



Town & Gown Committee Meeting

November 24, 2025

1:00 p.m.

Council Chambers, Town Hall

359 Main Street

Agenda

Call to Order

1. Approval of Agenda

2. Approval of Minutes

- a. April 28, 2025

3. Declarations of Conflicts of Interest

4. 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 provide input to be directed to the Chair.*
- *Responses will be provided after the meeting either via email or in person and may be included in a future report.*
- *Any input that relates 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 responded to.*



5. Old Business

- a. RFD 047-2025 - Amendments to the Acadia, ASU, Wolfville Memorandum of Understanding
- b. 2025 Homecoming Debrief

6. New Business:

- a. Events Acadia Information Update
- b. Recreation Facility Engagement Information Update
- c. [Town of Wolfville Strategic Plan, 2025-2029](#)

7. Round Table

- a. Town of Wolfville Update
- b. Acadia University Update
- c. Acadia Students Union Update

8. Next Meeting

TBD

9. Adjournment

REQUEST FOR DECISION 047-2025

Title: Amendments to the Acadia, ASU, Wolfville MOU
Date: 2025-11-24
Prepared by: Glenn Horne, CAO
Contributors: Ian Murray, Executive Advisor, Strategic Initiatives, Acadia University
Alicia Johnson, General Manager, Acadia Students Union
Laura Yaroshevskaya, Administrative Assistant



SUMMARY

The current version of the Memorandum of Understanding (MOU) between Acadia University (Acadia), the Acadia Students Union (ASU) and the Town of Wolfville (the Town; collectively referred to as the Parties) was established in 2023. It contains a clause that, “an informal review of effectiveness of this MOU will be held every two years.” This informal review was completed by the administrative leads for the organizations and focuses on additions to the shared goals related to innovation in community safety and communication, adjustments to the administrative and committee structures to reflect current practice and focus on strategic outcomes, and some housekeeping changes.

DRAFT MOTION:

That the Committee recommend the revised Memorandum of Understanding between Acadia University, the Acadia Students Union and the Town of Wolfville be approved as presented.

REQUEST FOR DECISION 047-2025

Title: Amendments to the Acadia, ASU, Wolfville MOU
Date: 2025-11-24
Prepared by: Glenn Horne, CAO
Contributors: Ian Murray, Executive Advisor, Strategic Initiatives, Acadia University
Alicia Johnson, General Manager, Acadia Students Union
Laura Yaroshevskaya, Administrative Assistant



1) CAO COMMENTS

This Request for Decision (RFD) is presented on behalf of the administrative leads for Acadia University, the Acadia Students Union and the Town of Wolfville. It reflects our collective reflections on the application of the MOU for the past two years and areas for improvement.

2) LEGISLATIVE AUTHORITY

The *Municipal Government Act (MGA)* described municipalities as a responsible order of government accountable to the people, with the purpose of developing and maintaining safe and viable communities. This MOU broadly pursues those goals, while specific initiatives are enabled through Section 65 of the MGA related to spending of funds.

3) STAFF RECOMMENDATION

Staff recommend the Committee approve the draft motion and refer it to the Parties various decision-making bodies.

4) REFERENCES AND ATTACHMENTS

- Revised MOU, November 2025

5) DISCUSSION

The MOU between the parties was established in 2023; it contains a clause that, “an informal review of effectiveness of this MOU will be held every two years.” A formal review is to be held every four years. This informal review was completed by the administrative leads for the organizations and is reflected in the proposed revisions. Specifically:

- Some minor grammatical changes.
- The addition of a *Community Well-Being* shared goal related to new and innovative opportunities to enhance community safety.
- The addition of a *Communication* shared goal.
- A reduction in Committee meetings to focus on strategic outcomes at key times of the year.

REQUEST FOR DECISION 047-2025

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Date: 2025-11-24

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Where this is an informal review, the proposed changes are relatively minor and reflect recent discussions among the parties.

6) FINANCIAL IMPLICATIONS

There are no apparent financial implications with the proposed revisions. Specific initiatives developed in fulfillment of this MOU will require the allocation of resources.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

- Prosperous Economy: Foster a diverse and resilient local economy that supports entrepreneurship, innovation, sustainable development, and contributes to a vibrant community.
- Inclusive Communities: Build a safe and inclusive community and be a leader in meaningful engagement.
- Sustainable Environment: Lead climate action through integrated mobility and environmental protection.

8) COMMUNICATION REQUIREMENTS

There are no apparent communication requirements.

9) ALTERNATIVES

The Committee may approve the draft motion or not.

MEMORANDUM OF UNDERSTANDING

Between

TOWN OF WOLFVILLE

hereinafter referred to

as The Town and

ACADIA UNIVERSITY

hereinafter referred

to as Acadia and

ACADIA STUDENTS' UNION

hereinafter referred to as the ASU

REVISED on **DAY MONTH YEAR**, this Memorandum of Understanding (MOU) is made and entered into by and between The Town, Acadia, and the ASU. The entities listed above may collectively be referred to as the Parties to this MOU.

I. PURPOSE:

Recognizing that we are stronger together than if working in isolation, the Town, Acadia, and the ASU wish to transcend the traditional Town and Gown framework to create the most unified university-town model possible to support our collective goal of becoming an integrated community in which we live, work, and study. This MOU describes a framework that mobilizes our efforts to ensure we best meet the needs of the comprehensive community and our respective institutions.

II. KEY PRINCIPLES:

The Parties are guided by the following key principles:

1. We acknowledge that we are in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. We embrace the principles of equity, diversity,



inclusion, accessibility, and sustainability in our collaborative work.

2. Wolfville is only Wolfville with Acadia, and Acadia is only Acadia with Wolfville. The Town, Acadia, and ASU recognize that our organizations are intrinsically intertwined, each living up to its full potential of success only with the support and partnership of the other. The Parties actively invite one another to optimize the academic, research, cultural, athletic, recreational, business, economic, and entertainment opportunities provided through their various offices and departments.
3. We willingly invest in each other through dedicated resources, funding, and collaborative partnerships. The Town, ASU, and Acadia believe that greater benefit will be achieved if each invests in the other's success.
4. We share a joint responsibility to commit to a high standard of community livability for all residents of Wolfville. Residents deserve to live in a town that is attractive, safe, healthy, and affordable where neighbours appreciate, support, and respect one another. Challenges posed by food insecurity, poor or inadequate housing, or behaviours that are incompatible with the objectives of community well-being are addressed promptly, through collaboration and with sensitivity to all parties.
5. We have a duty to ensure the success of all Acadia students. Acadia students gain experience and knowledge not only through Acadia's academic programs and on-campus experiences, but by ~~integrating-participating~~ as proud ~~citizens-residents~~ of the Town of Wolfville. Their involvement as residents ~~of Wolfville~~ should be enriching and contribute to an overall positive experience for ~~visitors and permanent residents alike~~ all.
6. We will proactively consult and collaborate frequently with each other, with students of Acadia, residents of the Town, and other key stakeholders on matters of mutual concern before decisions are made by any one Party that would impact another.

II. SHARED GOALS:



1. Economic Development

The Parties, through engagement with entities including, but not limited to, Events Acadia, Acadia's Office of Industry and Community Engagement, the Wolfville Farmers Market, Valley Regional Enterprise Network, Kentville Research and Development Centre, and Wolfville Business Development Corporation, pursue and leverage joint research and economic development opportunities that provide benefit to the Town, University, and ASU.

2. Facilities, Infrastructure, and Environment

Through consultative and collaborative strategic planning, the Parties manage and promote facilities and infrastructure, including parks and open spaces in addition to physical infrastructure, in an environmentally sustainable manner such as to optimize their mutual benefit to all residents and visitors to Acadia and Wolfville.

3. Community Well-Being

The Parties work together to create and sustain a healthy, safe, supportive, affordable, and respectful community for all residents and visitors by:

- a. encouraging the engagement and interaction of all members of the community
- b. seeking affordable and safe housing options for all residents, including students and future students
- c. developing community-based solutions to enhancing food security
- d. committing to compliance of all federal and provincial statutes and regulations, Town bylaws and policies including but not limited to the Noise Bylaw & Nuisance Party Bylaw, and Acadia's Non-Academic Judicial Student Code of Conduct, and

d.e. explore new and innovative opportunities to enhance community safety through cooperation with community partners.

4. Communication

The Parties work together to share successes, opportunities, learning, and initiatives with other Town & Gown relationships and regional, national, and international organizations and the broader community.

IV. IMPLEMENTATION:

1. The Parties will provide representatives to the Wolfville and Acadia Town and Gown Committee as follows:
 - President and Vice-Chancellor of Acadia University
 - 1 member of the Board of Governors ~~or Senate~~ (2-year term)
 - President of the Acadia Student Union
 - One member of the Students' Representative Council (SRC), usually the Community Relations Representative
 - Mayor of the Town of Wolfville
 - 1 member of the Town Council (2-year term)
 - 1 resident of the Wolfville community. Both the Town and Acadia will cause notice of this position and its subsequent vacancy to be advertised publicly. The member so chosen shall be selected by the other 6 Committee members (2-year term, renewable for 1 additional term subject to Committee approval)
2. The Committee will be chaired by the Mayor of the Town of Wolfville and the President and Vice-Chancellor of Acadia University on an alternating annual basis.
3. The mandate of the Committee is to serve as stewards of this Memorandum of Understanding and to promote its shared goals.
4. The Committee meets ~~quarterly throughout the calendar year~~ twice annually, usually in ~~January, April, September, and November~~ the spring and fall, or as required.

5. Each partner will appoint an administrative lead to support the Committee and champion the deliverables of the shared goals.
6. A joint annual workplan is ~~proposed~~ managed by the administrative leads ~~to the Town and Gown Committee for endorsement, usually at the November meeting.~~
 - a. The workplan is developed by the administrative leads with input from employees and other contributors as required. The administrative leads may from time-to-time establish working groups or ad-hoc committees to inform or execute the annual workplan.
 - ~~b. Once endorsed by the Committee, the joint annual workplan is forwarded to the Parties.~~
 - e.b. The administrative leads will provide workplan progress reports at Committee meetings ~~and a year-in review summary of accomplishments, usually at the June meeting.~~
7. The Committee meetings ~~will~~ may be held in a hybrid format (in-person and virtual)
8. The meetings are open to the public.

V. LENGTH OF AGREEMENT

1. Subject to paragraph 3 below, the Parties anticipate that this MOU will remain in effect indefinitely.
2. An informal review of effectiveness of this MOU will be held every two years. A formal review will be conducted every 4 years to ensure that the shared goals and key principles remain relevant and current. Any changes as a result of these reviews may require an amending agreement by the Parties.
3. Any Party may withdraw from this MOU with ~~one year~~ 90 days written notice. This MOU will cease to be in effect upon the withdrawal of any Party.

In witness whereof, the parties hereto have executed this MOU as of the last date written below:



Jodi MacKay
Mayor, Town of Wolfville

Jeff Hennessy
President, Acadia University

Yas Jawad
President, Acadia Students' Union

Date

Date

Date



REQUEST FOR DECISION 029-2025

Title: 2025-2029 Strategic Plan

Date: 2025-10-07

Prepared by: Glenn Horne, CAO

Contributors: Senior Leadership Team

Laura Yaroshevskaya, Administrative Assistant



SUMMARY

In June 2025, the Town Council of Wolfville convened a two-day strategic planning session. This session, attended by all elected officials and senior staff, built upon insights from the 2025/26 operating and capital budgets, feedback from the 2024 municipal election, and the collective experience of Town leadership. Foundational elements for the Town's Strategic Plan were produced, including a SWOT analysis, a reaffirmation of the Town's mission, vision, and values, identification of key issues for the current Council term, and prioritization of themes to guide resource allocation.

On Tuesday, September 9, the Committee of the Whole received a first draft of the Strategic Plan and provided feedback, which has been incorporated. The resulting document, the *Town of Wolfville Strategic Plan 2025–2029*, is now presented as a final draft. It includes both the content developed during the session and contextual information about Town operations and finances. While the mission, vision, and values are transcribed directly from the session, the strategic priorities have been interpreted and refined for clarity.

DRAFT MOTION:

That Council approve the Town of Wolfville Strategic Plan, 2025-2029, as presented.

REQUEST FOR DECISION 029-2025

Title: 2025-2029 Strategic Plan

Date: 2025-10-07

Prepared by: Glenn Horne, CAO

Contributors: Senior Leadership Team

Laura Yaroshevskaya, Administrative Assistant



1) CAO COMMENTS

This strategic plan provides Wolfville with a unified vision, clear priorities, and a framework for achieving community goals. It fosters public engagement and buy-in, enabling Council to make focused, informed decisions about what to do (and not do), manage expectations, direct resources, build trust, and ultimately shepherd our preferred future.

2) LEGISLATIVE AUTHORITY

The *Municipal Government Act* described municipalities as a responsible order of government accountable to the people, with the purpose of developing and maintaining safe and viable communities. While there is no specific provision in the Municipal Government Act requiring a Strategic Plan, many municipalities adopt Strategic Plans to guide their operational and budgetary decisions.

3) STAFF RECOMMENDATION

Staff recommend that the attached Town of Wolfville Strategic Plan, 2025-2029, be approved as presented if it appropriately captures the priorities and intentions of Council, so that it can serve to guide the Town in the development of the annual operations plan and budget.

4) REFERENCES AND ATTACHMENTS

- Town of Wolfville Strategic Plan, 2025-2029.

5) DISCUSSION

After each election, the new Council sets direction for the organization to guide the annual operations planning and budget processes for the upcoming term. Town Council reviewed its Strategic Plan in the spring of 2025. Facilitated by former Halifax Regional Municipality CAO, Jacques Dube, and attended by all elected officials and the Town's senior staff, a two-day session was held on June 5 & 6. During that session, Town leadership reflected on discussions and decisions associated with the approved 2025/26 operating & capital budgets and plan, the feedback expressed during the 2024 municipal election, and their knowledge and experience as Town officials.

The session focused on the development of the following outputs, which comprise this first draft:

- Reflection on the Town's strengths, weaknesses, opportunities, and threats (SWOT Analysis).

REQUEST FOR DECISION 029-2025

Title: 2025-2029 Strategic Plan

Date: 2025-10-07

Prepared by: Glenn Horne, CAO

Contributors: Senior Leadership Team

Laura Yaroshevskaya, Administrative Assistant



- Articulation of the ideals and beliefs that guide decisions (values), purpose and approach to service (mission) and aspirations for the Town's future (vision).
- Anticipation of the key issues facing the Town during this Council term.
- Contemplation of the top priorities and associated themes toward which the Town's resources (people, time, money) will be directed.

The content developed is now compiled and organized into the attached plan. The vision, mission and values are verbatim from the June session. The strategic priorities are based on the notes taken during the session; some required interpretation or elaboration to ensure the intended meaning was captured. In addition to providing the content developed through this process, additional information (ie: town operations & financial condition) is also included to position this content within the Town's greater context. Finally, a section on implementation and reporting is also included.

At its last meeting the Committee provided feedback, which has been incorporated. Copy editing and assessment for plain language is complete.

6) FINANCIAL IMPLICATIONS

The approval of a strategic plan outlines the framework within which the Town will guide its activities and make decisions. Therefore, there are no financial implications associated with this plan. There are financial considerations for many of the individual priorities, which will be identified when they are considered.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Once approved, this section of all Requests for Decision (RFDs) and Information Reports (IRs) will now be updated to reflect the new Strategic Plan.

8) COMMUNICATION REQUIREMENTS

Once approved, the Strategic Plan will be posted to Wolfville.ca, circulated to all Town staff and council. Specific opportunities to share the Strategic Plan will be assessed.

9) ALTERNATIVES

Council may approve the draft motion or not. If Council does not approve the motion, specific feedback and recommendations are appreciated.

Town of Wolfville Strategic Plan

2025-2029



A cultivated experience for the mind, body, and soil

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A Message from Town Council

In June 2025, with the assistance of Jacques Dubé and Town staff, Council workshopped a renewed Strategic Plan to establish priorities and to guide our actions through 2029. This plan was informed by what we heard during the 2024 municipal election campaign, through ongoing community feedback and by discussions around the Council table.

With the adoption of this Strategic Plan, we share Council's approach to governance, and our shared intention to thoroughly and effectively serve Wolfville. Through this plan we also reaffirm our commitment as a Council to serve all members of our community over the 2024 – 2028 term.

Now that Council has set the strategic direction, we will work with the support of dedicated Town staff to make informed decisions on budgets, plans, bylaws, and policies that shape Wolfville today and into the future. Our decisions are strengthened by staff research & recommendations and by community ideas & insights. We remain committed to ongoing communication and collaboration with you, through community interactions, public discussions and listening sessions.

It is our pleasure to work with you to build a strong, inclusive, and sustainable Wolfville.

Sincerely,

Mayor Jodi MacKay

Councillor Mike Butler

Councillor Ian Palmeter

Councillor Howard Williams

Deputy Mayor Jennifer Ingham

Councillor Wendy Elliott

Councillor Kelly van Niekerk



Introduction

Wolfville is situated in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq. A vibrant university town nestled in Nova Scotia's Annapolis Valley, rich history meets youthful energy and cultural vitality everywhere you turn. The town has long embraced a unique identity shaped by its academic roots, scenic charm, and strong community spirit.

The home of Acadia University, Wolfville's walkable downtown, thriving arts scene, and outdoor amenities make it a destination for both locals and visitors. Cultural events reflect the town's creative pulse. Residents congregate to enjoy local sports, parks and trails, and honour their agricultural heritage through farmers' markets and farm-to-table dining.

As Wolfville looks ahead, it faces challenges common to many towns such as aging infrastructure, climate change, and rising costs. With nearly 90% of revenue tied to property taxes, the Town must balance fiscal responsibility with evolving community needs. Yet, opportunities abound—from its location in wine country to the many contributions of Acadia University. This Strategic Plan outlines how Wolfville will navigate complexity while preserving the distinctive character that makes it one of Nova Scotia's most vibrant communities.

The Town of Wolfville's Strategic Plan outlines four key priorities that reflect what matters most to our community: Fiscal Responsibility, Prosperous Economy, Vibrant Community, and Sustainable Environment. Developed through collaboration, this plan draws on community feedback, expert input, and strategic planning sessions. This Strategic Plan ensures that the Town's actions will align with the values and aspirations of the community.



Vision, Mission & Values

Wolfville is committed to the seven sacred teachings: truth, honesty, love, courage, respect, wisdom & humility. Those teachings shape our vision, mission, values and acts.

A **vision statement** describes a desired future state; it reflects what Wolfville aspires to become:

***An inclusive and vibrant community
where natural beauty, heritage, innovation, and well-being bloom.***

A **mission statement** is a declaration of the Town's purpose and approach to serve the community:

***Lead with care, creativity, and purpose –
honour our past, enrich our present, and shape a resilient future.***

Values are deeply held beliefs and ideals that guide the Town's actions, decisions, and interactions:

Accessibility

Collaboration

Diversity

Equity

Inclusivity

Informed Decision-Making

Innovation

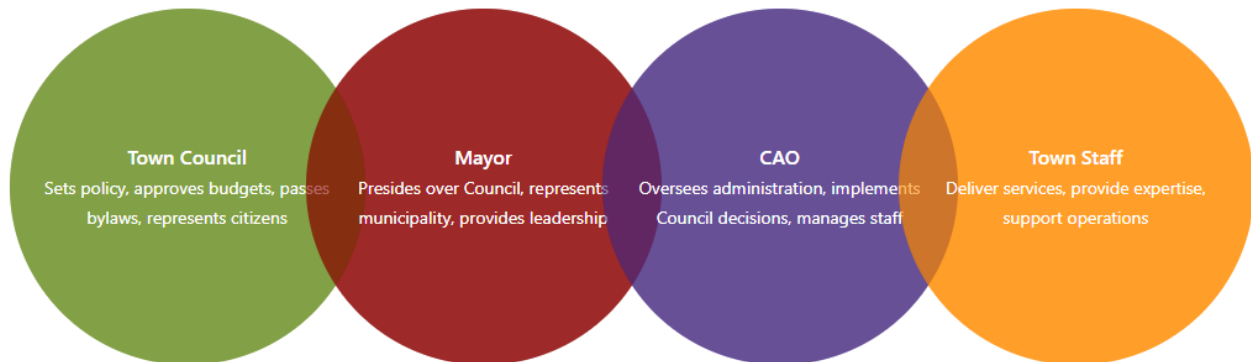
Safety

Stewardship

Trust



Town Operations



In Nova Scotia, the Chief Administrative Officer (CAO) serves as the administrative head of municipal government. The CAO is Council's only employee and is responsible for the Town's operations. The CAO's core function is relatively simple: **to provide professional, effective, administrative leadership that supports the Council as they serve the community.**

Wolfville is fortunate to have a talented, dedicated and hard-working team of public servants that delivers a wide variety of programs and services. The Town also works with regional partners to provide high-quality services at a lower cost than it could otherwise, like Acadia University, the Wolfville Business Development Corporation, Valley Waste Management, Kings Transit, Kings Regional Emergency Management, and many more.

The Town has extensive reach and service responsibilities, which includes but is not limited to:

- Provision of safe, high-quality drinking water, which includes 71km of pipe, 220 + hydrants, 1610 + meters, two wells and associated pumps, treatment plant and reservoir.
- Collection & treatment of sanitary sewer, which includes 62km of pipe, 6 pumping stations, and a three-lagoon treatment plant.
- Maintenance and repair of a transportation network, which includes 34km of asphalt roadway, 25.5km of asphalt and concrete sidewalk, 19km of recreational trails, 135 streetlights & 11 parking lots.
- Upkeep of over 110 acres of park and greenspace, 1441 urban forest trees, 93 + benches, 30+ picnic tables and many more assets.
- After school, summer camp, community and recreational programming.
- Support for many community events, celebrations and organizations.
- Administration of bylaws and provision of community safety in partnership among Community Compliance, Wolfville Fire Department, Royal Canadian Mounted Police and Kings Regional Emergency Management.
- Management of approximately 200 development agreements, processing of 100 + development & building permits, responsibility for fire inspection of 280 + properties & management of 35 heritage property files.
- Coordination of financial, technology, human resources, communication & privacy services.

Financial Condition

The Town of Wolfville has benefited from many years of sound financial management and decision making, putting it in a relatively stable, low risk position. Each year the Nova Scotia Department of Municipal Affairs releases [a report on the financial condition and sustainability](#) of each municipality. For the past five years Wolfville has shown strong financial health viewed through a relatively low risk rating on 11 of 12 financial indicators in the most recent report based on the 2022/23 financial statements.

One indicator, residential tax effort (which is a measure of the percentage of household income spent on municipal taxes), continues to be higher than the average of other Towns in Nova Scotia, making it a moderate risk.

For a complete picture of the Town's financial health, you can find the [approved financial statements dating back to 2019 here](#).

Trends to continuously monitor:

- Assessment growth is not keeping up to the growth in municipal expenses.
- Relatively high residential tax effort making Town services unaffordable for some property owners.
- 82% of all revenue comes from property tax; 8% comes from levies on property (sewer rates, etc.), meaning 90% of all revenue is generated from property.
- Wolfville has increasing capital investment needs as infrastructure continues aging. And with the cost investment increasing primarily due to ever-increasing prices and supply chain issues, external funding opportunities for these important projects need to be considered at every step.

Implementation & Reporting

With approval of the *Town of Wolfville's Strategic Plan 2025-2029*, Council directs the following implementation & reporting:

- Add the *Strategic Priorities At-A-Glance* page to each Committee of the Whole meeting agenda, not for review, but as an ongoing reference to the Town's priorities.
- Schedule an annual review of the *Strategic Plan*, aligned with the beginning of the annual operational plan, operating and capital budget process.
- Schedule two additional *Strategic Plan* updates, aligned with Operational Plan updates, in the spring and fall of each year.
- Report on progress in the CAO report as appropriate.

Strategic Priorities



This plan serves as a roadmap to guide operational planning, shape budgets, inform departmental work plans, and support regular reporting to the community.

Each of the four strategic priority sections follows the same structure:

1. A vision statement outlines the Town's long-term goals in that area.
2. Key themes within each priority identify the focus areas.
3. Action items under each key theme describe the specific initiatives the Town will undertake to support progress, measure outcomes, and ensure accountability.

Strategic Priorities At-A-Glance

Fiscal Responsibility: *Ensure organizational sustainability and deliver public services using sound financial decision-making, through:*

- 1) Asset Management: Collect accurate and timely data to make informed decisions that inspire trust and confidence.
- 2) Community Focus: Make Investments in public services reflective of community need.
- 3) Financial Planning and Management: Collect, administer, and manage funds in a transparent manner.

Prosperous Economy: *Foster a diverse and resilient local economy that supports entrepreneurship, innovation, sustainable development, and contributes to a vibrant community, through:*

- 1) Holistic Planning: Municipal Planning Strategy and development processes that enables investment, foster multiple and complementary uses of property, and supports a growing population.
- 2) Partnerships: Foster partnerships that promote Wolfville and create value.
- 3) Placemaking for a Vibrant Community: Enhancing public spaces to support community connections.
- 4) Event Attraction: Positioning Wolfville as an inclusive, supportive partner for events

Inclusive Community: *Build a safe and inclusive community and be a leader in meaningful engagement, through:*

- 1) Inclusivity: Nurture a sense of belonging for all.
- 2) Engagement: Listen and provide opportunities for the community to participate.
- 3) Safety: Keep our community safe and supported with our partners.

Sustainable Environment: *Lead climate action through integrated mobility and environmental protection, through:*

- 1) Climate Action: Reduce emissions and prepare for the impacts of climate change.
- 2) Environmental Protection: Protect and sustain our natural assets and biodiversity.
- 3) Mitigating emissions: Lead and influence through programs and education.
- 4) Integrated Mobility: Determine alternative options for moving around the Town for all ages and abilities.

Fiscal Responsibility

Goal: Ensure organizational sustainability and deliver public services using sound financial decision-making

Focus Areas

1. **Asset Management:** Collect accurate and timely data to make informed decisions that inspire trust and confidence.
 - Review existing processes for capital planning and make recommendations for improvements, aligning with community needs.
 - Develop a talent management strategy to support the recruitment and retention of the Town's public servants.

2. **Community Focus:** Make Investments in public services reflective of community need.
 - Develop a system of receiving, assessing, and reporting on community feedback
 - Create communication service levels.
 - Refine processes for project management & reporting.
 - Continue to emphasize community participation in committees, particularly the Audit Committee.

3. **Financial Planning and Management:** Collect, administer, and manage funds in a transparent manner.
 - Make financial decisions that enable the Town's financial indicators remain or trend toward "low risk".
 - Create opportunities for the public to become more informed on municipal budgeting through education and communication.
 - Review the Town's procurement policy and procedures to facilitate valued for dollars spent.
 - Develop multi-year revenue and expense projections to assist with budget development and financial planning.
 - Explore options for non-property tax revenue generation.

Prosperous Economy

Goal: *Foster a diverse and resilient local economy that supports entrepreneurship, innovation, sustainable development, and contributes to a vibrant community.*

Focus Areas

-
1. **Holistic Planning:** Municipal Planning Strategy and development processes that enables investment, foster multiple and complementary uses of property, and supports a growing population.
 - Housing Accelerator Fund (HAF) action plan implementation, including: expanding the C-1 zone, creating more streamlined processes and clear requirements, reducing or removing parking requirements, enabling at least 2-units throughout Town, enabling more non-market housing, and ensure Town land is investment ready
 - Stimulate a vibrant atmosphere downtown and throughout the C-1 zone.
 - Invest in infrastructure to support housing
-
2. **Partnerships:** Foster partnerships that promote Wolfville and create value
 - Assess the Visitor Information Centre pilot with the Wolfville Business Development Corporation (WBDC)
 - Enable land development at Acadia University aligned with the HAF and support Events Acadia.
 - Explore potential partnerships on microtransit with Kings Transit
 - Provide support for the Wolfville Farmers' Market as a key community space for events, building on its established brand as a safe and inclusive space.
 - Explore mutually beneficial partnerships with other municipalities in Kings County and across the province.
-
3. **Placemaking for a Vibrant Community:** Enhancing public spaces to support community connections
 - Through placemaking initiatives, add amenities to alleys in the core such as murals, sunshades and vegetation.
 - Ensure Public Art is included in downtown development.
 - Replace / upgrade Main Street bus stop and work with KTA on locating other shelters in the Town with a consistent look and feel
 - Make key improvements at Waterfront Park, such as deck at Devour Studios, improving the sense of shared/public space, water access point(s) and docking, and planning for future flood control by matching elevations with the Provincial Dyke topping efforts.
-
4. **Event Attraction:** Positioning Wolfville as an inclusive, supportive partner for events
 - Invest in inclusive events
 - Communicate with event organizers to position Town as a partner
 - Provide logistical support to Events Acadia
-

Inclusive Community

Goal: Build a safe and inclusive community and be a leader in meaningful engagement.

FOCUS AREAS

1. **Inclusivity:** Nurture a sense of belonging for all.

- Assess existing and consider the creation of new programs and funding opportunities to support and increase initiatives that bring communities together, such as:
 - Soups and Sides
 - Welcome Week event (Acadia, RCMP)
 - Pride events
- Review events through the revised Parks and Recreation framework, once finalized.

2. **Engagement:** Listen and provide opportunities for the community to participate.

- Develop and implement a communications plan that includes proactive communication, digital accessibility and personal touch.
- Responsive services and resident care.
- Civic engagement and trust building through accessible public meetings.
- Consideration of rebranding the Visitor Information Centre (Information Hub).

3. **Safety:** Keep our community safe and supported with our partners

- Continuous relationship building with the Royal Canadian Mounted Police, with specific attention toward community and vehicle safety.
 - Review and implement the Memorandum of Understanding with Acadia University.
 - Support funding for fire equipment, facilities, training, and volunteer retention.
 - Reinforce community safety priorities, including dog control, traffic and pedestrian safety, including crosswalk reviews.
 - Carry out the priorities in the Town's Accessibility Plan.
 - Carry out the priorities in the Town's Equity and Anti-Racism Plan.
 - Ensure Town spaces are safe for all who use them (staff, council & residents).
 - Improve the resiliency of water system through source water protection plan and strategic investments.
 - Upgrades to the IT systems and infrastructure of internal servers.
 - Upgrades to water and wastewater information systems.
-

Sustainable Environment

Goal: Lead climate action through integrated mobility and environmental protection.

Focus Areas

1. **Climate Action:** Reduce emissions and prepare for the impacts of climate change.

- Protect critical infrastructure from future climate impacts (flood mitigation)
- Waterfront improvements
- Stormwater assessment, plan and improvements
- Explore the implications of making Wolfville a “fire smart” community
- Consider climate impacts with all capital purchase
- Influence individual climate action through information sharing and initiatives

2. **Environmental Protection:** Protect and sustain our natural assets and biodiversity.

- Consider an Urban Forest Plan/Policy
- Create an approach with our partners and community volunteers to green space that protects biodiversity while encouraging people to connect with nature
- Include natural assets in Asset Management

3. **Mitigating emissions:** Lead and influence through programs and education.

- Review and implement Climate Action Plan
- Facilitate solid waste reduction by assessing the availability of waste receptacles, reducing waste at Town events, and assessing options to divert bulky waste
- Maintain secure, clean and abundant public water source:
 - Ensure appropriate land-use within Source Water Protection Area
 - Secure new source water
 - Review Source Water Risk Assessment and define appropriate next steps
 - Consider the adoption of a water conservation plan and/or by-law

4. **Integrated Mobility:** Determine alternative options for moving around the Town for all ages and abilities

- Investigate the need and feasibility of microtransit
 - Continue to improve and create an Active Transportation (AT) network through:
 - Appropriate education and signage on AT network
 - Improve Harvest Moon trail, including hard surface in the downtown core and winter maintenance
 - Improve bike lanes on Main Street
 - Calm traffic and make streets safer for more users
 - Work with providers to expand options
 - Assist with Acadia interconnectivity
 - Consider options to incorporate AT into new development
 - Improve side-walk conditions and determine how new sidewalks will be considered
-

Appendix A – SWOT Analysis

Opportunities

- Grow business sector
- East end development
- Increase housing options
- Nursing home
- Grow tourism
- Becoming a recognized leader within Province and Valley
- Asset management and Capital Plan
- Dyke system, parks
- Operations with Acadia
- Accessibility Plan implementation
- Equity and Anti-Racism Plan
- Public transportation
- Recreational programming
- Community engagement
- Event hosting
- Communications
- Short-term accommodation
- Information management
- Access to waterfront
- Celebrating successes

Threats

- Climate change
- Mental health crisis
- Municipal boundary
- Cybersecurity attacks
- Unaffordability of living
- Increases in Taxes
- Public anxiety
- NIMBYism
- Physical and psychological safety of our council and staff
- Aging infrastructure
- Government funding cuts
- Low staff retention rates
- Pandemic level issues
- Growth adversity
- Overdependence on & unsupported immigration
- Deferred maintenance

Strengths

- Strong staff-council relations
- Communications
- Stable tax base
- Acadia
- Wineries
- Inclusion

- Safety
- Open to innovation
- Partnerships-welcoming
- Value and celebration of heritage and culture
- Strategic location (proximity to Halifax and other partner communities)
- Highly engaged community
- Track-record of collaboration
- Developed agriculture
- Educated and engaged population
- Diverse business community
- Green spaces
- Age and demographic diversity

Weaknesses

- Geographically locked land
- Lack of housing options
- Location flooding
- Reliance on partners
- Lack of labour force
- Little industrial base
- Aging infrastructure
- Limited tax base
- Demographics
- Affordability
- Reliance on property taxes
- Construction autonomy
- Lack of childcare
- Lack of health care facilities and resources
- Lack of recreational centers
- High reliance on partners
- Insufficient transit service
- Absence of Uber
- Complexity of issues

Goal #1: Economic Development

Collective Agreements

The University has signed fresh, three-year collective agreements with the Acadia University Faculty Association (AUFA) and the Service Employees International Union (SEIU). The agreements are an important element in the University's ability to create financially sustainable conditions.

Collaborative Planning Sessions

University and Town have scheduled a series of discussions to ensure strategies, concepts, projects, and proposals are well understood by each partner to enable optimization where and when possible.

Labour Market Survey

Earlier this fall, staff in Acadia's Curriculum Planning and Career and Experiential launched an external survey seeking inputs to help Acadia prepare graduates for the needs of today's and tomorrow's workforce. The Employer Insights Survey focused on:

- Understanding the skills and competencies that matter most in industry.
- Identifying strengths and areas for growth among Acadia graduates.
- Exploring opportunities for deeper collaboration between employers and the university.

Events Acadia

Events Acadia continues to lead a series of activities designed to attract business to Acadia and the Town. The main efforts of the Events team through the summer and into the fall are:

- Coordinating and supporting the Canadian Curling Pre-Trials event planning with a dedicated group of volunteers and Acadia colleagues. From October 20 – 26 the community welcomed 8 men's and 8 women's curling teams fighting for a last spot at the Trials at the Scotiabank Centre. 175+ volunteers signed up to support this initiative.
- Working with Devour! on cross promotional efforts.
- Secured an international Hockey Canada exhibition hockey game on October 31 – Sweden vs Finland – as part of the World U17 Hockey Challenge being hosted in Truro in November. Hockey Canada representatives coming to Wolfville the night of the game. TO build additional excitement and interest, the Events team is looking into positioning the game as 'Halloween at the Athletic Complex' inviting local families and students alike to come out for trick-or-treating in the venue, costume contest in the arena, and some world-class hockey.
- Exploring the opportunity to bring Nova Scotia Music Week back in an upcoming year and in discussions with Music Nova Scotia.
- The Events team attended the Event Atlantic Summit in Truro (week of September 14), a collection of event professionals around Atlantic Canada for networking, learning, and business development.

Goal #2: Facilities, Infrastructure, and Environment

104 Space Childcare Centre

Through an investment partnership with the Province, Acadia will build and operate a new 104 space childcare centre (infant to age 6) on Highland Avenue in Wolfville. Final plans for the lot preparation and buildout (modular construction) are underway, and the University is developing a process to identify a qualified operator.

Housing Accelerator Fund (HAF) Plan Collaboration

The presence of the University exerts a substantial influence on the economic, cultural and social fabric of the community by providing employment and identity to the region. The identity, ongoing vitality and economic prosperity of both the town and the University are intrinsically linked through shared uses, places and populations. The future of the Town of Wolfville is reliant on a shared understanding of the needs and capacity of both the University and the Town. New development on Acadia campus could offer a variety of benefits, including new income streams for the university, and new shops and services for students and residents. Additional housing would also better meet the campus's housing needs while helping to address the Town's overall housing shortage. This plan therefore seeks to encourage investment in new buildings on Acadia campus. Town and University staff are in regular contact to discuss the challenges and opportunities relating to housing in the context of the HAF plan. To encourage the student perspective, the Students' Union promoted the four open houses focused on the HAF on October 29th and 30th.

Wolfville Children's Centre After School Program

Acadia facilitated a meeting between the University, the Town of Wolfville, and the Wolfville Children's Centre to explore re-location options for the WCC's After School Program. The After School Program will be displaced from the Acadia SUB due to the planned upcoming renovation. The program is an important community service required for Acadia employees and students. A facilities assessment revealed a potential suitable alternative location on campus. The WCC is currently evaluating its efficacy.

Childcare Centre

The Nova Scotia Department of Early Learning and Child Care has invited Acadia to enter partnership to develop a 104-space childcare centre in Wolfville (0-2yrs = 12, 2-6yrs = 70, 6-12yrs =22). The province will provide site preparation commencing in late summer or early fall of 2026, a ~7000ft, turn-key modular building to meet Nova Scotia childcare centre standards, and all necessary furnishings and equipment. The University is required to provide the land and to source a licenced operator. The operator will lease the building from Acadia. Acadia will subdivide University-owned property located at the top of Highland Avenue near the Highway 101 underpass (Lot A-1 PID 55288633) to accommodate the development of the modular childcare centre and to improve other local amenities.

Tidal Energy Research

Acadia's tidal energy research partnership received \$2.6 million in funding from Natural Resources Canada for a three-year project to better understand the probability of fish interactions with proposed tidal-stream energy devices in the Minas Passage. Acadia's project includes multi-year studies to detect fish in and near the Fundy Ocean Research Centre for Energy (FORCE) tidal energy development area and

develop fish movement models to inform assessments of fish-turbine collision risk. Additionally, the funding and this project will help to strengthen Canada's workforce by providing opportunities for scientists and students to further develop technical skills.

Goal #3: Community Well-Being

Door-to-Door Campaign

Once again this year, University and Town staff partnered on a door-knocking awareness campaign in September. Olivia Lynch, Maren Schmidt, Kaden Thibault visited streets and neighbourhood known for high-density student accommodations. As in previous years, the purpose of the initiative was to welcome Acadia students back to Wolfville for the year and to provide them with some information to help set them up for successful off-campus living. The team went out twice, once on the afternoon of Friday, September 5th (Highland, Fairfield, Hillside, Bay, Acadia St, Winter, some houses on Gaspereau and Prospect St.), then again on the morning of Wednesday, September 10th (to finish Prospect St and visit Summer, Linden, and some houses on Westwood, Main, and Skyway). While in the community, staff chatted with a couple well known landlords who were very happy to see them out engaging with students. Both landlords took copies of the information packages and noted how much better the last couple years have been off campus. One of the landlords offered to help deliver the information to their tenants directly. The other mentioned their tenants were having garbage issues, so was reassured to find out this was part of the package and then specifically highlighted to these students at the door. The team also ran into some long-term town citizens who stopped and chatted who were also happy to see Acadia and the Town collaborating on this initiative. Students were friendly, receptive, and appreciative to us trying to support their year. Information distributed included (see attachments):

- Code of Conduct/Tips for Success Infographic
- Waste Management Brochure
- TOW's Nuisance Party Bylaw Brochure
- TOW's Exciting Activities In Wolfville Brochure

Canadian Association of Municipal Administrators (CAMA) Masterminds Initiative

Wolfville's CAO and Ian Murray have partnered to establish a members' forum through CAMA's networking program known as Masterminds. Designed to provide a discussion space to learn from one another and candidly discuss complex problems and opportunities, Masterminds is a group of Administrators who gather virtually in a safe, confidential space to explore sensitive issues and challenging operational programs. CAO Glenn Horne serves as Chair of the Town & Gown Masterminds Forum, having held two sessions, one on October 2nd and one on November 6th. Topics cover information on housing and infrastructure, research funds (particularly as they touch municipalities), the international student file, and the recent federal budget.

ALLways Learning

Every week, ALL members and members of our local community are invited to join a free, casual ALLways Learning Series (formerly Lunchtime Learning Series). Topics covered are both big and small in scope, from local to international, and from arts to sciences. The series aims to offer lively talks, from engaging speakers, that anyone in the audience can enjoy. No registration is required.

Fall 2025 Schedule:

12 September	Paul Lalonde	Siar Agus Aniar
19 September	Becca Green-LaPierre and Roger Tatlock	Basic Income Guarantee
26 September	Paul Lauzon	What Happens When Music Happens? (Acadia Sabbatical Showcase)
3 October	Alex Speers	Beer – It’s Complicated
10 October	Carolyn Mallory	The Art of Carolyn Mallory
17 October	Michelle Boyd	Choral Remembrance: Reflections on the “Singing In Flanders Fields” Project
24 October	Dan Conlin	Rescue from the Valley: The Halifax Explosion and the Train from Kentville
31 October	No event today due to inclement weather	Alex Marland rescheduled to Nov 28
7 November	Richard Haworth	Ocean Mining
14 November	Louisa Horne	MAID
21 November	Steve Skafte	Hidden Gems of Nova Scotia
28 November	Alex Marland	Why are Canadian Politicians So Loyal to their Par

Engagement with Muslim Community

Acadia has been approached by Saheed Akande, President of the Acadia Muslim Student Association (MSA), to discuss a proposal that could significantly benefit the Muslim community at the university and in the surrounding area. As the local Muslim community in the Valley has been growing steadily. The MSA in partnership with the Ummah Society (based in Halifax) is committed to ensuring that members have the necessary resources and support to thrive culturally, academically, and socially. In support of this this commitment, the MSA and Ummah Society are interested in utilizing the university-owned land beside their Mosque at 120 Highland Avenue for a new initiative supporting the community’s growth. Their vision is to develop a community centre that would serve as a cultural, educational, religious, and childcare hub for Acadia students and employees and the broader community. The MSA and Ummah Society believe their project(s) will serve as an asset to the university promoting diversity, inclusion, and cross-cultural understanding while supporting attraction of students from all over the globe. There may be opportunities to explore a more detailed plan for the property with the MSA and Ummah Society, but the immediate pressing need is space for additional parking. Ian Murray attended, as the guest of the Ummah Society CEO, Abdullah Yousri, an Iftar celebration during the Muslim observance of Ramadan.

The Iftar, focused on Community Service, was held at the Ummah Centre and Mosque in Halifax. Ian was able to network with a number of developers and key influencers in the Halifax Muslim community along with Nova Scotia Lt. Governor, his Honor Mike Savage and Mrs. Savage. Mr. Savage acknowledged Acadia from the podium during his remarks.

Manning Memorial Chapel

As a member of the Advisory Committee of the Manning Memorial Chapel, Ian Murray attended meetings on February 11, March 10, and April 14, 2025 and participated in a five-year strategic planning session for the Chapel held on Sunday, March 30, 2025. One theme relevant to the T&G Committee is the desire to continue to broaden the Chapel's programming, both religious and secular, to appeal to a larger percentage of the local population while continuing to collaborate with the Wolfville Area Inter Church Council (WAICC).