



Town Council Meeting

April 15, 2025

6:30 p.m.

Council Chambers, Town Hall

359 Main Street

Agenda

Call to Order and Land Acknowledgement

1. Approval of Agenda

2. Declarations of Conflicts of Interest

3. Approval of Minutes

- a. Town Council Meeting, March 18, 2025
- b. Special Town Council Meeting, April 1, 2025

4. Community Events, Occasions & Acknowledgements

Mayor & councillors may recognize recent or upcoming events, occasions & acknowledgements that are of interest to the Town and residents

5. Public Input

PLEASE NOTE:

- *Reminder to all speakers that the Town conducts its business with the seven sacred teachings in mind, truth, honesty, love, courage, respect, wisdom and humility.*
- *Members of the public participating in public input sessions will conduct themselves in a manner that is respectful to the public, council and staff. Should this not occur, the Chair will advise them to end their questions and/or comments immediately.*
- *You have up to 5 minutes to make comments and provide feedback. Comments are to be directed to the Chair.*



- *If appropriate, responses to input and/or questions will be responded to in a future CAO Report.*
- *Any 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. Motions/Recommendations from Committee of the Whole, April 1, 2025:

- a. RFD 014-2025: Municipal Innovation Program Application – Inter-Municipal Human Resources Assessment
- b. RFD 016-2025: Funding Applications: Flood Risk Infrastructure Investment Program Application and Provincial Capital Assistance Program Application
- c. RFD 017-2025: Strategic Plan Recommendation
- d. RFD 015-2025: Visitor Information Centre Operations: Contract with Wolfville Business Development Corporation

7. Regular Meeting Adjourned

REQUEST FOR DECISION 014-202#

Title: MIP Application – Inter-Municipal HR Assessment

Date: 2025-04-01

Prepared by: CAO Glenn Horne

Contributors: Berwick & Kentville Staff



SUMMARY

Municipal Innovation Program Application – Inter-Municipal Human Resources Assessment

The Towns of Berwick, Kentville, and Wolfville are collaborating to assess and improve their human resources service delivery through an inter-municipal project estimated at \$80,000. The key objectives include conducting needs assessments, identifying gaps in current human resource services, and developing individual and intermunicipal service options that optimize resources without compromising each partner’s autonomy. An application to the Municipal Innovation Program, which may cover up to 75% of the costs, will support this work and reduce costs to the partnering Towns.

DRAFT MOTION:

That Council approve an application to the Municipal Innovation Program to support an assessment of human resources service needs and development of inter-municipal service delivery models in partnership with the Towns of Berwick & Kentville.

REQUEST FOR DECISION 014-202#

Title: MIP Application – Inter-Municipal HR Assessment

Date: 2025-04-01

Prepared by: CAO Glenn Horne

Contributors: Berwick & Kentville Staff



1) CAO COMMENTS

This is a recommendation of the CAO.

2) LEGISLATIVE AUTHORITY

MGA Section 65A – authorized municipal expenditures

3) STAFF RECOMMENDATION

That Council approve the draft motion to authorize an application to the Municipal Innovation Program (MIP) in support of this initiative.

4) REFERENCES AND ATTACHMENTS

- Request for Proposals (RFP) WOL002-2025 Human Resources Needs Assessment and Service Delivery Options

5) DISCUSSION

The Towns of Berwick, Kentville and Wolfville (the “Partners”) have agreed to retain a qualified consultant to assess the human resources (HR) service needs of each organization and develop HR service delivery options, including intermunicipal service options, for further consideration. This engagement will produce an HR needs assessments for each Town and a report that identifies and describes inter-municipal HR service delivery options that may better serve the partners.

The key goals of this work include:

- Execution of a needs assessment of current HR service delivery for each organization.
- Identification of gaps and weaknesses in existing resources, services, structures, policy and processes.
- Identification of areas for improvement and recommended investment to address gaps and strengthen resources, services, structures, policy and processes.
- Recommend solutions to address gaps and weaknesses that optimize resource requirements and costs without negatively impacting the individual Towns’ autonomy.

An RFP for this work, attached for your reference, closes on April 9, 2025. The RFP also provides additional details on the scope of work. An MOU outlining roles, responsibilities and division of costs among the partners has also been established.

The MIP provides up to 75% funding for regional cooperation projects to help the long-term sustainability of local governments. Applications to the MIP are due by April 28, 2025, and require an

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Contributors: Berwick & Kentville Staff



authorizing Council motion. This project has already been reviewed with provincial staff to determine its eligibility.

6) FINANCIAL IMPLICATIONS

The total project budget for this work is estimated to be approximately \$80,000. The funding request to the MIP is \$60,000 (75% of total). If successful, the remaining \$20,000 will be funded based on the agreed funding formula, as follows:

Berwick: \$4,315.55
Kentville: \$9,034.87
Wolfville: \$6,648.84

If MIP funding is not provided, the project scope will be scaled appropriately. The Town has budgeted \$15,000 for this project.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

This initiative is highlighted in the Town's 2025/26 Operational Plan.

8) COMMUNICATION REQUIREMENTS

There are no apparent communication requirements.

9) ALTERNATIVES

Council may approve the draft motion or not.

REQUEST FOR DECISION 016-2025

Title: Funding Applications - PCAP and FRIIP
Date: April 1, 2025
Prepared by: Alexander J. de Sousa, P.Eng., Director of Engineering
& Public Works
Contributors:



SUMMARY

Funding Applications - PCAP and FRIIP

Three planned capital projects may fit the requirements of the Provincial Capital Assistance Program (PCAP) and Flood Risk Infrastructure Investment Program (FRIIP) funding programs, for which applications are due April 28, 2025. The applications require resolutions of Council to accompany the submissions.

DRAFT MOTIONS:

- (1) that council approve the submission of an application to the Provincial Capital Assistance Program (PCAP) to support currently planned high priority capital infrastructure projects.

- (2) that council approve the submission of an application to the Flood Risk Infrastructure Investment Program (FRIIP) to support currently planned capital projects that aim to address flood risks and community vulnerability.

REQUEST FOR DECISION 016-2025

Title: Funding Applications - PCAP and FRIIP

Date: April 1, 2025

Prepared by: Alexander J. de Sousa, P.Eng., Director of Engineering
& Public Works

Contributors:



1) CAO COMMENTS

The CAO supports the recommendation of staff.

2) LEGISLATIVE AUTHORITY

MGA Section 65A – authorized municipal expenditures.

3) STAFF RECOMMENDATION

Proceed with grant funding applications.

4) REFERENCES AND ATTACHMENTS

N/A

5) DISCUSSION

Earnscliffe Ave Reconstruction, Stormwater System Assessment and Improvements Project (post-survey), and the SCADA Assessment and Planning Study are three planned capital projects that fit the requirements of the below funding programs, for which applications are due April 28, 2025. Each are included in the Town’s operational and capital plans and are budgeted at full cost to the town. Provincial funding would reduce the Town’s costs. The applications require resolutions of Council to accompany the submissions.

Provincial Capital Assistance Program (PCAP)

PCAP is available to help municipalities invest in high priority infrastructure projects. The program may fund up to 50% of eligible project costs. Eligible projects are typically related to water, wastewater, stormwater, and solid waste management.

Flood Risk Infrastructure Investment Program (FRIIP)

FRIIP is available to help municipalities invest in infrastructure and studies which reduce flood risks and community vulnerability. The program may fund up to 50% of eligible project costs. Eligible project types include river training and floodway improvements; floodwater containment and flood intensity mitigation; study work including mapping to identify flood prone areas; and identification of potential solutions to mitigate flood impacts.

REQUEST FOR DECISION 016-2025

Title: Funding Applications - PCAP and FRIIP

Date: April 1, 2025

Prepared by: Alexander J. de Sousa, P.Eng., Director of Engineering
& Public Works

Contributors:



6) FINANCIAL IMPLICATIONS

If successful, external funding would be provided to the Town for critical infrastructure upgrades, reducing the cost to the Town. Funding requests and awards can be up to 50% of the project cost; the specific amounts will be determined during application process.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

A grant funding application fits with Council's Economic Prosperity and Community Wellness strategic directions, as a successful application would result in funding that helps support the Town's capital program, and the projects themselves will contribute to overall community wellness.

Each initiative identified for potential funding application are included in the Town's 2025/26 operational and capital plans.

8) COMMUNICATION REQUIREMENTS

There are no apparent communication requirements.

9) ALTERNATIVES

Do not endorse the funding application.

REQUEST FOR DECISION 017-2025

Title: Council Strategic Planning Facilitation

Date: 2025-04-01

Prepared by: Glenn Horne, CAO

Contributors:



SUMMARY

Council Strategic Planning

The Town requested quotes from five qualified suppliers with expertise in municipal government for strategic planning facilitation. After reviewing three proposals received, the Mayor, Deputy Mayor, Town Clerk & CAO unanimously recommend Jacques Dube from JDStrategy, who provided the lowest-cost option and demonstrated the most suitable experience and approach for the town's strategic planning needs.

DRAFT MOTION:

That Committee of the Whole recommends to Council the following motion:

That Council award facilitation of Council's Strategic Plan to Jacques Dube, JD Strategy.

REQUEST FOR DECISION 017-2025

Title: Council Strategic Planning Facilitation

Date: 2025-04-01

Prepared by: Glenn Horne, CAO

Contributors:



1) CAO COMMENTS

The CAO supports this recommendation.

2) LEGISLATIVE AUTHORITY

Nova Scotia Municipal Government Act Section 65.

3) STAFF RECOMMENDATION

The recommendation is to award the facilitation of Council's Strategic Plan to Jacques Dube, JD Strategy.

4) REFERENCES AND ATTACHMENTS

- Strategic Planning approach description, JD Strategy.

5) DISCUSSION

In accordance with the Town's policy for procurement of mid-range (\$2,500 - \$50,000) service, quotes were sought from five qualified suppliers seeking someone with in-depth understanding of municipal government who will design and implement a strategic planning process that:

- Creates a common understanding of the strengths, weaknesses, opportunities and threats that face the Town.
- Distinguishes between Council's policy-setting role and staff's operational responsibilities.
- Narrows the numerous issues and choices facing the Town into a focused list of actionable priorities.
- Considers priorities against available resources.
- Focuses on municipal jurisdiction and achievable goals within the current Council term.
- Incorporates mechanisms for regular review and progress reporting.
- Maintains simplicity and clarity throughout the process.

Quotes on a standard scope of work were requested from five individuals / organizations who are either known service providers of municipal strategic planning or taken from the provincial standing offer list for professional services. Three proposals were received. Proposals were reviewed by the Mayor, Deputy Mayor, Town Clerk & CAO. Based on his experience and outlined approach, the unanimous recommendation and lowest cost option is Jacques Dube, JDStrategy. A description of the proposed approach is attached for Council's reference.

With over 30 years of experience as a CAO in municipalities like St. Andrews, NB; Moncton, NB; and Halifax Regional Municipality, Mr. Dubé has successfully guided numerous municipalities through the

REQUEST FOR DECISION 017-2025

Title: Council Strategic Planning Facilitation

Date: 2025-04-01

Prepared by: Glenn Horne, CAO

Contributors:



development and implementation of strategic plans focused on tangible outcomes. Mr. Dube is a seasoned professional with expertise in municipal governance, policy, and operations.

6) FINANCIAL IMPLICATIONS

\$15,000 has been budgeted for this initiative; Mr. Dube's contract price of \$7250 + HST falls within that allocated budget.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- This initiative will create a new Strategic Plan.
- This initiative is included in the Town's 2025/26 Ops Plan.

8) COMMUNICATION REQUIREMENTS

There are no apparent communication requirements at this time.

9) ALTERNATIVES

Council may approve the draft motion or not.



Town of Wolfville Strategic Planning Sessions

Date TBD, 2025

Wolfville, NS



- An estimated **50% of Canada's 3600 municipalities have a strategic plan** in place, not limited to just medium and large municipalities.
- The **Municipal Development Plan is the highest level** in the policy hierarchy, with the Strategic Plan directly beneath it.
- **Wolfville is well-positioned** to implement a new strategic plan, thanks to the existing strategies, initiatives, and policies that should serve as inspiration for your strategic plan.
- **Adherence to the strategic plan by the team** typically results in **successful outcomes**.
- It serves as a **tool for navigating complex governance and service delivery** challenges, regardless of the number of zeros involved.
 - Provides **organizational clarity, direction, and focus**.
- Promotes **openness and transparency** in line with your principles of **Leadership & Accountability, Community Engagement, Inclusion, and Sustainability**.
 - Fosters a **collaborative, equitable, and inclusive culture**.



The plan **aligns Council and staff** by giving staff clear direction



Telegraphs to the residents that **Council is focused on a strategy** and to businesses and people thinking of moving here



Allows capacity to react and readjust the plan as a **living document** – how much can you plan?



Basis upon which Operating & Capital budgets are set by Council- how do you budget effectively when you don't know what your priorities are?



- **Reduces conflicts** within Council, with residents & between Council & staff
- **Council oversight and decision-making**
- **Council receives and provides information and directs staff through the CAO**
- **Strategic Plan for the next 4 years**
- **A living document with regular reporting**



Culture eats strategy for breakfast – strategic plans will not work effectively without a strong collaborative culture across the entire organization including Mayor, Council & staff.

Strategic planning is the **driver of a collaborative culture** which is already one of your principles

Respects the **roles of Council as policy makers/decision-makers** and **staff as implementers**

Helps **Council focus on the big picture, its Vision, mission, strategic pillars, outcomes and actions**

Ensures all **recommendation reports & actions align with Council's Strategic Plan**

Step 1 is to adopt your values. Things like honesty, integrity, etc.

Step 2 is a SWOT analysis- an informed discussion about your strengths, weaknesses, opportunities and threats. We will spend time today together on that.

Step 3 is to set the Vision. The desired state; **what you want to be.**

Step 4 is a Mission Statement: It is your purpose. **What you do** as an organization. How you will achieve your Vision.





- **Step 5:**
- **Strategic pillars and outcomes: Achieve what and how (see Amherst & HRM)**
- What is **critical**, what is **important** and what **desirable to achieve Council's vision**.
- **Reality check**: resources, money, staff, urgency, safety issue, etc.
- Two types: **Council pillars** and **administrative pillars**, with the latter enabling of the former. (HRM ex.)



- **What is a Strategic Pillar?**

- A **high-level priority** of no more than 1-2 words. Recommend you **adopt no more than 4-5**.

Examples:

Prosperous Economy

Healthy Communities

Culture & Heritage

Integrated mobility

Environment

Social

Governance

Public safety





- **What is a Strategic Outcome?**
 - **What you want to achieve** under each Strategic Pillar
-
- Example: A **Strategic Outcome** under a **Prosperous Economy** pillar could be:
 - **Talent Attraction, Retention and Development: A global and welcoming community that attracts, retains and develops talent**
 - **Establish 2-5 strategic outcomes for each Strategic Pillar**



Step 6: Draft Strategic Actions consistent with Council's Strategic Pillars.



Step 7: Recommend the CAO bring the **draft strategic plan to Council** in Committee-of-the-Whole for consideration and recommendation to Council



Reporting quarterly so Council can adjust its priorities as it sees fit

REQUEST FOR DECISION 015-2025

Title: VIC Operations – WBDC Agreement
Date: 2025-04-01 updated for Council 2025-04-15
Department: Community Development



SUMMARY

Visitor Information Centre Operations: Contract with Wolfville Business Development Corporation

The Wolfville Business Development Corporation (WBDC) is a key partner with the Town and currently focuses on member support, marketing and placemaking. The Town's economic development role has largely been 'setting the scene' for private investment and tourist activity. The WBDC is moving into a more active role with tourism that has been discussed over the years but not actioned. Recent conversations have led to the development of an agreement with the WBDC to carry out all operational functions of the Town's Visitor Information Centre (VIC) - **for a trial/pilot period of one (1) year**. Both partners are hopeful that the pilot blooms into a long-term arrangement.

The Town maintains ownership of the building and would be responsible for maintenance and utilities, while the WBDC would be responsible for the day-to-day function of the service, including interfacing with tourist and resident visitors, promotion of Wolfville and area attractions, businesses and amenities and working with Tourism Nova Scotia and other partners to provide the most current information, as well as other duties as outlined in the contract. The Town would provide funding to the WBDC to carry out these functions, in an amount based on the cost of operating the VIC in recent years.

This Agreement would be reviewed after the trial period and an assessment would be made as to how to move forward.

Amendments to the contract that were discussed at the COW Meeting of April 1st have been approved by the WBDC. These amendments are now incorporated in the contract and highlighted for approval.

DRAFT MOTION:

That Council approve the proposed Agreement with the WBDC to operate the VIC for the 2025 season, as attached to RFD015-2025 **as amended**.

REQUEST FOR DECISION 015-2025

Title: VIC Operations – WBDC Agreement
Date: 2025-04-01 updated for Council 2025-04-15
Department: Community Development



1) CAO COMMENTS

The CAO supports the recommendations of staff.

2) LEGISLATIVE AUTHORITY

- Nova Scotia Municipal Government Act (MGA)

3) STAFF RECOMMENDATION

Staff recommend Council approve the proposed Agreement with the WBDC to operate the VIC for the 2025 season, as attached.

4) REFERENCES AND ATTACHMENTS

- Draft Operating Agreement between the Town of Wolfville and the Wolfville Business Development Corporation.

5) DISCUSSION

Staff have held discussions with WBDC executive members and other key stakeholders and have concluded that this promises to be a mutually-beneficial arrangement. Tourism is a driver of economic activity, and the WBDC recognizes that its membership could be more involved in this function of the Town, providing input as well as receiving benefits from visitors to Wolfville. From the Town's perspective, this could provide stability in the staffing of the VIC, given that these positions have been mostly seasonal in nature and have a high degree of turnover in personnel as a result. This also leads to repeated efforts in recruitment and training each year. This arrangement will also reduce the administrative responsibilities of the Town by contracting with a service provider.

6) FINANCIAL IMPLICATIONS

The Town Budget reflects the operational funding to be provided to the WBDC, which is based on the cost to the Town of operating the VIC in recent years.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

No specific references provided. Operation of the Visitor Information Centre is an important function to the Town, as it relates to tourism, information sharing, business promotion and its place as a physical community hub.

REQUEST FOR DECISION 015-2025

Title: VIC Operations – WBDC Agreement
Date: 2025-04-01 updated for Council 2025-04-15
Department: Community Development



8) COMMUNICATION REQUIREMENTS

Once approved, the Agreement will be presented to the WBDC for its own approval and signing and coordination will begin immediately towards operating the VIC under this new arrangement.

9) ALTERNATIVES

Council could instruct staff to revert to the previous mode of operating the VIC under its own staffing and supervision.