In Nova Scotia, the Chief Administrative Officer (CAO) serves as the administrative head of a municipal government. They are the Council's only employee and act as the primary link between it and the Town's staff. The CAO is responsible to Council for the Town's operations. While they have extensive administrative responsibilities, a few of the notable ones include:

- They manage the Town's day-to-day operations, implementing policies and decisions made by Town Council. This involves overseeing the programs and services provided by Town staff and ensuring they function effectively.
- They provide professional advice to elected council members with the assistance of other professional staff, helping them understand complex administrative and operational issues. They prepare reports, recommend strategies, and offer insights that support informed decision-making.
- They are responsible for overseeing staff, supervising department heads, and maintaining a productive and professional work environment. This includes hiring, managing human resources, and ensuring staff are working towards the Town's goals.
- They play a crucial role in financial management by ensuring budgets are developed, monitoring financial performance, and ensuring responsible use of public funds.
- They serve as the Town's chief point of communication when dealing at the administrative level with other municipalities, levels of government, stakeholder, community partners and the public.

The CAO's core function is relatively simple: to provide professional, efficient administrative leadership that supports the elected council in serving the community.



## *Program & Service Delivery*

The CAO does not work in isolation. While they hold extensive responsibilities, those responsibilities and the accompanying authority is delegated throughout the organization. Wolfville is fortunate to have a talented, dedicated and hard-working Town staff team delivering a wide variety of programs and services.

A team of between 65 and 80 employees, depending on the season, are divided into four departments: the Office of the CAO, Finance & Corporate Services, Public Works & Engineering, and Planning and Community Development. While organized by department, Town staff work collaboratively across the organization to deliver high-quality services and support the wellbeing of our residents. The vast majority of the Town's staff work directly with the public providing a range of services. Public Works and Parks operations are completed by members of SEIU Local 2. An organizational chart can be found in Appendix 1 that shows how the Town is formally organized.

Within each Department, there are key day-to-day deliverables and functions that are at the core mandate of the Town. These are listed in each section and are key to the Town's daily operations. These deliverables can take up a great deal of internal capacity, which limits the Town's abilities to take on additional priorities and initiatives. It is important to recognize that while this Operations Plan endeavours to address various Council and administrative priorities, the Town's day-to-day essential service requirements must not be sacrificed.

This document provides extensive information on the programs and services provided by the Town. While it can sometimes be confusing what order of government is responsible for what services, as a general guide the provincial or federal government, not the Town, provide the following services:

- Healthcare services and hospitals
- Primary and secondary education
- Social services and income assistance
- Provincial highways and major roads
- Natural resource management
- Environmental protection
- Justice system administration
- Motor vehicle registration
- Immigration services
- Provincial parks
- Post-secondary education

While the Town takes great pride in the services it provides to residents and businesses, sometimes it is beneficial to work on a regional scale to provide higher-quality services at a lower cost than the Town could provide otherwise. In that vein, several services are provided by service agreements in cooperation with our municipal and institutional neighbors, such as:

Solid Waste Management  
Public Transit

[Valley Waste Resource Management \(VWRM\)](#)  
[Kings Transit Authority \(KTA\)](#)  
[Kings Point to Point Transit \(KPPT\)](#).



Emergency Management  
Library Services  
Regional Economic Development  
Community Fibre-Optic Network

[Kings Regional Emergency Management Organization.](#)  
[Annapolis Valley Regional Library \(AVRL\)](#)  
[Valley Regional Enterprise Network.](#)  
[Valley Community Fibre Network \(VCFN\).](#)

Yet other programs and services are provided by community partners through various working and funding agreements, such as:

- [Wolfville Business Development Corporation \(WBDC\)](#)
- [Annapolis Valley Trails Coalition \(AVTC\)](#)
- Add SPP

## ***Risk & Reporting***

Each of the initiatives described in this plan have an element of associated risk. Due to their nature, many initiatives will not be completed in linear or sequential order. While risks have been mitigated to the greatest degree possible through this process, some ever-present risk factors include:

- Reduced staffing levels due to an unexpected absence or departure.
- Unforeseen events that require unplanned attention and resources.
- Partnerships that require extra communication and coordination.
- Decisions may take longer than planned.
- Delays from vendors, contractors, or regulators.
- Technical challenges that take time to resolve.
- Further issue investigation may require adjustment to scope or goals.

Acknowledging risk, regular reporting to senior staff, council and the public is important so that challenges and deviations are identified early. The primary conduit for reporting on Ops Plan will be the monthly CAO report to the Committee of the Whole. Additionally, many initiatives will come to Council with their own decision points. Finally, a more detailed “Ops Plan Update” will be provided to the Committee of the Whole twice a year.



## Financial Condition, Taxation & Expenditures

### Assessments

The Property Valuation Services Corporation (PVSC) is responsible for assessing the value of all property in Nova Scotia for the purpose of municipal taxation. PVSC delivers an assessment roll to all forty-nine municipalities annually and provides over 650,000 assessment notices to property owners. PVSC also administers the Capped Assessment Program (CAP) on behalf of the Nova Scotia Government and administers all assessment appeals. Notices of assessment were distributed to property owners on January 13<sup>th</sup>, 2025. Property tax rates are applied to this assessment value.

Property taxes are pivotal in determining the Town's financial capacity; in 2025/26 property taxes and associated fees and levied made up **75%** of the Town's total revenues. Taxable residential assessment increased by 7.7% from 2024/25 to 2025/26. Commercial assessment increased by 1.32% and resource assessment decreased by 20.84% from 2024/25 to 2025/26. 66% of all residential property in the Town of Wolfville falls in the Capped Assessed Program, meaning those properties increased by 1.5%.

### Financial Condition Indicators

Each year the Nova Scotia Department of Municipal Affairs releases a set of financial indicators for each municipality that represent key components of financial sustainability. Wolfville's financial indicators from 2019 – 2023 are provided below.

#### Risk Indicator Color Code

Low Risk
Moderate Risk
High Risk

#### Financial Condition Indicators Years 2019-20 through 2023-24

Name of Indicator	Per PNS Publication				FIR Submission
	2019/20	2020/21	2021/22	2022/23	2023/24
	Reliance on Gov't Transfers	2.0%	3.9%	3.3%	2.4%
Uncollected Taxes	7.0%	7.0%	6.1%	8.1%	3.5%
3 Yr change in Tax Base	4.60%	6.90%	9.60%	9.40%	13.90%
Reliance on Single Business	0.6%	0.6%	0.6%	0.6%	0.5%
Residential Tax Effort	4.30%	4.50%	4.10%	4.30%	4.90%
# of deficits	-	-	-	-	-
Liquidity Ratio	3.6	2.7	2.6	2.5	2.1
Operating Reserves	25.1%	30.0%	25.8%	21.3%	22.1%
Combined Reserves	46.7%	53.3%	51.5%	55.4%	62.1%
Debt Service Ratio	7.3%	7.4%	7.6%	7.8%	7.0%
Outstanding Operating Debt	0.0%	0.0%	0.0%	7.6%	6.8%
Undepreciated Assets	58.3%	59.1%	57.1%	56.9%	56.9%



Wolfville shows strong financial health, reporting medium risk in only two indicators: three-year change in tax base and residential tax effort. Both rely heavily on residential taxable assessment values, and how the growth in those values in Wolfville compares to other towns in Nova Scotia.

At 9.6% and 9.4%, three-year change in tax base has shown relatively strong growth. However, in both years this growth still lagged growth in the consumer price index, automatically identifying it as being medium risk. With inflation rates now falling and property values maintaining, it is anticipated this indicator will return to low risk over time.

Residential tax effort measures the percentage of household income in a municipality spent on municipal taxes and helps understand how much financial "effort" households must make to cover property taxes. This indicator provides insight into the impact of residential property taxes, the affordability of Town services, and sustainability of its ability to fund those services. The province defines low risk for this indicator as being below 4% (ie: on average, 4% of household income is spent on property taxes), moderate risk is between 4% and 6%, and high risk is over 6%.

All other indicators show low risk and significant positive variances from threshold values.

When prepared, this section will also include:

- 2025/26 rates and levies.
- High level breakdown of revenue & expenditures
  - Most significant expenditure categories
  - Most significant revenue categories.
- Key financial changes from previous year.





## Office of the Chief Administrative Officer

The Office of the CAO is responsible for supporting the CAO and Town Council, as well as providing services to other Town departments and the community. It has responsibility for strategic and organizational planning, human resources coordination, records management, access to information and protection of privacy, communications, community safety and compliance, emergency management, accessibility, equity and anti-racism and intergovernmental relations.

The Office of the CAO includes:

- Glenn Horne, Chief Administrative Officer
- Laura Morrison, Town Clerk & Manager of Administration
- Barb Shaw, Manager of Communications & Strategic Initiatives
- Kaden Thibault, Community Compliance Coordinator
- Maren Schmidt, Community Compliance Officer
- Dan Stovel, Kings Regional Emergency Management Coordinator

Much of the work undertaken by the Office of the CAO is in collaboration with Town Council, other Town departments, neighboring municipalities, community partners or other levels of government. In addition to their own initiatives, the CAO is also responsible for the coordination of activities undertaken by Town Departments through leadership of Directors and staff, assessment of organizational structures and fostering the organization's culture.

In 2025/26, the work will move forward on the following projects and operational priorities:

Project Title	Description & Anticipated Output(s)	Budget	Timelines
<b>Services &amp; Programs (We are delivering something)</b>			
<b>Bylaw Review</b>	The recent introduction of e-Scooters in Wolfville will be assessed for impacts on accessibility, mobility, and safety throughout Town. Regulatory options will be considered based on that assessment and discussions with the business operator.  Based on public feedback, the Designated Off Leash Areas contained in the Dog Control Bylaw, specifically Reservoir Park, will be reviewed and amendments proposed	Staff led	Spring – Summer, 2025
<b>Communications Strategy / Plan</b>	The Town will organize its existing communications practices into a Communications Strategy to inform how, when, and what is communicated. This will include sharing current practices, identify perceived gaps / opportunities and discussing service levels and desired outcomes.	Staff led	Spring 2025 – Winter 2026
<b>Implementation of MOU with Acadia &amp; Associated Workplan</b>	Carry out the objectives identified in the Acadia MOU related to events attraction, recreation services, housing, community safety, food security, and building relationships with international students. Hold regular Town & Gown Meetings and meetings of key officials.	Staff led	Ongoing



<b>Interim Intermunicipal Services Agreement</b>	A CAOs Committee has been established to support and make recommendations to the Interim IMSA Board (Kings Transit and Valley Waste Resource Management).	Staff led	Ongoing
<b>Fire Services Agreement</b>	Engage with Kings County to update and renew the existing Inter-Municipal Fire Services Agreement.	Staff led	Winter – Fall 2025
<b>Regional Emergency Management</b>	Kings REMO will continue to carry out its mandate of emergency management planning, coordination among partners, training and exercising based on plans, and community communication & outreach. Kings REMO will also liaise with the province as the new Department of Emergency Management and NS Guard is formed.	Staff led	Ongoing
<b>Community Safety</b>	Staff will work with partners at Acadia as part of a restorative community project and also continue efforts with the RCMP to ensure safe celebrations on event weekends. Staff will also continue to work as navigators and advocates for vulnerable persons in the community. Work continues with bylaw compliance and enforcement, with a focus on parking in the Town.	Staff led	Ongoing
<b>Video Surveillance Camera Pilot Assessment</b>	In 2023/24, the Town launched a pilot program to enhance community safety. That pilot project was subsequently extended to provide additional time and gather additional data prior to evaluation. The pilot term ends in April 2025 and will be reviewed.	Staff led	Spring 2025
<b>Freedom of Information &amp; Protection of Privacy</b>	Anyone can make a request for information under Nova Scotia's information access legislation (the N.S. FOIPOP Act and Part XX of the Municipal Government Act). All requests are reviewed and managed by the Town Clerk, but the work involved in searching and gathering records and information typically extends to all senior staff and their departments and can be very labour intensive. Requests are timebound and must be responded to within 30 days with the possibility of a further 30-day extension and may continue for a lot longer should an appeal be sought from the Office of the Information & Privacy Officer. In 2024 an open file from 2015 was finally concluded.	Staff led	Ongoing
<b>Soups &amp; Sides</b>	Continue Weekly Soups & Sides program, creating a welcoming, inclusive and equitable community. Assess opportunities for sustainable partnerships.	\$30,000	Fall 2025 – Winter 2026.
<b>Prep &amp; Planning (we are preparing or planning for something)</b>			
<b>Regional Recreation Centre</b>	The Town will continue to work with its partners (Kentville, Kings County, Province of Nova Scotia, etc...) to assess the feasibility of a Regional Recreation Centre. A financial model, inter-municipal agreement and community input will be considered in making a decision.	Staff Led	Spring 2025 – Winter 2026



<b>Public Washroom Review</b>	An Accessibility Assessment of the Town's public washrooms will be carried out and a plan to address barriers. This work will also produce a map identifying public washrooms & accessibility.	Staff led	Winter – Summer, 2025
<b>HR Needs &amp; Service Assessment</b>	In partnership with the Towns of Kentville & Berwick, the Town's HR policies, procedures and services will be assessed and recommendations provided for improvements.	\$15,000	Winter – Summer, 2025
<b>Strategic Planning</b>	Council will develop a Strategic Plan that will identify priorities for the 2024-2028 Council term.	\$15,000	Spring 2025 – Fall 2025
<b>Operational Planning</b>	Staff will review the operational planning and budget development process to identify areas for improvement to facilitate timely and informed decision-making.	Staff led	Spring 2025
<b>Organizational Training &amp; Development</b>	Improve organizational communication, collaboration, planning and problem-solving through: <ul style="list-style-type: none"> <li>• Holding regular staff meetings.</li> <li>• Holding three All-Staff training sessions on topics of organizational interest.</li> <li>• Completing a Senior Leadership Team Development program.</li> <li>• Identify specific opportunities to improve communication, collaboration, planning and problem-solving.</li> </ul>	\$42,000	Ongoing
<b>Policy Review</b>	Development of a Council & Committee Proceedings Policy and review of the Routine Access Policy.  As described in the Town's Accessibility Plan and Equity and Anti-Racism Plan, the following policies will be reviewed and amendments proposed to Council: <ul style="list-style-type: none"> <li>- Street Naming Policy,</li> <li>- Municipal Lands and Facilities Naming,</li> <li>- Grants to Organizations</li> </ul>	Staff led	Winter 2025 – Winter 2026.



## Finance & Corporate Services Department

Acting as a resource and service provider for Town Council and other Town departments, the Finance & Corporate Services Department is responsible for the Town's financial management, such as: accounting, budgeting, record keeping & reporting, property tax and water utility billing, accounts receivable and payroll.

The Department administers 1,666 residential and 107 commercial tax accounts and processes tax billings twice a year. 1,645 water/sewer accounts are billed quarterly. The Department also handles between 1500 and 1900 financial transactions each month on behalf of the Town. They are also responsible for financial policy development, insurance policy administration and customer service at Town Hall, as well as compensation administration for all Town staff and Council.

In addition to financial management, the Department is also responsible for Information Technology (IT). This includes operating the Town's core software systems, maintaining servers, monitoring training for system security, managing equipment purchasing and maintenance, and assessing IT solutions for business processes.

The Financial & Corporate Services Departments includes:

- Beth Hopkins, Director of Finance & Corporate Services
- Jenny Johnson, Manager of Finance
- David Hopkins, Manager of IT
- Annette Demmings, Billing Clerk
- Sarah Povah, Accounts Payable Clerk
- Brittany Cleveland, Administrative Assistant

In 2025/26, the work will move forward on the following projects and operational priorities:

Project Title	Description & Anticipated Outputs	Budget	Timeline
<b>Programs &amp; Service</b>			
<b>Accounting &amp; Financial Reporting</b>	The Department creates and provides financial reports to meet legislative requirements and support decision making. Quarterly variance reports will be provided to senior staff, and Council through its Audit Committee.  The Department will also create a multi-year cash flow forecast to better support financial planning.	Staff led	Ongoing
<b>Audit</b>	The Town's audit services must be tendered at regular intervals. The current audit service agreement has been extended to accommodate staff turnover. This service will be tendered in 2025/26	Staff led	Fall 2025
<b>Information Technology Management</b>	An IT governance framework and strategy aligning IT with organizational priorities will be created to improve decision-making and use of resources. Work will also be undertaken to improve user experience of IT services and tools.	Staff led.	Fall 2025



<b>Community Engagement</b>	Engagement and information sharing improves understanding of financial plans and budgets. An added emphasis will be placed on sharing financial trends and information with the public through the publishing of accessible budgets and detailed financial reports.	Staff led	Ongoing
<b>Prep &amp; Planning</b>			
<b>Policy Review</b>	In an effort to continuously improve financial planning and processes, the Town's Budget Policy and SOP will be reviewed. The Credit Card policy will also be reviewed.	Staff led	Fall 2025
<b>Enhance Financial Planning &amp; Budget Systems</b>	The Current budget processes are time-consuming and lack real-time integration. Aligning with the review of budget policy and SOP, the Department will undertake a project to modernize financial planning by adopting advanced tools and automating processes. New tools will be identified and considered through this fiscal year.	Staff led	Fall 2025
<b>Revenue Management</b>	Existing revenue generating processes (ie: tax / utility billing, grants, fees) will be reviewed in an attempt to improve efficiency while exploring new opportunities to generate revenue.	Staff led	Winter 2026

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## Engineering & Public Works Department

Engineering & Public Works Department has an extensive reach and significant responsibility for the provision of Town services. The Department is responsible for safe, high-quality drinking water through the Wolfville Water Utility, sewer collection/treatment, and the management of all Town owned assets, property, infrastructure and facilities. To put this in perspective, this includes operation, maintenance and capitalization of:

- 1606 water meters
- 1441 urban forest trees
- 220 hydrants
- 135 streetlights
- 110 acres of Town owned property including recreation and green space;
- 93 benches
- 71km of water main pipes;
- 62 km of sanitary sewer mains;
- 50km of curb
- 34 km of asphalt roadway;
- 34 km of stormwater pipes;
- 34 vehicles and pieces of equipment used to provide public works services;
- 30 picnic tables
- 27 buildings and facilities.
- 25.5 km of asphalt and concrete sidewalk;
- 19 km of recreational trails;
- 11 parking lots; and
- 6 sanitary sewer lift stations that pump sewage to the wastewater treatment plant;
- 2 municipal wells that produce the Town's drinking water;
- A wastewater treatment plant;
- A water treatment plant and storage reservoir;



That is a total of over 300kms kms of linear assets (roads, pipes, trails, walkways, etc.) of varying age, material, and condition, 27 buildings that provide essential public services, and over 110 acres of Town-owned property.

In addition to the maintenance of existing Town-owned assets, this Department plays a pivotal role in supporting the Town's growth and development. The Town's Engineer

must review applications for new subdivisions to ensure alignment with Town systems and compliance with standards. Development applications that connect to or affect Town infrastructure must also be reviewed. The Engineer also advises on the state of Town



infrastructure and develops plans in collaboration with the Town's senior leadership team in consideration of future needs.

Finally, the Department of Engineering & Public Works is also responsible for the upkeep of the Town's parks, playing fields, playgrounds, trails, planters and trees and plays an important role providing safe roadways and gathering areas during the Town's many festivals and events.

The Engineering & Public Works Departments includes:

- Alexander de Sousa, P.Eng., Director of Engineering & Public Works
- **VACANT**, Project Manager
- Kris Cheeseman, Municipal Engineering Technician
- Karen Outerleys, Administrative Assistant
- Dawson Sheehy, Senior Manager of Operations
- Peter Schofield, Shop Mechanic
- Michael Whitman, Public Works Lead Hand II
- Nathan Brawn, Public Works Operator / Labourer
- Karen Dauphinee, Public Works Operator / Labourer
- Kameron Lockhart, Public Works Operator / Labourer
- Chad Munroe, Public Works Operator / Labourer
- Sean Snider, Public Works Operator / Labourer
- Martin VanKippersluis, Public Works Operator / Labourer
- Dylan Morse, Public Works Labourer & Solid Waste Technician
- Trent Hancock, Utility Lead Hand I
- Andrew Kennedy, Utility Operator
- Andy Pulsifer, Utility Operator
- Dave Taylor, Parks Lead Hand I
- Jane Harrington, Parks Lead Hand II
- Brandon LeBlanc, Parks Lead Hand II; Labourer
- Daniel Swinamer, Parks Labourer & Solid Waste Technician
- Jeremy Boivin, Parks Labourer
- Jessica Carrie, Parks Labourer
- Sheri Eaton, Parks Labourer
- Heidi Hyland, Parks Labourer
- Dakota Hopper, Parks Labourer
- Lucy Koshan, Parks Labourer
- **VACANT**, Janitor



In 2025/26, the work will move forward on the following projects and operational priorities:

Project Title	Description & Anticipated Outputs	Budget	Timeline
<b>Service &amp; Programs</b>			
<b>AI Whittle Storm Draining and Sidewalk Improvement</b>	The storm drains in front of the AI Whittle Theatre will be repaired as well as broken concrete sidewalk panels.	\$12,500	Summer 2025
<b>Asphalt Repairs &amp; Paving</b>	Maintenance paving and patching. Specific locations and extents are determined annually beginning each spring.	\$200,000	Spring - Fall 2025
<b>Assessment of Development Applications</b>	The Town Engineer assumes a pivotal role in ensuring new developments adhere to acceptable municipal standards, necessitating timely review, careful attention to detail and lengthy collaboration with developers to uphold safety requirements and consistency with the Town's built environment.	Staff led.	Ongoing
<b>Concrete Maintenance &amp; Replacement</b>	Concrete sidewalk, curb, and gutter repairs & maintenance throughout Town. Specific locations and extents are determined annually each spring.	\$200,000	Spring -Fall 2025
<b>Disposal of Leaf &amp; Yard Waste</b>	Staff are assessing options for Council to consider for in-town disposal of leaf and yard waste. Council will receive an RFD assessing the various options for in-town disposal of leaf & yard waste.	\$25,000	Spring – Summer 2025
<b>Parks Maintenance</b>	In addition to regularly scheduled annual parks maintenance activities: <ul style="list-style-type: none"> <li>• Tree Planting - Basinview, West End Park on property lines + other potential tree policy output</li> <li>• Basic park amenities (Basinview and West End)</li> <li>• Trail signage installation</li> <li>• The rock wall at Clock Park will be repaired</li> <li>• The electrical panel at Waterfront Park will be upgraded, including the tide time information. Two broken interpretive panels will be replaced and the Park sign will be replaced.</li> <li>• The fence at waterfront park will be removed and landscape remediated.</li> </ul>	Staff led	Spring - Fall 2025
<b>Sewer Treatment Plant Disinfection System Upgrades</b>	A crucial component of the Town's sewer treatment process is the disinfection of wastewater prior to its discharge. This is done by 144 UV bulbs held in two banks of nine racks each holding eight bulbs. These bulbs will be replaced based on their anticipated lifecycle. The racking system that holds the bulbs will also be upgraded to enhance safety and efficiency.	\$50,000 in 2025/26  \$50,000 in 2026/27	Fall 2025





<b>Crosswalk Evaluations</b>	A Mio Vision camera is a being purchased to facilitate crosswalk evaluations throughout the Town. This camera collects usage statistics in crosswalks so the Town's evaluation framework can be used and decisions made based on the best information available.	\$14,000	Spring 2025
<b>Prep &amp; Planning</b>			
<b>Sidewalk Condition Index Tool</b>	In alignment with the Asset Management and Accessibility Plans, the Town will develop a sidewalk condition assessment tool that considers accessibility and identified priorities for repair & upgrade.	Staff led	Winter 2025
<b>Asset Management</b>	<p>The Town completed an initial Asset Management Plan in 2018. Since that time, some work has been completed to formalize the program.</p> <p>A qualified consultant will assist to further develop the Town's Asset Management Plan and database into usable systems. An integrated Asset Management system with accurate and timely data will enable staff and Council to make better decisions about maintaining, replacing and repairing municipal infrastructure and weigh financial capacity against competing priorities.</p> <p>This work will include a review and assessment of 2018 Asset Management plan, assessment of workflows, improvement of operational input tools, consideration of software requirements and evaluations of organizational needs for FY 2026/27.</p>	\$50,000	Spring 2025 – Winter 2026
<b>Capital Planning</b>	<p>Staff will assess existing plans for infrastructure and facility improvements and consider them against known gaps, anticipated growth, and the Town's financial capacity, and bring information to Council to refine the Town's capital plan and priorities.</p> <p>Part of Growth Management work with the HAF program. This project is linked with Asset Management and Financial Forecasting.</p>	Staff led	Spring – Fall 2025



<b>Development of Standards &amp; Specifications for Town Infrastructure</b>	<p>The Town does not have a standard set of municipal service specifications. Service specifications will clearly outline the minimum engineering standards required for developers to design and build infrastructure that the Town will take over (i.e. streets, sidewalks, curbs, stormwater, etc.). Because the Town has no standard service specification, the Town Engineer must review each application and assess it against current best practices and jurisdictional norms. This can create ambiguity and higher costs for the developer, a greater time burden for Town staff, and variations in the built environment throughout Town. Town of Wolfville Municipal Standards and Specifications will be created.</p>	\$15,000 <b>(HAF)</b>	Winter 2026
<b>Project Management</b>	<p>Management and contractor oversight of approved capital projects; conceptual design and liaising with consulting engineers on development of new capital projects.</p>	Staff led	Ongoing
<b>Capital</b>			
<i>For a complete list of capital projects, please refer to page 29.</i>			

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## Planning & Community Development

The Planning & Community Development Department focuses on the balance between managing growth with creating a high quality of life for residents and a world class experience for visitors. Core functions include policy development, town planning and design, sustainability and climate change initiatives, land use and development control, building and fire inspection, economic development, community development, recreation, and tourism.

Planning and development control is responsible for the fair, reasonable and efficient administration of development provisions of the Municipal Government Act, the Town's Municipal Planning Strategy, Land Use Bylaw, Subdivision Bylaw, Vendor Bylaw and Heritage Bylaw. The Department has also established consultation processes to ensure appropriate public engagement and access to information in the formulation of planning strategies and bylaws.



To put this work in perspective, the Department is responsible for:

- Management of ~ 200 development agreements,
- Issuance of ~ 60 development permits annually,
- Issuance of ~ 45 building permits annually,
- Administration of a fire inspections program,
- Processing of ~ 8 subdivision applications annually, and
- Management of 35 heritage property files.

The Department also hosts the Town's Geographical Information System (GIS) services, which is responsible for the collection, maintenance, and analysis of the Town's various data sets (planning, infrastructure, maintenance, finance, etc...) and providing planning analysis and reporting. This takes the form of creation of complex mapping, provision of datasets for projection and analysis, and assessment of business processes.

One of the things that makes Wolfville a fantastic place to live level of activity all year round. Playing its part to create a vibrant community, the Town coordinates and assists with festivals and events such as Mud Creek Days, Canada Day, Valley Harvest Marathon, Devour! The Food Film Fest and Deep Roots Music Festival, Heritage Day and Night of Lights. The Town also provides and partners on after-school, March break, and summer recreational programming.

The Planning & Community Development department includes:

- Devin Lake, Director of Planning & Community Development



- Mark Fredericks, Senior Planner
- Lindsay Slade, Community Planner
- Marvia Elliot, Development Officer
- Trevor Robar, GIS Coordinator
- James Collicut, Building & Fire Official
- Amanda Brown, Building & Fire Inspector
- Nick Zamora, Manager of Community Development
- Luke Moffat, Coordinator of Community Recreation
- Recreation and Program Staff (x8-10)

In 2025/26, the work will move forward on the following projects and operational priorities:

Project Title	Description & Anticipated Outputs	Budget	Timeline
<b>PLANNING</b>			
<b>Programs &amp; Service</b>			
<b>Development Control</b>	Carrying out regulatory roles for Building and Development Permitting, Fire Inspections, Subdivision control and Planning services and day-to-day customer services & inquiries.	Staff led	Ongoing
<b>Urban Forest Management</b>	Building on the Tree Inventory Work, Council will be presented with a Tree Policy in Winter 2025 and actions decided. This may include additional work at Reservoir park on native species	To be updated once Draft Tree Policy presented	Spring – Fall 2025
<b>Prep &amp; Planning</b>			
<b>Housing Accelerator Fund and Planning Document Review</b>	<p>This work has 4 major components:</p> <ol style="list-style-type: none"> <li>1. Reviewing our Planning documents (MPS and Land Use By-law). The major focus is parking requirements and what can be done where in the Town (zoning)</li> <li>2. Creating a Growth Management Framework to educate and inform people about where we are with infrastructure management, Parks and Recreation, Fiscal Sustainability, Traffic, and other aspects that support housing and the growth of the town to ensure our quality of life increases</li> <li>3. Creating a non-market housing strategy to highlight ways the Town can impact more permanent affordable housing gets built</li> <li>4. Working with Acadia on a Secondary Plan for their South-East Campus to enable development opportunities (around Tower) and have them participate and ensure students are reflected in #1 (Plan Review changes).</li> </ol>	<p>Annual budget of \$456,000 over 4 years (\$~1.8 million total)</p> <p>The budget is being used for additional staff capacity, consultant support and training to achieve the 4 major components. The balance of HAF funds can be used for 'community infrastructure' that supports housing. This</p>	<p>HAF is a 3 year program</p> <p>Draft Planning Documents anticipated Fall of 2025 – this will be a major milestone</p>



	It should be noted that budget support from HAF will go toward supporting other initiatives in this plan that support housing and growth (eg micro transit, engineering standards, asset management, and offsetting other 'community infrastructure' investments)	helps our budget process. In years 3 and 4 a reserve will be created to support non-market housing providers / enable the non-market housing strategy.	
<b>Micro Transit</b>	Review and updating the existing feasibility study for consideration in the 2026-27 budget for pilot service.	\$10,000	Summer – Fall 2025
<b>Public Art</b>	Clarify the Town's Public Art role and assess the interest in the community to contribute. This includes establishing working group, defining roles and toward next project(s).	\$5000/year in a reserve + contribution from 292 Main Street	Summer 2025
<b>Dyke-Top Trail</b>	Staff are working with stakeholders in the region to ensure a trail is built on the top of the Dykes going from downtown to Port Williams and to West Long Island Road (North Grand Pre).	Staff led	Ongoing

Project Title	Description & Anticipated Outputs	Budget	Timeline
<b>ECONOMIC &amp; COMMUNITY DEVELOPMENT</b>			
<b>Programs &amp; Service</b>			
<b>Afterschool Programming</b>	Regular P-5 afterschool programming. 2:30-5pm on school days. 16 spots available, which are fully subscribed.  Assessment of program offerings in cooperation with community partners.	\$49,000	Ongoing
<b>Bike &amp; Equipment Loan Program</b>	Providing bike & equipment loan program from the new Rec Hub	\$27,000	Ongoing
<b>Environmental Leadership Camps</b>	Educational, experiential summer camps for youth 8 weeks in July-August with community partners. 15-18 spots available, complimenting Acadia's summer camp offerings (sports/activity-based)	\$30,000	Summer 2025
<b>Equipment and Supplies to Support Recreation Programming</b>	Facilitate rental/loan programs (snow shoes, bikes, etc.), musical instrument rentals, outdoor equipment for camps/afterschool, pickleball nets/balls/paddles, cross-country ski rentals, exercise equipment, etc.	\$25,000	Ongoing



	Inventory to support loan programs, summer camps, afterschool program and other recreational programming is continuing to be Built		
<b>Events and Partner support</b>	Host a full slate of events and support groups that offer complimentary events in town. Town-run Events include: <ul style="list-style-type: none"> <li>• Heritage Day</li> <li>• Apple Blossom Event(s)</li> <li>• Canada Day</li> <li>• Mud Creek Days</li> <li>• Welcome to Wolfville Street Party</li> <li>• Night of Lights / Wolfville Glows</li> <li>• Summer Concert Series</li> <li>• EDIA components at events or stand-alone events</li> </ul>	\$120,000 (programming budget for events)	
<b>Equipment and supplies to support event programming</b>	Build inventory of equipment that supports event offerings & work with partners, including Acadia, to attract larger-scale events to Wolfville (banners, signage, tents, lighting, large scale event or holiday installations).	\$45,000	
<b>Grants to Organizations</b>	Strategic Partnership Program (SPP), Community Partnership Program (CPP), Capital and Operating Grants are provided to support the Town's goals and priorities.	SPP - \$42,000 CPP - \$12,000	Spring 2025
<b>Memory Cafe</b>	Recreational/social program for older adults with dementia as well as their care partners/family members.	100% grant-funded	Ongoing
<b>Rec Hub Improvements</b>	The Rec Hub will be improved with the additions of a deck, shade structure, mural/paint, cladding, tables and other improvements. Delivery of the bike loan program and an improved public space / placemaking initiative.	\$42,000	Summer 2025
<b>Other Rec Programming</b>	Offer a range of recreational programming options that complement activities that are already offered in the community, such as Older Adult Fitness Dance, Music (Ukulele, Guitar), Nature/Outdoor, and Art/Painting.  Emerging opportunities will also be explored.	\$45,000	Ongoing
<b>'Try it' Recreation Programming</b>	Series of free recreational offerings to encourage people to "try" new/different activities. Mostly one-time events of non-traditional activities that allow people to sample an activity and decide if they would like to pursue further involvement (e.g. archery, watercolour painting, bird watching, animation).	\$5,000	Summer 2025



	Delivery of 6-12 'Try-it' activities throughout 2025-26 with focus on summer months (student staff).		
<b>Tourism Operations</b>	General operation of Visitor Information Centre, support of Wine Bus, alignment with new Rec Hub/loan program, partnerships with Randall House Museum and WBDC.	\$75,000	Spring – Fall 2025
<b>Prep &amp; Planning</b>			
<b>Parks / Recreation Review and Planning</b>	<p>Working with Rachel Bedingfield (former Kentville Rec Director) on reviewing and making recommendations around our parks and recreation approaches, spaces and program offerings.</p> <p>Deliverables would include a Green Space Stewardship and Management/Operations Plan along with Recreational Programming Review and Framework to move us forward.</p> <p>Work planning includes Engagement (including direct with Council), Reviews, Staff interviews and assessment, parks and recreation delivery assessment, etc.</p> <p>Areas of focus would be existing parks, rec programs, volunteerism, recreation centre, other facilities like the oven, community development approaches, strategic parks investments and related initiatives.</p>	\$50,000 (HAF)	Spring – Fall – Winter 2025-26
<b>WBDC Agreement Review</b>	As per the current agreement with the WBDC, 2025-26 is slated to review and renewal Engagement and updated agreement and renewed relationship with our business community	TBD	Spring – Fall 2025
<b>Recreation Centre Upgrade Assessment</b>	The Wolfville Recreation Centre has shortfalls as a workspace, community space and in delivering high quality programs. Upgrades will be assessed through the Parks/Rec review.	Staff led with consultant (budget above)	Spring – Fall 2025



## Wolfville Police Services – Royal Canadian Mounted Police

Wolfville had its own police force until 2000 when a decision was made to switch to the RCMP. From 2000 until 2024, Wolfville contracted RCMP service through the Provincial Police Services Agreement. In recent years, Wolfville considered changes to policing services and began a Policing Review.



After community consultation and relationship building with Kings District RCMP, and due to recent population increases, the decision was made to change from a Provincial Policing Services Agreement (PPSA) to a Municipal Policing Services Agreement (MPSA) effective April 1, 2024. The signing of an MPSA provides the Town with additional control over personnel and financial aspects of its policing agreement and more detailed reporting from the Province. Through this agreement the costs of policing services in Wolfville are divided between the Town (70%) and the Government of Canada (30%).

In addition to the MPSA, Wolfville is also part of the RCMPs Kings District, which provides redundancy and flexibility in staffing particularly during large or complex events. The Sargent responsible for Wolfville reports to the Kings District Staff Sargent and District Commander. While the RCMP are responsible for all policing matters, the Town's CAO has input on certain staffing decisions and the Town's Police Advisory Board contributes to policing priorities carried out by the RCMP.

Policing priorities are created in collaboration between the RCMP and the Wolfville Police Advisory Board. The priorities in 2025/26 include:

- Safe roads and highways, including traffic safety and enforcement.
- Crime prevention, with a focus on property crime.
- Community engagement with municipal and indigenous governments, and stakeholder groups.

The RCMP providing police services in 36 municipalities in nova scotia through the PPSA, and five direct MPSA contracts. Eight municipalities have their own police force. All policing services are carried out in compliance with *the Nova Scotia Police Act* and other applicable provincial and federal statutes.





## Wolfville Fire Department



*(Members of the Wolfville Fire Department with Her Excellency Mary Simon, Governor General of Canada)*

The Wolfville Fire Department (WFD) was established in 1890 and continues to service our community with pride and dedication. While in many communities the Fire Department is established as a separate non-profit society, the WFD is a department of the Town, which owns all the major assets. The Town also employs an Operator / Mechanic, while the firefighters are volunteers.

The dedicate members of the Wolfville Fire Department include:

Fire Chief Todd Crowell  
Deputy Chief Michael Whitman  
Deputy Chief Chad Schrader  
Captain Katherine Babcooke,  
Captain Richard Johnson  
Capitan Ken White  
Lieutenant Sam Nunn  
Lieutenant Alex White  
Lieutenant Riely Whitman  
Retired Fire Chief Kirk Fredericks  
Retired Deputy Chief Kevin White  
Chaplain Eric Poll  
Operator / Mechanic Garth Regan  
Radio Operator Wayne Buckler

Safety Officer Angeladayle Griffin  
Firefighter Timothy Doucette  
Firefighter Adam Fraser  
Firefighter Liam Hickey  
Firefighter Matthew McCulley  
Firefighter Dwayne McLaughlin  
Firefighter Anthony Musie  
Firefighter Aisling O'Neill  
Firefighter Ben Ross  
Firefighter Doug Ross  
Firefighter Dan Stovel  
Firefighter Josh Watson  
Mutual Aid Jamie Harvey  
Mutual Aid Paul Maynard



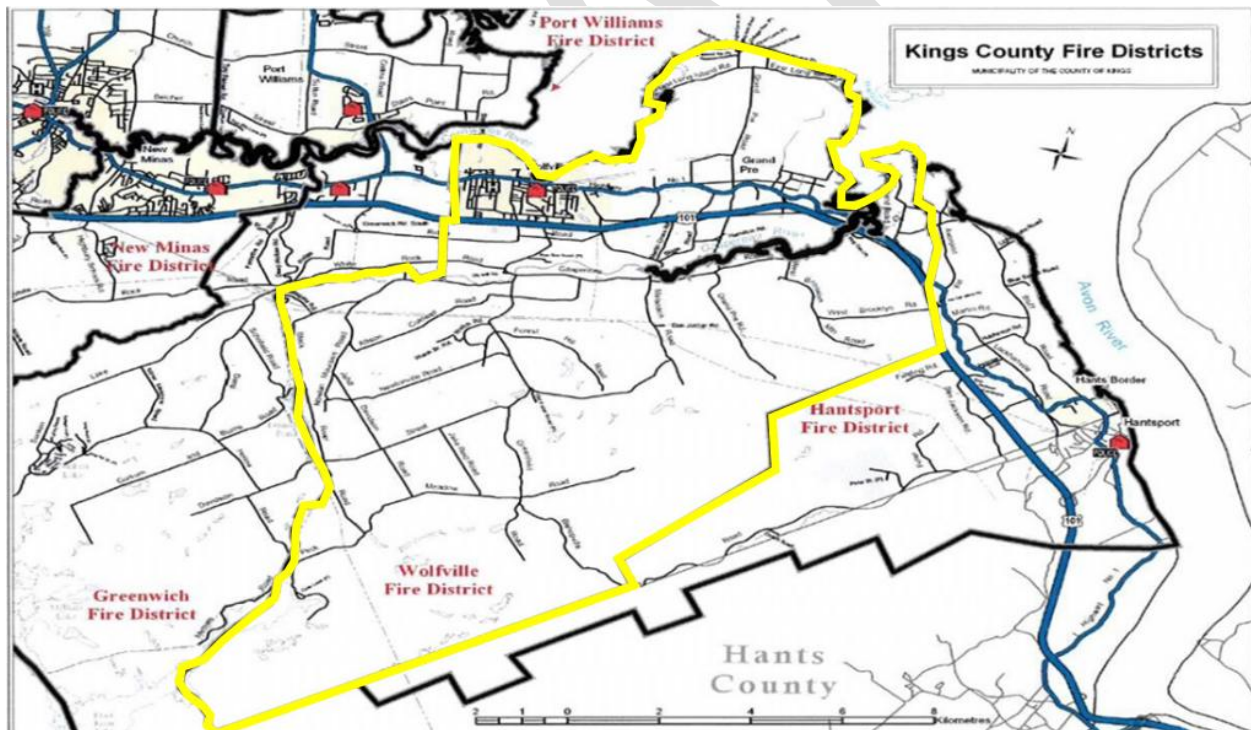
Mutual Aid Ashton Mitton  
 Probationary Firefighter Haydn Atkins  
 Probationary Firefighter Avery Buckle  
 Probationary Firefighter Hanna Charlton  
 Probationary Firefighter Colin Dunn  
 Probationary Firefighter McKinnon Egan  
 Probationary Firefighter Ava Feltham  
 Probationary Firefighter Tucker Hanshaw  
 Probationary Firefighter Cameron Muise  
 Probationary Firefighter Ben Nixon

Probationary Firefighter Ben Priddle  
 Probationary Firefighter Jack Rendell  
 Probationary Firefighter Lukas Savoury-White  
 Probationary Firefighter Sean Snider  
 Probationary Firefighter Hugo Sorbetti  
 Probationary Firefighter Aydin White  
 Probationary Firefighter Keaton Young  
 Junior Firefighter Olivia Kerr

In 2023, Wolfville’s volunteer firefighters gave over 8,000 hours of service and responded to 243 calls for service. The most common call types are 1) motor vehicle collisions, 2) medical response and 3) fires. In addition to the 'usual' firefighting duties, the WFD has established a special Hazardous Materials Emergency Response team in collaboration with the Kentville and New Minas Volunteer Fire Departments that provides service across Kings County.

An Intermunicipal Fire Services Agreement with Kings County sees the WFD provide fire services in communities surrounding Wolfville, for a total service area of 167 sq/km. Mutual aid agreements see the WFD also contribute members and apparatus in emergency situations throughout Kings County.

### Wolfville Fire Department District Service Area Map



## 2025/26 Capital Investment Plan

The table below provides a summary of the Town’s approved 2025/26 Capital Investment Plan (CIP). The Town’s five-year CIP is available in Appendix 3. However, only the 2025/26 CIP is approved by Town Council.

As is highlighted above, the 2025/26 Operational Plan prioritizes asset management and capital planning. Throughout this fiscal year staff will assess existing plans for infrastructure and facility improvements and consider them against known gaps, anticipated growth, and the Town’s financial capacity. Further information will be brought to Council for its consideration to refine the Town’s capital plan and priorities. Projects identified beyond 2026/27 may change with Council’s consent.

Project Charters detailing individual projects are available here (hotlink).

Project Title	Description	Budget
<b>AT Network Construction and Upgrades</b>	<p>A multi-year initiative improving active transportation infrastructure through drainage improvements, trail paving, new crosswalks, and shared streets signage. The original tender exceeded the budget, requiring a re-tendering for the 2025/26 fiscal year. This project is partially funded by the Investing in Canada Infrastructure Program.</p> <p>Projects to be completed in 2025/26:</p> <ul style="list-style-type: none"> <li>• Paving the Harvest Moon Trail from Harbourside to the Farmers’ Market</li> <li>• Connecting Highland Avenue to the Harvest Moon trail around Festival Theatre</li> <li>• Raised Crossings of Main Street at Highland, Elm, and Harbourside</li> <li>• Enhanced Crosswalk at Cherry Lane</li> <li>• Painting and Signing Highland Avenue AT lanes</li> <li>• Traffic calming (speed cushions like Stirling Avenue) on Cherry Lane and Kent Avenue (“shared streets”)</li> </ul>	\$513,600
<b>IT – Switch Replacements</b>	Required upgrades for the Town’s IT systems and infrastructure	\$24,000
<b>Facility Needs Assessment</b>	In partnership with other municipalities and organizations, the Town has initiated processes to assess needs for a new Fire Hall, Town Hall, Library and Recreation Centre. A status update and confirmation or reassessment of options will be completed. Council will discuss facility priorities and provide further direction.	\$200,000
<b>Wayfinding</b>	Updating Wayfinding signage through the town (Parks, Trails, Streets, etc).	\$50,000



<b>Project Title</b>	<b>Description</b>	<b>Budget</b>
<b>Fire Pumper Truck</b>	Previously approved by Council with anticipated delivery in 2025/26	\$1,807,525
<b>Fire Equipment</b>	Required purchase of bunker gear and other equipment	\$60,000
<b>Crosswalk Evaluations</b>	A Mio Vision camera is a being purchased to facilitate crosswalk evaluations throughout the Town. This camera collects usage statistics in crosswalks so the Town's evaluation framework can be used and decisions made based on the best information available. Crosswalk improvements will be made based on assessments.	\$25,000
<b>Earnscliffe Ave Reconstruction</b>	This project includes full street reconstruction (340 m) of Earnscliffe Ave, including new sidewalks and a designated parking area. Design is scheduled to begin in 2025, with construction planned for 2026.	\$89,500
<b>Waterfront Park Flood Risk Mitigation</b>	This project involves planning flood mitigation work to align with provincial dyke upgrades. The scope is still being developed, but planning efforts will continue through 2025/26.	\$75,000
<b>Mud Dam Safety Upgrades</b>	This initiative will detail the option for decommissioning the Mud Dam to mitigate long-term safety risks. The project includes consultant-led analysis and costing for viable decommissioning methods.	\$40,000
<b>Intersection Safety Review</b>	A comprehensive study will evaluate improvements at the Gaspereau, Highland, and University intersections with Main St., considering pedestrian safety, active transportation, and traffic flow. The study will also assess alternative solutions, such as roundabouts.	\$100,000
<b>Kent Avenue Sidewalk Replacement</b>	Replacement of 500m of deteriorating asphalt sidewalk with a 1.8m-wide concrete sidewalk. Additional improvements include new curb ramps and accessibility upgrades. Design and tendering will be completed before construction begins in 2025/26.	\$250,000
<b>Lift Station Assessment and Upgrade Program</b>	This multi-year initiative aims to assess and upgrade six sanitary sewer lift stations, including electrical safety assessments, capacity reviews, and SCADA integration planning. Initial analysis and safety upgrades are planned for 2025/26, with further rehabilitation work in future years.	\$115,000
<b>Public Works Fleet and Equipment</b>	Scheduled vehicle and equipment replacements for Public Works, Parks, and the Water Utility. Planned purchases include a new sidewalk plow, mower, inspections vehicle, and replacement shop tire equipment. Evaluations are ongoing to determine battery-electric alternatives where feasible.	\$310,700



<b>Project Title</b>	<b>Description</b>	<b>Budget</b>
<b>Reservoir Park Washrooms and Change Room</b>	The project includes the design and construction of an accessible washroom and change room at Reservoir Park. Site improvements will include grading, servicing, and pathway enhancements. Shading & upgrades around the pond area will also be assessed.	\$205,000
<b>SCADA Assessment and Planning Study</b>	Assessment of aging SCADA control equipment and develop a modernization plan for improved system security, efficiency, and continuity. The study will inform future water and wastewater system upgrades, and the findings will guide a separate fibre-optic service expansion for Town facilities and infrastructure.	\$25,000
<b>Stormwater System Assessment and Improvements</b>	A town-wide assessment of stormwater infrastructure has begun, the purpose of which is to identify deficiencies and prioritize repairs. The initiative responds to increased flooding caused by heavy rainfall events. Findings will inform short-term repairs, and long-term infrastructure planning and capital street reconstruction priorities.	\$275,000
<b>West End Park Improvements</b>	This project includes park improvements and site work will address drainage concerns, install signage, enhance landscaping and recreational equipment.	\$125,000
<b>West End Trail</b>	A new trail will be built south of Stirling Ave, adjacent to Hwy 101.	\$115,000
<b>WWTP Phase 2 Expansion &amp; Flood Risk Mitigation</b>	This multi-year project is the second phase of the WWTP upgrade work, and it will increase capacity, improve aeration efficiency, and enhance process monitoring. Flood risk mitigation measures will also be implemented as part of the project. The initiative is partially funded through the ICIP program.	\$4,721,560
<b>Burial Ground Enhancements</b>	Pathway through the Old Burying Ground and other minor upgrades (fence)	\$50,000
<b>Waterfront Park Floating Dock</b>	Residents and visitors are currently accessing the harbour through makeshift/DIY solution on the west side of the harbour.  Implementation of a small craft (kayak) floating dock and ramp attached to existing wharf. Will act as positive placemaking and recreation opportunity next to our world class asset (the tides).	\$50,000
<b>Wolfville Water Utility</b>		
<b>Hydrant Pressure Monitors</b>	The installation of six Hydrant pressure monitors will provide real-time data for system monitoring. The project aims to enhance operational response to pressure fluctuations, leaks, and main breaks. These devices will support long-term infrastructure planning and hydraulic modeling efforts by logging continuous data for analyses.	\$36,000 (Water Utility)



Project Title	Description	Budget
<b>Production Well #3</b>	This project is a multi-year effort to develop a third municipal production well to enhance water supply reliability. Existing wells operate near maximum capacity, creating risks during high demand periods. The project includes well drilling, equipment procurement, and site development.	\$586,100 (Water Utility)
<b>Remote RF Meter Replacement Program</b>	The final phase of a multi-year program to replace the remaining 410 conventional water meters that are read manually with RF-enabled meters. This effort supports operational efficiency and regulatory commitments. The replacement schedule is planned over the next three years, concluding in 2027/28.	\$28,000 (Water Utility)
<b>Reservoir Security Upgrades</b>	Security improvements at the water treatment reservoir to mitigate risks of vandalism and contamination. Planned work includes reconstructing the entrance shed and installing a site-wide security fence in a future fiscal year.	\$35,000 (Water Utility)
<b>Water Transmission Main Replacement</b>	Multi-phase replacement of the Town's aging asbestos-cement transmission main. The next phase includes constructing a PVC main from Skyway to the water treatment plant, and a separate project to connect the existing wellfield to the new line.	\$1,029,000 (Water Utility)
<b>Water Treatment Process &amp; Monitoring Equipment</b>	Replacement of aging treatment process and monitoring equipment to improve system reliability. New components will enhance chlorine and turbidity monitoring, ensuring regulatory compliance.	\$20,000 (Water Utility)



## Committees of Council

Advisory Committees and Boards are an important part of local government. They are made up of a mixture of Council members and community volunteers and work on specific mandates. They engage in discussions, information sharing, and they make recommendations to Town Council. This is all done in a formal meeting environment, with a chairperson and Town support staff. To make recommendations to Council, Committee members work on behalf of community, to review information, and to build consensus with others who serve on the committee.

### Accessibility Advisory Committee

The Accessibility Advisory Committee provides advice to council on identifying, preventing, and removing barriers experienced by people with disabilities in municipal programs, services, initiatives and facilities. The committee plays a big part in helping the Town of Wolfville become a barrier-free community and ensuring obligations under “An Act Respecting Accessibility in Nova Scotia” Chapter 2 of the Accessibility Act (2017) are met.

The Committee is supported by Barb Shaw, Manager of Strategic Initiatives and Communications, and consists of: Councillor Wendy Elliot (Chair), Deputy Mayor Jennifer Ingham, Councillor Mike Butler, Ian Brunton, Meghan Swamburg, Cairo Hamilton, Ramona Jennex and Brigit Elssner.

### Audit Committee

The Audit Committee provides advice to Council on all matters relating to audit and finance. Specifically, the committee fulfils the requirements outlined in Section 44 of the Municipal Government Act and they assist Council in meeting its responsibilities by ensuring the adequacy and effectiveness of financial reporting, risk management and internal controls.

The Committee is supported by Beth Hopkins, Director of Finance, and consists of: Councillor Ian Palmetter (Chair), Mayor Jodi MacKay, Councillor Mike Butler, Frank Lussing and Corey Cadeau.

### Equity and Anti-Racism Advisory Committee

This committee will help the Town by working with staff and Council, providing critical advice, perspective, lived experience and dialogue to help address systemic inequalities and foster collaboration through the development of the Town’s first Equity and Anti-Racism Plan and through the action items that will be established in the Plan.

The Committee is supported by Barb Shaw, Manager of Strategic Initiatives and Communications, and consists of: Councillor Mike Butler (Chair), Councillor Kelly van Niekerk, Deputy Mayor Jennifer Ingham (alternate), Ashely Kilabuk-Hatt, Sheedvash (Roody) Shahniah, Duncan Ebata, Reverend Dr. Majorie Lewis, and Laura Strong.

### Planning Advisory Committee

The Planning Advisory Committee (PAC) works to provide clear and complete advice and policy options to Council on issues related to the development, standards, and planning of our town’s spaces. The committee provides recommendations on planning and heritage issues and considers the Municipal Planning Strategy in all recommendations and advice provided to Council. The PAC works in accordance with the Municipal Government Act and the Heritage Property Act.



The Committee is supported by Devin Lake, Director of Planning & Community Development, and consists of: Mayor Jodi MacKay (Chair), Deputy Mayor Jennifer Igham, Councillor Wendy Elliot, Councillor Kelly van Niekerk, Beverley Boyd, Jason Hall, Michael Martin, Alan Howell and Caroline Whitby.

### **RCMP Advisory Board**

The RCMP Advisory Board provides advice to Town Council in relation to the enforcement of law, the maintenance of law and order and the prevention of crime in Wolfville as per the Police Act.

The Advisory Board is supported by Sgt. Michel Pelletier of the Wolfville RCMP and Glenn Horne, Chief Administrative Officer, and consists of Councillor Mike Butler (Chair), Mayor Jodi MacKay, Councillor Kelly van Niekerk, Emily Kathan, Shelley Fleckenstein, and David MacKinnon.

### **Regional Emergency Management Advisory Committee (REMAC)**

The REMAC serves several key functions in supporting municipal emergency preparedness and response. Specifically:

- Responsible for the executive direction and management of emergency activities during a State of Local Emergency;
- Advise and continually update Municipal Councils on the current emergency situation;
- Provide oversight of the Regional Emergency Management Work Plan.
- Making recommendations to council about emergency planning, preparedness, and response capabilities

As a regional advisory committee, the REMAC is made up of representatives from each participating municipal unit: Towns of Berwick, Kentville and Wolfville, and the County of Kings. From the Town, the Committee is supported by Dan Stovel, Regional Emergency Management Coordinator and Glenn Horne, Chief Administrative Officer, and consists of Councillor Wendy Elliot, Councillor Howard Williams, and Councillor Ian Palmetter (alternate).

### **Source Water Protection Advisory Committee**

The Town of Wolfville Water Utility has a complete program of water treatment, testing and monitoring in full compliance with all regulations that provides a finished product that meets or exceeds the Guidelines for Canadian Drinking Water Quality as published by Health Canada. Guided by the Source Water Protection Plan, the objective of this Committee is to provide the Water Utility with advice that will attempt to satisfy the water quality and quantity concerns of all stakeholders; about the sources of contamination in the source water supply area; about the management options available, and about the success of the protection plan.

The Advisory Committee is supported by various officials from the Town of Wolfville, County of Kings, and Province of Nova Scotia and consists of: Councillor Howard Williams (Chair), Mayor Jodi MacKay, Councillor Ian Palmetter, Jeremy Strong, Megahn Swamburg, Councillor Peter Allen (County of Kings), Marcel Falkenham (Acadia University), Shane Warner (County of Kings).





Wolfville Acadia Town and Gown

The primary purpose of the Wolfville Acadia Town and Gown Committee is to develop and enhance relationships, communications and policies among Acadia students, community, residents, police and the Town. This objective will be achieved by addressing issues of common concern such as neighbourhood relations, housing, the environment, economic activities, recreational and cultural events, health and safety issues and academic outreach.



The Committee is supported by Erin Beaudin, Vice President Finance and CFO of Acadia University, and Glenn Horne, Chief Administrative Officer, and consists of: Mayor Jodi MacKay (Chair), Deputy Mayor Jennifer Ingham, Councillor Mike Butler (alternate) Stephen Wolfe, Dr. Jeff Hennessy, President & Vice Chancellor of Acadia University, Ian Murray, Shelley Fleckenstein, Sadie McAlear, and Alicia Johnson.

DRAFT



# Appendix 1: Organizational Chart



# Appendix 2: 2025/26 Operational Budget & Water Utility Budget

# Appendix 3: Five-Year Capital Investment Plan

## INFORMATION REPORT

Title: Consideration of a Regional Recreation Centre  
Date: 2025-03-04  
Prepared by: Glenn Horne, CAO  
Contributors: Municipality of the County of Kings

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## SUMMARY

### Consideration of a Regional Recreation Centre

In spring 2021, Kings County, Kentville, and Wolfville jointly commissioned a feasibility study for a regional recreation facility. A working group with elected officials and staff from each municipality was formed to oversee this process. The study was presented to all three councils in private sessions during fall 2022, after which they agreed to continue with further investigation.

Throughout 2023, the project advanced through meetings with potential landowners, research on comparable facilities, and discussions with various government levels to assess support. By spring 2024, the process had progressed to shortlisting potential locations.

The regional working group has recently been reconvened, consisting of the mayors and CAOs (or their designate) of each municipality. This working group will continue to meet to coordinate information sharing and decision making among the partners.

A decision to move forward with a regional recreation facility or not is expected in the spring of 2025.

## INFORMATION REPORT

Title: Consideration of a Regional Recreation Centre

Date: 2025-03-04

Prepared by: Glenn Horne, CAO

Contributors: Municipality of the County of Kings



### 1) CAO COMMENTS

For information purposes.

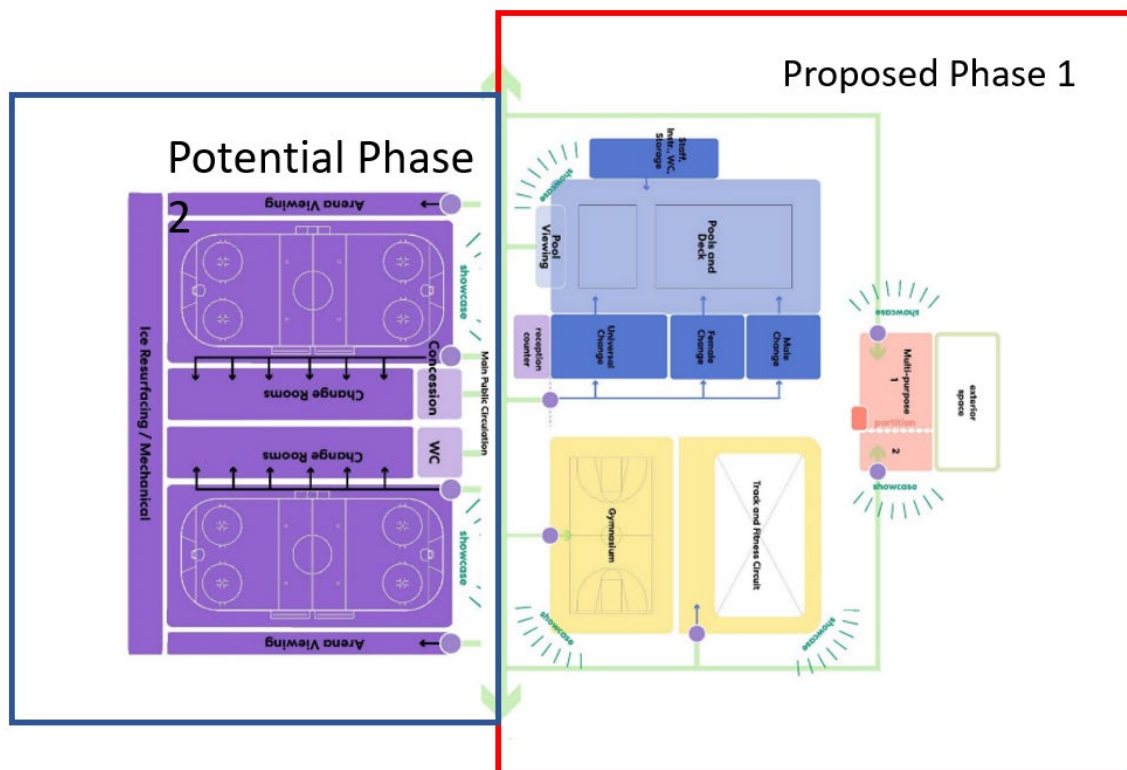
### 2) REFERENCES AND ATTACHMENTS

- February 18, 2025, Kings County RFD – Regional Recreation Complex – Economic Impact and Next Steps

### 3) DISCUSSION

In the spring of 2021 Kings County, Kentville and Wolfville entered an agreement to commission a study to consider the feasibility of a regional recreation facility. A regional working group was struck to guide this work comprised of elected official and staff representative from each partner. The feasibility study was presented to all three participating councils, in-camera, in the fall of 2022. Following this presentation, the partners agreed to proceed with further investigation, consultation and discussions.

Throughout 2023, meetings were held with landowners of potential facility location, information was gathered from other similar or comparative facilities, and general discussions were held with other levels of government to determine their level of support. Acadia University was included in these discussions at various points. In the spring of 2024, further discussions was held with landowners and potential locations shortlisted.



## INFORMATION REPORT

Title: Consideration of a Regional Recreation Centre  
Date: 2025-03-04  
Prepared by: Glenn Horne, CAO  
Contributors: Municipality of the County of Kings

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As described in the feasibility study, a regional recreation facility in Kings County would include:

- 8 lane pool,
- Double gymnasium with three-lane track,
- 4 multi-purpose rooms of various sizes, and
- A public assembly space and administrative offices.

The total approximate size of the proposed facility is approximately 75,000 square feet. A future phase may include ice surfaces.

Various governance and administration scenarios have been put forward in the feasibility study. However, the prevailing recommendation is that the facility be municipally owned and operated and governed by some sort of partnership agreement among the participating municipalities.

Economic impact modeling was recently completed by Kings County; that report is attached. In summary, the annual operations of the facility are estimated to have an economic impact of \$1.0 million dollars in the first year, based on an annual wage investment of \$679,000. Over an estimated 40-year lifespan of the facility, the total impact of operations is estimated to be \$77.5 million, or \$23.7 million in today's dollars. Assuming \$30 million in external funding for construction is utilized, the economic impact from construction is estimated to be \$39.5 million. The economic impact from events held at the facility will vary depending on the type and size of the event. It is expected that there will be private investment connected with the facility, but the exact types and impacts of private investment cannot be reasonably predicted at this time.

## 4) FINANCIAL IMPLICATIONS

The project budget and municipal contributions are being determined. They will be provided in detail prior to a decision being made.

## 5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- Community Wellness
- Economic Development

## 6) COMMUNICATION REQUIREMENTS

Information related to the Regional Recreation Facility is being hosted on Wolfville Blooms. As new information becomes available it will be added to Blooms.

## INFORMATION REPORT

Title: Consideration of a Regional Recreation Centre

Date: 2025-03-04

Prepared by: Glenn Horne, CAO

Contributors: Municipality of the County of Kings

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### 7) FUTURE COUNCIL INVOLVEMENT

The regional working group has recently been reconvened, consisting of the mayors and CAOs (or their designate) of each municipality. This working group will continue to meet to coordinate information sharing and decision making among the partners.

Anticipated timelines are as follows:

- Once information is finalized, public engagement will follow.
- Council decisions to proceed in spring 2025.
- Procurement of design/build by spring 2026.
- Contracts awarded: two-year build.
- Construction complete in Spring 2028.



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<b>TO</b>	Committee of the Whole
<b>PREPARED BY</b>	Rob Frost, Deputy CAO
<b>MEETING DATE</b>	February 18, 2025
<b>SUBJECT</b>	Regional Recreation Complex – Economic Impact and Next Steps

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## ORIGIN

- March 16, 2021 - Agreement between the Town of Wolfville, Town of Kentville, and the Municipality of the County of Kings (MoK) to proceed with the completion of a study to look at the feasibility of a Regional Recreation Facility
- November 15, 2022 - Direction provided to CAO to proceed to further investigation, and that the consideration should be that the Municipalities contribute a maximum of 50% of capital costs
- March 7, 2023 - Municipal Council received for information the public version of the Regional Recreation Facility Feasibility Study in order to make it a public document
- June 18, 2024 - Direction provided to CAO regarding land discussions
- December 17, 2024 - Briefing to new Council with elements in open session and in-camera

## RECOMMENDATION

That Committee of the Whole receive the Briefing dated February 18, 2025 related to the economic impact of the Regional Recreation Complex, and next steps, as information.

## INTENT

To provide CotW with information as requested related to the economic impact of a potential Regional Recreation Complex, and to present the planned decision-making points related to the project.

## DISCUSSION

To proceed, or not, with the development of a generational project such as a Regional Recreation Complex is a significant decision which requires thorough research and discussion. Based on decisions of Council to date, extensive work has been done in relation to this project, including, but not limited to a large feasibility study, preliminary community consultation, siting work, and investigation into costs of similar facilities. This Briefing provides further information related to the economic impact of a potential facility, as well as the plan for decision making related to this project.

When considering the potential economic impact of a Regional Recreation Complex there are many factors to consider, some of which can reasonably be measured, and some of which would be speculative. For the purposes of the attached report staff have focused on the numbers that can most accurately be predicted to share a baseline minimum economic benefit to the community.

The Business Development Analyst was the lead on the development of this report, with support from the CAO and the DCAO. In order to develop a conservative and productive estimate of economic impact, the Business Development Analyst spoke with representatives at Acadia University, gathered localized information, and compared against similar assessments to provide reasonable estimates.

The attached report is sectioned into three primary areas: the economic impact of operations, the economic impact of construction, and the economic spin offs of having such a facility in our community.

It is possible to better predict the economic impact of operations and construction, which is the main focus, while the spin off economics are presented for information and example.

Direct Employment Impact

The estimated annual wage expense can be multiplied by the income multiplier (formula and details in attached report) to get the estimated direct impact. For Year 1, this is estimated to be \$1,027,440 (\$679,138 \* 1.5129), increasing by the 3% wage escalation each year. In other words, the estimated \$679,138 in wages to operate the proposed facility (as provided in the consultant’s report) would inject \$1,027,440 into the local economy and support 9 additional full time equivalent positions in the local economy (details in attached report).

Economic Impact of Construction

Based on previous assumptions and Council direction of a minimum of external funding of 50% we can assume that this project would bring in a minimum of \$30 million in funding from other levels of government to invest in infrastructure. This number, less the applicable sales taxes, multiplied by the income multiplier means that the actual number injected to the economy is approximately \$39.5 million. Comparing other similar projects and a wage percentage of ~36% it is safe to predict a wage investment of \$15.3 million into the local economy, or 392 full time equivalent positions.

Next Steps

With this Council brought up to speed on the previous work and direction related to the potential Regional Recreation Complex it is important to lay out the next steps in the process for the benefit of Council and the general public interested in the discussion.

Land is a key component of any project and based on previous information provided and direction given to staff, further discussion on land will occur later today in closed session.

Should Council provide direction on land, with the appropriate conditions, the next step would be to proceed with the development of a Regional Recreation Complex, again with appropriate conditions related to the amounts of external funding required. It is estimated that this would come to CotW and Council in two to three months should the land direction be provided. If a positive recommendation is received, this would be the time to begin to engage the public to discuss the project in more detail.

Lastly, Council would be provided with funding possibilities based on the previous parameters put in place. Should Council provide a positive recommendation in this regard staff would proceed to the design, or design/build phase of the project. This decision point would likely occur in the Fall of 2025.

**FINANCIAL IMPLICATIONS**

- Discussion on future project.

**STRATEGIC PLAN ALIGNMENT**

✓	Strong Communities	
	Environmental Stewardship	
✓	Economic Development	
	Good Governance	

	Financial Sustainability	
	Other	

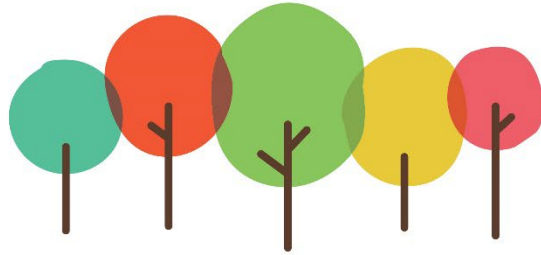
**APPENDICES**

- Appendix A: Economic Impact of a Potential Regional Recreation Complex

**APPROVALS**

Scott Conrod, Chief Administrative Officer

February 10, 2025



**MUNICIPALITY** *of the*  
**COUNTY** *of* **KINGS**

**Economic Impact Modelling**  
**Regional Recreation Complex**

Christine Spurr, Business Development Analyst  
February 7, 2025

# Economic Impact Modelling – Regional Recreation Complex

## Executive Summary

The estimated economic impact has been calculated using income and employment multipliers for the Kings County economy. An income multiplier of 1.51 (calculations below) means that every dollar injected into the Kings County economy, whether through external funding obtained for construction or through the wages paid for ongoing operation, creates an additional 51 cents in direct and indirect impacts. An employment multiplier of 1.45 (calculations below) shows that each full time equivalent job created for the recreation complex would support an additional .45 full time equivalent jobs in the local economy.

The annual operations of the facility are estimated to have an economic impact of \$1.0 million dollars in the first year, based on an annual wage investment of \$679,000; over an estimated 40-year lifespan of the facility, the total impact of operations is estimated to be \$77.5 million, or \$23.7 million in today’s dollars.

Only the funding for construction that comes from outside of Kings County can be included as additional economic impact. Assuming \$30 million in external funding for construction is utilized, the economic impact from construction is estimated to be \$39.5 million.

The economic impact from events held at the facility will vary depending on the type and size of the event. It is expected that there will be private investment connected with the facility, but the exact types and impacts of private investment cannot be reasonably predicted at this time.

The estimated economic impact of investment in a regional recreation complex on the economy of Kings County can be summarised as follows:

	<b>Investment</b>	<b>Impact</b>
Annual Operations (Year 1)	\$ 679,138	\$ 1,027,440
Lifetime Operations (40 Years)	\$ 51,207,861	\$ 77,470,289
<i>Present Value of Lifetime Operations</i>	<i>\$ 15,698,120</i>	<i>\$ 23,749,047</i>
Construction (External Funding Only, Less HST)	\$ 26,086,957	\$ 39,465,895
<b>Combined Lifetime Economic Impact</b>	<b>\$ 77,294,817</b>	<b>\$ 116,936,183</b>
<i>Present Value of Combined Lifetime Economic Impact</i>	<i>\$ 41,785,077</i>	<i>\$ 63,214,942</i>
Impact from Events	No Additional	Varies
Impact from Private Investment	TBD	TBD

**Discussion**

Drawing from the *Kings County Regional Recreation Centre Feasibility Study – Phase 1* report, there are several ways in which a major investment in public infrastructure creates lasting economic impacts. These include the direct impacts of construction spending and facility operations and the indirect impacts that spending has on the local economy, the money injected into the local economy by non-resident users of the facility and the money retained in the local economy from residents who no longer have to travel outside of the region to access similar facilities, and the opportunities created for additional economic activity in the area stemming from the demand generated by visitors to the facility.

Additionally, access to new state of the art facilities maintains and enhances quality of life, offers reputational benefits and becomes part of the economic development appeal of the area. The below figure illustrates the many ways that investment in a regional recreation complex, or any other major public infrastructure, can impact the local economy.

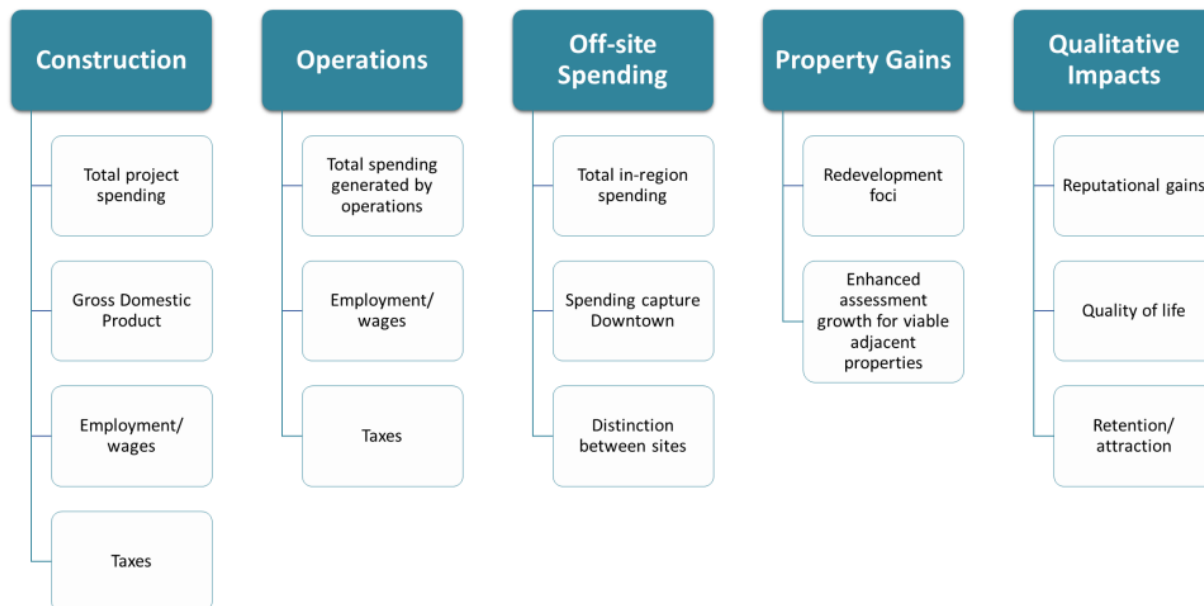


Figure 1: How Facility Operations Create Impact  
*Kings County Regional Recreation Centre Feasibility Study – Phase 1*

Appendix D of the *Kings County Regional Recreation Centre Feasibility Study – Phase 1* report touches on the Economic Impact Potential of a regional recreation facility and specifically focuses on the qualitative impacts such as stimulating private investment, elevating the capacity for year-round tourism, and attracting younger people and families with children to move to the region. The report also models the potential economic impact of three events that could be held at a new recreation facility, including a regional youth basketball event, a regional swim meet and a provincial basketball tournament. Therefore, this analysis has focused on the potential economic impacts of the construction and ongoing operation of a regional recreation facility.

The gold standard for economic impact modelling is evaluating economic impact through input-output models. Input-output models are built using detailed statistics on activities in the economy under consideration to estimate the total effect of an initial change in spending in a particular area of the economy, known as a multiplier. Statistics Canada generates these tables at the national and provincial levels only; it is possible to generate these tables for sub-national economies, but to do so accurately requires a comprehensive survey of the local economy, which can be both costly and time-consuming.

In the absence of input-output tables at the sub-national level, the most accurate alternative approach for estimating local multipliers is to use the economic base multiplier, estimated as the ratio of total regional income or employment to income or employment in exporting sectors. Ideally, a survey of local businesses would be done to identify their industry sector, the geographic sources of their revenue and the residential patterns of their employees, out of which a multiplier could be estimated with a high degree of confidence. Such a survey would also be costly and time-consuming, so export sector income and employment in Kings County has been estimated using location quotient techniques (see below).

### *Income Multiplier*

The income multiplier (K) can be stated as:

$$K = Y/X = (1 - m_2 + m_1) / (1 - m_2)$$

Where:

Y = the income impact on the local economy

X = the initial spending injection that accrues as income in the local economy

$m_1$  = the marginal propensity to consume locally – that is, the proportion of X that materializes at the first round of spending as local value added

$m_2$  = the average propensity to consume locally – that is, the value corresponding to  $m_1$  at subsequent rounds of spending in the local economy as a whole

If we assume that  $m_1 = m_2$ , that the average and marginal propensities to consume locally are equal, then the income multiplier can be simplified to:

$$K = 1 / (1 - m_2)$$

The value of  $m_2$  is estimated using the economic base method. If it is assumed that employment is proportional to income, then the proportion of income spent locally is equal to the ratio of non-basic (or non-exporting) employment (NBE) to total employment (TE).

The income multiplier can then be stated as:

$$K = 1 / (1 - NBE/TE)$$

Using the location quotient method, the location quotient compares the proportion of employment in an industry in the local economy with the proportion of employment in that same industry in a larger benchmark economy. In this case, the proportion of employment by industry in Kings County has been compared to the proportion of employment by industry in Nova Scotia. If the location quotient in an economy is exactly 1.0, then that industry is viewed as perfectly meeting the needs of the local economy. If the location quotient is less than 1, then the local industry isn't meeting the needs of the local economy and goods or services are being imported to satisfy local demand. If the location quotient is greater than 1, then the industry is exceeding the needs of the local economy, and the excess goods or services that are being produced are being exported. Thus, any industry with a location quotient greater than 1 is an exporting (or basic) industry.

When comparing the percentage of the workforce employed by industry in Kings County with the percentage employed at the provincial level using data from the 2021 Census, seven industries have a location quotient greater than 1 (see Table 1). Together, these seven industries employ 66.1% of the workforce of Kings County, meaning 33.9% of the workforce are employed in industries that have location quotients less than or equal to 1; that is, 33.9% of the workforce in Kings County work in non-basic (or non-exporting) industries.

Sector	Kings%	NS%	LQ
Agriculture, Forestry, Fishing & Hunting	5.5	3.7	1.49
Mining, Quarrying, Oil & Gas	0.3	0.6	0.50
Utilities	0.2	0.8	0.25
Construction	6.6	7.3	0.90
Manufacturing	9.4	6.4	1.47
Wholesale Trade	2.1	2.3	0.91
Retail Trade	12.2	12.1	1.01
Transportation and Warehousing	3.4	4.1	0.83
Information and Cultural Industries	1.2	1.7	0.71
Finance and Insurance	1.9	3.4	0.56
Real Estate & Rental and Leasing	1.2	1.3	0.92
Professional, Scientific and Technical Services	4	6.4	0.63
Management of Companies and Enterprises	0.1	0.1	1.00
Administrative and Support Services	3.5	4.4	0.80
Educational Services	8.4	7.9	1.06
Health Care & Social Assistance	16.4	14.5	1.13
Arts, Entertainment & Recreation	1.4	1.9	0.74
Accommodation & Food Services	6	6.2	0.97
Other Services	4.2	4	1.05
Public Administration	10	8.6	1.16
	<b>98.0</b>	<b>97.7</b>	
Industry - Not Applicable	2.0	2.3	

Table 1: Location Quotients by Industry for Kings County Compared to Nova Scotia, 2021 Census



Therefore, to solve for K:

$$K = 1 / (1 - NBE/TE)$$

$$K = 1 / (1 - 33.9/100)$$

$$K = 1 / (1 - .339)$$

$$K = 1 / 0.661$$

$$K = 1.5129...$$

An income multiplier of 1.5129... means that every dollar injected into the Kings County economy creates 51 cents in direct and indirect impact, in addition to the original dollar. Note that the income multiplier is independent of any individual project and would only change to reflect changes in the composition of either the Nova Scotian or Kings County economies.

### Employment Multiplier

The employment multiplier ( $K_e$ ) can be stated as:

$$K_e = K_{nb} (W_b / W_{nb}) + 1$$

Where:

$K_{nb}$  = The non-basic (non-exporting) sector multiplier, defined as the income multiplier (K)-1

$W_b$  = The mean labour income per period in the unit under analysis

$W_{nb}$  = The mean labour income per period in the local economy

The *Kings County Regional Recreation Centre Feasibility Study – Phase 1* report includes a pro forma Statement of Profit and Loss on page 93, which includes an estimation of the annual wage expense for a regional recreation complex. The yearly wage expense of the facility is estimated to be \$679,138 in Year 1, increasing by 3% per year. Page 91 of the same report gives the expense assumptions for the pro forma P&L, including assumptions about staffing. From the report:

In summary, the staffing model includes the following:

- General Manager
- Aquatics Coordinator
- Administrative Assistant
- Maintenance and Operations Staff
- Front Desk/Registration Staff
- Lifeguards and Lesson providers
- Lifeguard Supervisor
- Fitness Instructors (contract)
- Recreation Coordinator

The cost of front desk and maintenance staff is based on an operating schedule of 112 hours per week. Lifeguard expenses assume a minimum of two lifeguards present during all operating hours in addition to the supervisor.

An operating schedule of 112 hours per week would require 3 staff, each working 37.5 hours per week, to fully cover. Therefore, throughout this analysis, the term full time equivalent (FTE) will be used to refer to 1 position working 37.5 hours per week. It is possible, and quite common, for one FTE position to be filled by multiple people working part-time; for example, one person working 20 hours per week and one working 17.5 hours. These two employees would be considered to be working one FTE position.

Using the positions and hours of operation described above, it can be assumed that a minimum of 3 Maintenance and Operations Staff, Front Desk/Registration Staff and Lifeguard Supervisors would be required, as well as at least 6 Lifeguards and Lesson providers. Assuming there is 1 each of the General Manager, Aquatics Coordinator, Administrative Assistant, Fitness Instructors and Recreation Coordinator gives a minimum staffing complement of 20 full time equivalent (FTE) positions for the recreation complex. The exact staffing composition of a recreation complex will depend on the operational needs of the facility, which in turn will depend on the types of amenities and programming offered.

Dividing the Year 1 wage estimate from the *Feasibility Study* (\$679,138) by 20 gives a mean earnings estimate for the recreation complex of \$33,957. It should be noted that this gives an estimated hourly rate of pay of \$17.41, which is below the lower limit of Level 1 of the Municipal Pay Band (\$18.84/hour).

The average total income in Kings County in 2020, as reported in the 2021 Census, was \$38,920. Therefore, to get the employment multiplier:

$$K_e = K_{nb} (W_b / W_{nb}) + 1$$

$$K_e = [(1.5129... - 1) * (\$33,957 / \$38,920)] + 1$$

$$K_e = 1.4475...$$

An employment multiplier of 1.4475... implies that each FTE job created for the recreation complex would support an additional .4475 FTE jobs in the local economy. Therefore, creating 20 FTE positions for the recreation complex would be expected to support an additional 9 FTE positions across the County. Note that the employment multiplier is sensitive to the average income of the direct FTE positions; a higher average income would increase the multiplier, indicating that more indirect positions would be supported.

### Economic Impact of Operations

The estimated annual wage expense can be multiplied by the income multiplier to get the estimated annual impact in the local economy. For Year 1, this is estimated to be \$1,027,440 (\$679,138 \* 1.5129...), increasing by the 3% wage escalation each year. The impact from creating 20 FTE positions would support 9 additional FTE positions in the Kings County economy.

Operational Impact	Y1	Y2	Y3	Y4	Y5
Wages	\$ 679,138	\$ 699,512	\$ 720,497	\$ 742,112	\$ 764,375
Est. Employment	20	20	20	20	20
Indirect Employment	9	9	9	9	9
Est. Annual Impact	<b>\$ 1,027,440</b>	<b>\$ 1,058,263</b>	<b>\$ 1,090,011</b>	<b>\$ 1,122,711</b>	<b>\$ 1,156,392</b>

### Economic Impact of Construction

The *Kings County Regional Recreation Centre Feasibility Study – Phase 1* report gives several capital cost estimates, depending on the ultimate design of the facility. The lowest of these estimates, Option 1 for CORE Program only, was \$58 million.

In general, economic impact assessments only consider the impacts of money brought in from outside the study area. In the case of public infrastructure, it is assumed that if the money was not spent on constructing a recreation complex, it would be spent on other infrastructure instead (such as sidewalks, water or sewer infrastructure). While these would be different projects requiring different skillsets and materials, the overall impact at the industry level for the construction industry is assumed to be equivalent regardless of the type of public infrastructure constructed. Therefore, it would be inappropriate to consider any economic impact if the entire \$58 million capital cost was borne by municipal governments in the region.

Where it would be appropriate to estimate an economic impact attributable to construction would be the impact of any external sources of funding on the Kings County economy. External sources of funding in this case would most likely come from either the federal or provincial governments, or both. A similar project in Yarmouth, the Mariners Centre expansion, has received \$15.9 million in funding from the federal government and a combined \$7 million from the provincial government, for total external funding of \$22.9 million. It would therefore not be inappropriate to use a figure of \$30 million of external funding for the purposes of estimating the economic impact of construction of a completely new facility. Backing out the 15% HST applicable in Nova Scotia gives an estimated initial injection into the economy of \$26,086,957.

Assuming that construction will be done by local companies and expenditures for components, fixtures etc., are made through local suppliers, construction expenditures, less federal and provincial sales taxes, circulate through the local economy creating increased demand for goods and services, income and more re-spending. Therefore, the estimated initial injection is multiplied by the income multiplier (1.5129...) to estimate the total impact in the local economy, \$39,465,895.

To get an estimate of the number of jobs supported by the total economic impact, it must be determined what percentage of that total income can be attributed to wages. Two recent economic impact studies of local recreational facilities were reviewed; the first looking at the incremental economic impacts of the Kentville indoor soccer facility, and the second looking at the potential economic impacts of a renovated Pisiquid Canoe Club in Windsor (completed in 2014). Both studies give an estimate of the total impact of construction on the Kings County or Kings & West Hants economies, as well as an estimate of the portion of that that can be attributed to household income. The studies give a wage percentage estimate of 38.63% and 38.68% respectively. Taking the average of these and applying it to the \$39.5 million total impact gives an estimate of the total wages that would be generated in Kings County of \$15,255,781. Dividing this figure by the average total income in Kings County, \$38,920, gives an estimate of 392 FTE positions supported by the construction phase of the recreation facility.

<b>Construction Impact</b>	
Est. External Funding	\$ 30,000,000
Less: HST	\$ 26,086,957
<b>Total Economic Impact</b>	<b>\$ 39,465,895</b>
Est. % to Wages	38.66%
Total Wages	\$ 15,255,781
Avg. total income, 2020, Kings	\$ 38,920
<b>Est. FTE jobs created</b>	<b>392</b>

### Cumulative Economic Impacts

Like most major infrastructure projects, a regional recreation complex would be expected to have an economic life measuring in decades. The economic life of an asset ends when it becomes more cost-effective to replace it than to continue repairing it. Many of the facilities that currently exist in Kings County were constructed in the 1960s and are approaching the ends of their economic lives at approximately 60 years of age. With proper maintenance and investment, it is not unreasonable to expect a new recreation facility to operate just as long; however, for the purposes of this analysis, a more conservative anticipated economic life of 40 years would be appropriate. Therefore, the cumulative impacts of the operation of the facility over its economic life can be estimated.

The annual impact of the facility would be estimated just as before, by applying the income multiplier to the annual wages paid by the facility to estimate the direct economic impact in Kings County and by applying the employment multiplier to the number of FTE positions created for the facility to estimate the number of indirect jobs that would be supported in the local economy. To get the annual impact in future years, an annual escalation of costs would be applied to the Year 1 estimates and compounded annually for the lifetime of the facility. The *Feasibility Study* uses a 3% escalator for costs, which is likely appropriate. Using an hourly rate of pay of \$17.41 and estimating that 20 FTE positions will be created for the facility, the estimated lifetime operational impact of a regional recreation complex over 40 years is estimated to be \$77.5 million. In today’s dollars, the lifetime operational impact of the facility is estimated to be \$23.7 million. Adding the estimated impact of construction, \$39.5 million, to the estimated lifetime operational impact gives an estimated total economic impact for the construction and operation of the facility of \$116.9 million. In today’s dollars, the total economic impact is estimated to be \$63.2 million.

Annual Escalator	3.0%
Average Hourly Wage	\$17.41
Est. FTE Jobs at facility	20
Number of years of operation	40
Est. Lifetime Operational Impact	\$ 77,470,289
<i>Present Value of Lifetime Operations</i>	\$ 23,749,047
Est. Construction Impact	\$ 39,465,895
<b>Est. Total Economic Impact (Future Value)</b>	<b>\$ 116,936,183</b>
<i>Present Value of Total Economic Impact</i>	<i>\$ 63,214,942</i>

The *Kings County Regional Recreation Centre Feasibility Study – Phase 1* report estimates the economic impact of three types of events that could be held at a regional recreation complex: a regional youth basketball event, a provincial youth basketball tournament, and a regional swim meet. A summary of the estimated impacts on the economy of Kings County for the three events is below:

	<b>Regional Basketball</b>	<b>Provincial Basketball</b>	<b>Regional Swim Meet</b>
<b>Total Attendance</b>	300	900	240
<b>Initial Expenditure</b>	<b>\$ 41,326</b>	<b>\$ 136,375</b>	<b>\$ 37,598</b>
<b>GDP (Direct &amp; Indirect)</b>	<b>\$ 22,741</b>	<b>\$ 75,044</b>	<b>\$ 20,455</b>
<b>Employment (full-year jobs)</b>	0.5	1.5	0.5
<b>Wages and Salaries</b>	<b>\$ 14,883</b>	<b>\$ 41,084</b>	<b>\$ 13,354</b>
<b>Taxes (Direct &amp; Indirect)</b>	<b>\$ 11,585</b>	<b>\$ 38,231</b>	<b>\$ 10,518</b>
<i>Federal</i>	<i>\$ 4,708</i>	<i>\$ 15,535</i>	<i>\$ 4,284</i>
<i>Provincial</i>	<i>\$ 5,930</i>	<i>\$ 19,569</i>	<i>\$ 5,374</i>
<i>Municipal</i>	<i>\$ 948</i>	<i>\$ 3,128</i>	<i>\$ 860</i>
<b>Industry Output (Direct &amp; Indirect)</b>	<b>\$ 50,200</b>	<b>\$ 165,724</b>	<b>\$ 45,510</b>

The impacts of these events would be above and beyond the impacts attributable to the construction and regular operation of the recreation facility. The kinds and sizes of events that could be held at a regional recreation complex are highly dependent on the amenities that are included in the facility; further analysis of the impacts of specific events would be more appropriate to be done in conjunction with or after more detailed design decisions are made.

Major infrastructure investments are known to stimulate private investment in a local economy. Infrastructure investments can signal that there is confidence in the local economy, both at present and into the future, create or highlight competitive advantages of a region, and be used as a tool for attracting and retaining residents and businesses. Recreation facilities can be viewed as generators of economic demand that can then be filled by the private sector; commercial retail and restaurants, hotel(s) and conference spaces are examples of the kind of development that can and does occur around recreation facilities. Indoor recreation facilities, in particular, can help drive demand for the tourism industry during their off seasons.

An example of this kind of development pattern is the Pictou County Wellness Centre, constructed in 2012 in Pictou County adjacent to Highway 104 at Exit 23 (Westville/New Glasgow/Stellarton). The Holiday Inn Express Stellarton-New Glasgow, a 125-room hotel, was built less than a kilometre from the Pictou County Wellness Centre. Additional traditional fixed-roof accommodations in the New Glasgow/Stellarton area underwent significant renovations after the Wellness Centre was built. Several other commercial buildings were constructed in the vicinity after the Wellness Centre was built, including a family diner, a Subway and a strip plaza housing a pizza place and the Victorian Order of Nurses.

Due to the breadth of possibilities for investment that could come from the private sector, it is difficult to provide an estimate of the economic impacts of private investment at this

time. In general, the feasibility of private developments, whether they be commercial or residential, often hinge on the cost of acquiring and servicing the underlying land. Major infrastructure projects can provide or increase access to land that was previously inaccessible for development, as well as provide the infrastructure required for development. Private development will also be influenced by site-specific factors, including: the amount of land that is available for development; any restrictions on what can be built on that land, such as topography, soil composition or environmental factors; and the demand for land in that area. It is expected that there will be private investment in connection with a regional recreation complex.

## **Conclusion**

The economic impacts of a regional recreation facility can be both qualitative and quantitative. Qualitatively, a regional recreation facility can stimulate private investment, elevate the capacity for year-round tourism, and attract younger people and families with children to move to the region. Quantitatively, the economic impacts can be divided into three distinct categories; construction impacts, operational impacts, and the impacts of events held at the facility.

Investing in major infrastructure projects can stimulate private investment in an economy. While it is anticipated that private investment would follow the construction of a regional recreation complex, it is difficult to accurately predict the types of investment that might be made. This makes it difficult to provide an estimate of the economic impact of private investment beyond speculation.

Construction impacts only consider the impacts of funding that originates outside the local economy. If \$30 million in external funding were acquired for the construction of a regional recreation complex in Kings County, it is estimated that would have a total economic impact of \$39.5 million and support 392 full time equivalent jobs during the construction period.

Operationally, it is estimated that the annual economic impact of the recreation facility would start at \$1.0 million per year, increasing by 3% per year, through the direct creation of 20 FTE positions and the indirect creation of 9 additional FTE positions. The annual economic impact is sensitive to the number of FTE positions required and their average rate of pay; an increase in either will increase the annual economic impact.

Over the course of the economic life of a regional recreation complex, estimated to be 40 years, the combined economic impact of construction and operation of the facility is estimated to be \$116.9 million, or \$63.2 million in today's dollars. The economic impacts generated by events held at the facility would be above and beyond the impacts of construction and regular operations.

## INFORMATION REPORT

Title: Correspondence from the Honourable John Lohr, Minister of  
Municipal Affairs, Concerning Inter-Provincial Trade Barriers and  
Resource Development

Date: 2025-03-04

Prepared by: Glenn Horne, CAO

Contributors:

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## SUMMARY

### Correspondence from the Honourable John Lohr, Minister of Municipal Affairs, Concerning Inter-Provincial Trade Barriers and Resource Development

The Town received two letters in February 2025: one from Minister John Lohr requesting municipal support for reducing inter-provincial trade barriers and resource development in Nova Scotia, and another from NSFM President Mayor Pam Mood acknowledging the complexity of these matters and proposing to seek clarity. No further information has been received since February 12. The complex nature of trade barriers and resource development involves multiple regulatory frameworks across different levels of government, making it inadvisable to offer blanket support or opposition without specific proposals to consider.

No decision is being recommended.



## INFORMATION REPORT

Title: Correspondence from the Honourable John Lohr, Minister of Municipal Affairs, Concerning Inter-Provincial Trade Barriers and Resource Development

Date: 2025-03-04

Prepared by: Glenn Horne, CAO

Contributors:

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### 1) CAO COMMENTS

For information purposes.

### 2) REFERENCES AND ATTACHMENTS

- February 11, 2025, Correspondence from the Honourable John Lohr, Minister of Municipal Affairs
- February 12, 2025, Correspondence from Mayor Pam Mood, President of the Nova Scotia Federation of Municipalities

### 3) DISCUSSION

On February 11, 2025, the attached letter was received from the Honourable John Lohr, Minister of Municipal Affairs, stating that the provincial government is supportive of reducing inter-provincial trade barriers and resource development within Nova Scotia. The Minister further requested that if municipal governments were supportive and agree to greater resource development to signal that support by letter or press release.

On February 12, 2025, the attached letter was received from Mayor Pam Mood, President of the Nova Scotia Federation of Municipalities, recognizing the many questions and wide-ranging impacts such decisions or declarations may have on municipalities. The letter also indicated that the NSFM is, “actively seeking clarity on these matters,” and would reach out when further information was available. The Town has not received any further information since February 12.

Both inter-provincial trade barriers and resource development are complex areas of policy, governance, and economic activity. Each has existing legislative and regulatory frameworks, some of which are controlled by the provincial government and some of which are not. Without information on specific proposals, it would be unwise to provide blanket support or discontent.

### 4) FINANCIAL IMPLICATIONS

None

### 5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

None

### 6) COMMUNICATION REQUIREMENTS

None at this time.

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## INFORMATION REPORT

Title: Correspondence from the Honourable John Lohr, Minister of  
Municipal Affairs, Concerning Inter-Provincial Trade Barriers and  
Resource Development

Date: 2025-03-04

Prepared by: Glenn Horne, CAO

Contributors:

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### 7) FUTURE COUNCIL INVOLVEMENT

Council has insufficient information to make decisions. If that information becomes available, it will be provided in the form of an RFD. Until that time, no decision is recommended.



NOVA SCOTIA

## Municipal Affairs Office of the Minister

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PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • [novascotia.ca](http://novascotia.ca)

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February 11, 2025

Dear Mayors and Wardens:

Recent events in our world are changing the landscape of our province and country. We are experiencing new fiscal challenges that will have a significant impact on our economy. It is clear we need to become more self-reliant. And, at the same time, we need to better integrate our economy with other Canadian provinces and territories.

Our Government has recently announced that Nova Scotia must say “yes” to both a reduction in inter-provincial trade barriers, and to resource development within our province. Both steps need to be taken carefully and in consultation with our communities. Resource development, in particular, is of incredible importance.

If you are supportive and agree, I am asking for you and your council to signal your support for greater resource development within our province - by letter or press release.

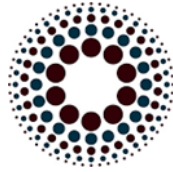
Thank you for your consideration of this matter.

Sincerely,

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

Honourable John A. Lohr  
Minister of Municipal Affairs

c: Chief Administrative Officers  
Juanita Spencer, NSFM



**Delivered via email**

February 12, 2025

**RE: Letter from Honourable John Lohr (February 11)**

Hello Elected Municipal Officials,

With regard to the letter received by Mayors and Wardens from the Honourable John Lohr, Minister of Municipal Affairs, dated February 11 (a copy is enclosed for your reference), we recognize that this letter raises important questions and want to let you know that we are actively seeking clarity on these matters. Our goal is to provide you with the insights needed to make informed decisions on these complex issues.

NSFM is aware that there are possible impacts on each municipality, and on you as elected officials, and that more information is needed before you can respond to the request put forth. Know that we are working with the Province to gather that information. Specifically, we are focused on the call for greater resource development within Nova Scotia and the reduction of inter-provincial trade barriers and what this means. We know both are important as we move forward as a province. With regard to the resource development, it is imperative we are clear on the ask and that the Province is aware of limitations, for example, on protection of our watersheds and other water sources, so that we can all move forward together in the best way.

We remain committed to supporting all Nova Scotia municipalities. Through collaboration and open communication, we can leverage our collective strength to navigate these challenges in a way that benefits our communities and benefits the province as a whole. A win-win.

We will reach out as we have further information.

If you have any questions or concerns, please reach out to us at [info@nsfm.ca](mailto:info@nsfm.ca). Hoping this helps!

Sincerely,

Pam Mood  
President  
Nova Scotia Federation of Municipalities



**Economic Prosperity \* Social Equity \* Climate Action \* Community Wellness**

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**Engineering and Public Works updates**

Budget process – Operating and capital budgets largely complete. Charters are detailed and complete for Council and public use. The Ops plan and budget refinement process continues.

A compost site or options for yard waste is now partially developed (costs still incomplete). This will be presented to Council as-is in an information report to seek further direction.

Well #3 has now received Utility and Review Board approval for an increased project budget. Staff have received preliminary site layout and spacing requirements. Staff will be engaging in land acquisition discussions with the Elderkins.

Our Stormwater Management assessment project is ready to begin survey work and our water transmission main replacement project – Skyway to the wastewater treatment plant, has design work underway.

Town Hall and Library internal air quality testing has been completed after complaints were sent through the Joint Occupational Health and Safety Committee. Minor exceedances in CO2 were noted. Staff are now engaged with Hatch for practical recommendations to exchange the interior/exterior air.

The Kent Ave sidewalk tender package is being prepared.

**Grants to Organizations**

The Community Partnership Program (CPP) – up to \$2,000 for community groups/organizations that offer programs or events in Wolfville saw applications close on February 15. Staff are in the review process and will be working with applicants.

The Strategic Partnership Program (SPP) – 4-year term agreements are now up for review/renewal (maximum \$5,000/applicant). Community facilities, signature events, and capacity building organizations can apply. Expressions of interest have been received and are being reviewed. We have 12 applications. 10 of those are existing SPPs. This will be brought into the budget process and discussed March 11.

Capital asks - “One-time” requests for funding will be brought to Council via a Request for Decision. Staff are currently working on bringing an RFD to Council for a request from the Legion along with a presentation from the applicant.



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Operating grant – “One-time” requests for funding are also brought to Council. We have also received one of these and this will be brought in an RFD to Council and be accompanied by a presentation from the applicant.

A review of our Grants to Organizations policy is part of the new Equity and Anti-Racism workplan

**Urban Forestry**

A Tree Policy being drafted with Peter Duinker and Planning staff. A presentation to COW is scheduled for March 11 and additional engagement is ongoing.

A community tree planting event (around Earth Day) is being coordinated with Reservoir Park volunteer group and Planning Staff. More details to come.

The Wolfville Watershed Nature Preserve is being assessed by the province for inclusion in the Canadian Protected and Conserved Areas Database (CPCAD).

**Parks & Trails**

Staff are Meeting on February 26 with stakeholders to discuss the multi-use path on top of the Bishop Beckwith and Grand Pre dyke walls.

A kick off meeting was held on February 12 with WSP. WSP is developing options in Waterfront Park and the adjacent rail line, to meet the proposed dyke wall elevations

**Development**

The grocery store approval should be issued soon. Demolition permits expected and removal of buildings may begin in April/May.

Also under review:

- Site Plan - 48-unit residential building on Maple Ave, currently under review.
- Site Plan - Highland Ave - 28 units in two 6-unit buildings and two 8-unit buildings (next to #65)
- Site Plan - 250 Main Street converting existing house into 3 residential units
- Site Plan - Pleasant Street - 6-unit residential building (next to #112)

As-of-right approvals:



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Date Range	October - December 2024	
Type	Units	Location
4 unit dwelling	4	Maple Avenue
Single dwelling unit	1	Stirling
add 2 units	2	Gaspereau Ave
Single dwelling unit	1	Woodman Road

**Planning updates**

Staff attended a facilitation workshop hosted by the Licensed Professional Planners Association of Nova Scotia to allow staff to more effectively facilitate meetings, open houses and workshops with Council, committees and the public.

Staff are completing the first annual Housing Accelerator Fund report for CMHC and are well on track with all initiatives and building permits.

**Municipal Planning Strategy Review and Housing Accelerator**

- Working with landowners on possible land exchanges around the wastewater treatment plant and multiple locations around Dykeland Street
- Working with consultants and PAC on the downtown and commercial zoning options
- Working with consultants on rail lands and development forms
- Working with consultants on the neighborhood zoning scenarios and generating related statistics

**Winter Recreational Programming & Events**

Staff organized a successful Heritage Day event on February 17 at the Legion in partnership with the Wolfville Historical Society. Food, music, trivia, games, and crafts were featured.

Staff are now working on March Break programming for youth with four or five afternoon/ morning sessions of differing outdoor programs (cross country ski, outdoor survival, sled and snowshoe and winter crafts). Registration will open soon.

Work continues on the Rec Hub, looking to lock-in site details and program details soon for a mid-spring launch.



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**2024/25 Budget Process**

The preliminary draft 2025/26 budget will be presented at the Special Budget meeting on March 11 to Council. The second draft budget presentation is anticipated for March 25 with the striking of the rates at a Special Council meeting in early April.

**Professional Development**

Brittany Cleveland, Administrative Clerk, in Finance commenced the accredited Payroll Compliance Practitioner designation with the National Payroll Institute. This designation consists of three mandatory courses that run 13 weeks each in duration. It is anticipated that Brittany shall have her designation in November of this year. This will allow Brittany to advance in responsibility for processing the payroll and permit the Manager of Finance, Jenny Johnson, to take on additional finance responsibilities by preparing quarterly variance reports, budgeting, and financial statements.

**PC Roll Out**

IT has been working on the last of the PC roll out for 24/25. All computers older than 2019 are being replaced as they are no longer in warranty. Some of these devices will be kept for spares in case of device failure. At the end of next year these older devices will be disposed of.

**Microsoft Integration**

We finished the on-premises integration with our cloud base Microsoft 365 environment in February.

**Cyber Security-Beauceron**

We are seeing very high user participation in reporting suspicious email. As well as engagement with the products training. The target risk score for an organization of our size should be 650, however, across all departments the risk score range is between 740-820. We are doing extremely well as a team

**Going forward**

We will be looking at our infrastructure, moving toward, new managed switches, upgrading our Wi-Fi network putting in place a new server to provide hardware redundancy for our production servers and monthly, air gapped data backups, this will complement our live daily, weekly and monthly backups.





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**Wolfville RCMP Detachment Assistant**

The process to find a replacement for the retiring Detachment Assistant for the Wolfville RCMP is underway. Over 100 applications were received. Interviews are scheduled for last week in February.

**Community Compliance**

Work continues with the Winter Parking Ban, including assisting Public Works crews as needed. We're seeing improvements in roadside parking, with fewer vehicles impeding snow removal.

Staff are reviewing the Community Video Camera Pilot as it nears its conclusion on March 31, 2025. Internal review has been completed, and community engagement is now being designed.

Discussions and planning for anticipated unsanctioned events in March are ongoing with our partners at Acadia and the RCMP.

Compliance staff participated in the Kings REMO ECC Course being held on February 20. All members of the CAO team were in attendance and REMC Dan Stovel kept us entertained through the day.

**Creating Safer Spaces**

Staff met with Ariel Evans, President of Acadia's Sisters of Colour. Ariel was able to share information focused on how she has worked to develop safer spaces at Acadia University. These insights will assist the Town when working towards similar goals.

**Acadia Students' Union Election**

Yas Jawad has been elected as the new ASU President. Staff have already had the pleasure of working with Yas through their role with the Acadia Food Cupboard, where they have played a role in distributing leftover soup from the Monday night community meal, Soups and Sides, to support Acadia students.

**Responses to Questions from Previous Public Input Sessions**

***January 28, 2025, Council Meeting:***

*Input / Question: In follow-up to a letter previously sent, is there an actual agreement in place with the developers of 292 Main Street to use parking spaces as a laydown area. From correspondence received it seems that there is one and it should be renewed in January 2025.*



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A: There is no formal lease agreement in place for construction lay down in the East End Gateway Public Parking lot. The free parking spots that make up the lay down area support the construction of a 60-unit residential development that will increase the Town's housing supply. It was selected as the logical spot for reasons of public safety, pedestrian and vehicle flow, and efficiency, as presented to Council in RFD 063-2023.

Input / Question: *Is Council going to do something about Provincial Government in relation to Tim Houston's letter in Chronicle Herald asking us to buy in to mining out Nova Scotia.*

A: Please see agenda item #6h. IR 008-2025 J Lohr Correspondence re Resource Development of this 2025-03-04 COW agenda package.

**February 4, 2025, COW Meeting:**

No public input

**February 18, 2025, Council Meeting:**

Input / Question: Concern about community engagement process regarding the budget process and cancelling of a Special Budget COW meeting scheduled for February 11<sup>th</sup>. The draft operational plan was not available to the public and the documents that were there were confusing. The January 21<sup>st</sup> Special COW meeting was held in the Legion and not recorded.

A: The process this year has been slightly different to past years in terms of timing and process. With a new CAO and Director of Finance as well as some new Council members, we are looking at ways to improve processes and be more transparent.

The Special COW meeting scheduled for February 11<sup>th</sup> was postponed to ensure as much information as possible was available to staff before presenting it to Council. The website was updated to reflect this change.

Version 1 of the budget will now be presented at the March 11<sup>th</sup> Special COW meeting. All meetings can be found in the Events section on the website. Once the Budget is finalized, it will be shared on Wolfville Blooms and as happens every year, an in-person information session will take place for anyone who wishes to attend to discuss all things budget in more detail and have their questions answered. The details of this event will be shared on our website and social media channels once known.

## COMMITTEE UPDATE

Title: Audit

Date: March 4, 2025

Department: Committee of the Whole

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### Audit Committee

Meeting held January 31, 2025 in council chambers.

The chair welcomed Corey Cadeau to his first meeting.

3<sup>rd</sup> Quarter Financials and Variance Reports Year End Forecast presented by Director of Finance Hopkins. Revenues and expenses discussed, question in regards statement readily addressed, no concerns noted. Motion to accept report be sent to COW accepted by committee.

Round table discussion of what committee would like to see in report. Variances to be stated different next month. Discussed variances by division for further clarification.

Next meeting – April 25, 2025, Council Chambers.

Respectfully Submitted

Ian Palmeter

## COMMITTEE UPDATE

Title: Accessibility Advisory Committee

Date: March 4, 2025

Department: Committee of the Whole

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### Accessibility Advisory Committee

Committee members met on Feb. 10 and were impressed with the final review of the Draft Accessibility Plan that Barb Shaw led us through. After some pertinent discussion, the following motion was passed unanimously.

**MOTION: IT WAS REGULARLY MOVED AND SECONDED THAT THE ACCESSIBILITY ADVISORY COMMITTEE FORWARD THE DRAFT ACCESSIBILITY PLAN TO THE COMMITTEE OF THE WHOLE FOR CONSIDERATION OF APPROVAL.**

There was further discussion on the annual report on plan actions.

The next meeting of the committee is set for Monday, May 12.

**Respectfully submitted,  
Wendy Elliott**

## COMMITTEE UPDATE

Title: Equity & Anti-Racism Committee  
Date: February 3<sup>rd</sup>, 2025  
Department: Committee of the Whole

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### Equity & Anti-Racism Committee

- Meeting was held in Council Chambers, February 3<sup>RD</sup>, Monday
- Meeting started at 4:33, with Welcome and Land Acknowledgement
- Agenda & Minutes Approved, No Public Comments
- Chairperson commented on African Heritage Month and the many events being hosted by Acadia, with some Town of Wolfville Commitments and there was great encouragement for folks to participate and spread the word.
- Mayor MacKay was present at the meeting and offered comments of appreciation to the committee for their work.
- Barb Shaw presented our draft Equity & Anti-Racism plan for review and feedback.
- Our draft plan is under a tight timeline, so it was mentioned how this is basic groundwork for more in-depth discussions and details to follow. And because the plan is rooted in policy, there's many things to juggle and many areas to cover. As we said, "the fun work will come later" (e.g.: events, etc.)
- Barb commented on how we should handle work and communication outside of the committee, encouraging feedback to come to her and the group.
- Marjorie and Duncan provided insight on White Allyship Seminars, how to achieve Provincial goals for Truth and Reconciliation, Smart goals for the plan and there was much talk to how to evaluate the progress of the plan, which will be a deeper discussion later.
- Good chat about the process of Staff Hires, HR issues, policies around diverse committee makeup.
- Barb mentioned an orientation session will be coming soon as well.
- The Draft Plan was approved by the Committee (minus one) and will be presented to Council at the March 4<sup>th</sup> Committee of the Whole.
- Next Meeting is Monday March 3<sup>rd</sup>, 2025, 4:30

Respectfully submitted,

Councillor Mike Butler (He/Him)

## COMMITTEE UPDATE

Title: Town & Gown

Date: March 4, 2025

Department: Committee of the Whole

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### Update:

The last meeting of Town and Gown was held at Acadia University on January 27, 2025. The next meeting is scheduled for April 28, 2025, where Mayor MacKay will take over chairing duties from President Hennessy in Wolfville's council chambers.

Director of Planning Devin Lake gave an update on the housing accelerator fund and the work being done in Wolfville as well as the synergies with Acadia.

A brief MOU workplan report from Lucy Harper, (community liaison officer on co-op placement, fall, 2024) Highlighted was: 1) Housing and the Unilodge model which is a leading provider of student accommodations in post secondary institutions in Australia and New Zealand and now has plans to establish in Canada. Their mission is to provide safe, affordable and enriching living spaces with a wide range of amenities for students. 2) Lack of involvement in student perspective with community culture. 3) Some recommendations would be to combine Acadia and Wolfville's event calendars, and Acadia's lecture series are not in regular class time. Ian Murray will be looking at reframing the town and gown structure, mainly the timetable and operational approach of working groups, which are accomplishing goals without a formal structure.

Red Spruce Mental Health services gave an update and introduced the new director, Janice Dawson. Red Spruce is a community mental health centre which offers free counselling services to our community who are over 13 years old and who do not have access to mental health care. This program is run through the M.Ed. counselling program at Acadia from September until June.

Barb Shaw gave an update on Soups and Sides as it goes to Wolfville Council for budget deliberations. It has been a highly successful community facing event running from September to April.

Glenn Horne gave a brief update on improved relationships with our partners Acadia, and RCMP as evidenced by advanced cooperation and implementing the community safety approach for events held in Wolfville, such as Homecoming, Wolfville street party, and the unofficial Cheaton Cup.

Respectively submitted by:

Jennifer Ingham

## COMMITTEE UPDATE

Title: Annapolis Valley Regional Enterprise Network  
Date: February 2025  
Department: General Administration

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### UPDATE

Letter drafted to invite Annapolis County to join the Valley REN. This would assume that they would take on 100% of the additional costs.

Discussion around the Province's contribution - Would the provincial funding portion be willing to pay more with increased participation?

The Province's funding is yearly – not multiyear like the municipalities – and unknown at this time.

Letter to be edited and Special meeting to approve the revised letter – which was done a week later and sent.

New individuals at the table so an overview was given:

- Members were encouraged to Read Strategic plan and Business Plan
- Immigration is the most popular service provided by the REN used by all municipalities.
- Immigration caps have had an effect on many, especially agriculture as they still need skilled talent.
- Economic Prosperity- Business Support – business now support – export and business diversification supports are spearheaded by the REN.
- REN is going to be doing a pestal analysis. R – regulatory – do in March
- Assumptions moving into the new year is that the CORE membership remains the same
- Project funding – new dollars are coming in.
- Human Resources – Listed the team and what they do for the organization
- Operations – the REN uses a co- space – so keeping overhead as lean as it can be
- Financial update given and the budget is expected to be done the end of February.
- New Immigration Navigator is in place.

Feb 10 – There will be engagement – destination management organization (DMO) meeting. Major events could be funded through this. For every dollar invested there is a \$27 return. Halifax and Cape Breton have these currently. Need a preferred approach to move this forward. Tourism sector development.

Agri – pilot concept testing MIT – Ag Tech corridor. This is in concept stage. Social impact network – focused on agri-food tech. It is a Complex project, but it is on the web – check it out.

## COMMITTEE UPDATE

Title: Annapolis Valley Regional Enterprise Network  
Date: February 2025  
Department: General Administration

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Told us about GURU – online tool for investment.  
Newsletter goes out monthly – is Council subscribing to this?

Respectfully Submitted,  
Mayor Jodi MacKay