



Committee of the Whole

February 3, 2026

8:30 a.m.

Council Chambers, Town Hall
359 Main Street

Agenda

Call to Order and Land Acknowledgement

1. Approval of Agenda

2. Approval of Minutes

- a. Committee of the Whole Minutes, January 13, 2026
- b. Committee of the Whole In Camera Minutes, January 13, 2026

3. Declarations of Conflicts of Interest

4. Presentations

- a. None

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 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.*

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



- 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.

6. Staff Reports for Discussion

- a. RFD 004-2026: Tidal Transit 2026/27 Operating & Capital Budget
- b. RFD 005-2026: Valley Waste 2026/27 Operating & Capital Budget
- c. RFD 006-2025: Grants to Organizations Policy
- d. IR 005-2026: Operations Plan First Draft

7. CAO Report

8. Committee Reports (Internal)

- a. Audit Committee

9. Committee Reports (External)

- a. Annapolis Valley Trails Coalition (AVTC)
- b. Valley Regional Services (VRS)
- c. Kings Point-to-Point (KPPT)

10. Adjournment to In-Camera Meeting under *section 22(2)(c)(d)(e) Of the Municipal Government Act.*

- a. Contract Negotiations
- b. Personnel Matters
- c. Labour Relations

11. Adjournment of In-Camera Meeting

12. Regular Meeting Reconvened

13. Regular Meeting Adjourned



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 complimentary uses of property, and supports a growing population.
- 2) Partnerships: Foster partnerships that promote Wolfville and create value.
- 1) Placemaking for a Vibrant Community: Enhancing public spaces to support community connections.
- 2) 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.

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

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Tidal Transit Staff



SUMMARY

2026/27 Tidal Transit Operating and Capital Budget

The Town of Wolfville provides public transportation service through Tidal Transit (formerly Kings Transit), an Inter Municipal Service Agreement with seven partnering Municipalities.

Each year the partnering municipalities must approve an operating and capital budget for Tidal Transit through the Valley Regional Services (VRS) Board. The budget is prepared by Tidal Transit staff and reviewed by the CAOs Working Group.

Tidal Transit's proposed budget requires an operating contribution of \$383,160 and a capital contribution of \$33,880 from the Town of Wolfville. This is an increase from the 2025/26 budget of \$110,613 (36%). This is the largest single-year increase in transit service contributions in recent memory. The significant increase is driven primarily by the following factors:

- Falling fare revenue due to decreased ridership,
- Increased staffing and maintenance costs to repair a failing fleet,
- Increased administrative costs for marketing
- Increased capital contributions (municipal partners are almost tripling capital contributions).

Tidal Transit must be stabilized in order to rebuild, which is the purpose of the proposed increase in operating and capital funding.

DRAFT MOTION:

That Council approve the proposed 2026/27 Tidal Transit Operating and Capital Budgets and authorize the Town's representative on the Valley Regional Services Board to support the budgets.

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Tidal Transit Staff



1) CAO COMMENTS

The CAO supports the recommendation of Tidal Transit staff as reviewed by the CAOs Working Group.

Please note that the Kings Transit Authority is finalizing its name change to Tidal Transit. While the Intermunicipal Agreement establishing Kings Transit still bears that name, Tidal Transit will be the organization's name going forward. For that reason, "KTA" is still used when referring to the agreement, while Tidal Transit is used in all other instances.

2) LEGISLATIVE AUTHORITY

The Town of Wolfville is party to the Kings Transit Authority (KTA) Agreement (June 2025) and the Valley Regional Services (VRS) Agreement (June 2025).

Section 4 of the KTA Agreement delegates its decision making to the VRS Board.

Section 12 of the KTA Agreement states that 90 days before the beginning of the fiscal year, Tidal Transit shall submit its proposed annual operating plan and budget to the VRS Board after having consulted with CAOs Working Group. It further states that 30 days before the beginning of the fiscal year, the VRS Board shall consider and if deemed appropriate approve the proposed annual operating plan and budget.

Section 7 of the VRS Agreement appoints the Mayor of Wolfville to the VRS Board on the Town's behalf.

Section 14 of the VRS Agreement delegates authority from Tidal Transit and the Parties to the VRS Board for approval of the operating and capital budgets of Tidal Transit.

Section 17 of the VRS Agreement defines decisions related to operating and capital budgets as Special Resolutions, requiring an affirmative vote from a majority of eligible directors, which must include the director from Kings County.

3) STAFF RECOMMENDATION

Staff recommend approval of the 2026/27 Tidal Transit operating and capital budgets as submitted by Tidal Transit staff and reviewed by the CAOs Working Group.

4) REFERENCES AND ATTACHMENTS

- Appendix A - 2026/27 Tidal Transit Operating and Capital Budgets

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Tidal Transit Staff



5) DISCUSSION

Beyond its name, Tidal Transit is undergoing significant organizational change. Since April 1, 2025, a new General Manager has been hired and a new process for the consideration and approval of its budgets has been established. Previously, the Board recommended operating and capital budgets to the Councils of the partnering municipalities. That process has now been inverted, meaning Council must give direction to its VRS representative prior to the budget being considered by the Board.

The division of costs has also been changed to see all partners contributing to net operating and capital costs on the basis of:

- 1/3 based on municipality's proportionate share of taxable assessment within a 2 km transit corridor;
- 1/3 based on a municipality's proportionate share of dwelling units (proxy for population served) within a 2 km transit corridor, and
- 1/3 based on the percentage of service time within each municipality.

Consistent with previous year's, Council ought to focus this decision on the following considerations:

Do the estimates appear to be reasonable?

The 2026/27 budget once again includes a year-end financial forecast for 2025/26 which can help inform expectations for the coming year.

- Overall Tidal is expecting a deficit of \$25,000 for the 2025/26 fiscal year.
- Fare revenue is forecasted to be lower than expected by ~\$93,000 as ridership falls.
- Used buses have been purchased to maintain service levels with a diminishing fleet.

Any trends that cause concern or should be noted?

- Tidal Transit continues to save on fuel due to fuel tax reduction, which is assumed to continue.
- Bus repair costs continue to increase as the fleet ages and breakdowns become more common and difficult.
- Total compensation is projected to increase after being reviewed by a third-party and due to an increase in staffing (0.5 FTE finance & 1 FTE mechanic).

Does the KTA budget requirement fit within the Town's approved budget/reasonable cost for service provided?

- The costs associated with Tidal Transit are increasing as the organization struggles to maintain its fleet and provide a reliable service. Of a fleet of 13 buses, 7 are currently in service.
- Challenges with reliability will put pressure on fare revenue as users find other more reliable modes of transportation.

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

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- Maintenance and staffing costs will also increase as additional resources are required to maintain the fleet.
- Five used buses have been purchased to temporarily stabilize service. The service must be stabilized in order to rebuild, which is the purpose of the proposed increase in operating and capital funding.

Other comments

- In FY 2025/26 the VRS Board approved a scope change to its Investing in Canada Infrastructure Program (ICIP) grant for electric bus infrastructure, choosing instead to purchase hybrid diesel buses instead of EV and the associated charging infrastructure after procurement and operational challenges were raised.
- This scope change has recently been approved by the federal government and procurement of seven hybrid buses will begin with the approval of the capital budget.
- Transit has grown in importance over the years in response to a growing acceptance that transit (if well delivered to the community) can positively impact economic development, accessibility, environmental sustainability, and social equity.
- The CAOs Working Group has worked closely with Tidal Transit staff to create an operating and capital budget that provides necessary investment in the transit service, while remaining affordable for the municipal partners and bringing the provincial and federal governments to the table on capital.

6) FINANCIAL IMPLICATIONS

Tidal Transit's proposed budget requires an operating contribution of \$383,160 and a capital contribution of \$33,880 from the Town of Wolfville. This is an increase from the 2025/26 budget of \$110,613 (36%). This is the largest single year increase in transit services in recent memory. The significant increase is driven primarily by the following factors:

- Falling fare revenue due to decreased ridership,
- Increased staffing and maintenance costs to repair a failing fleet,
- Increased administrative costs for marketing
- Increased capital contributions (municipal partners are almost tripling capital contributions).

	2026/27 Budget	2025/26 Forecast	2025/26 Budget	2024/25 Budget	2023/24 Budget
KTA Op Budget contribution	\$383,160	\$303,936	\$294,427	\$259,365	\$237,000
KTA Cap Budget contribution	\$33,880	\$8,839	\$12,000	\$12,000	\$12,000
Total KTA Contribution	\$417,040	\$312,775	\$306,427	\$271,365	\$249,000

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

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Contributors: Tidal Transit Staff



This amount will be featured in the first draft of the Town's 2026/27 Operating budget.

7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference the appropriate strategic directions from the 2025-2029 Strategic Priorities:

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

- *Community Focus: Make Investments in public services reflective of community need*
- *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:

- *Partnerships: Foster partnerships that promote Wolfville and create value.*
- *Placemaking for a Vibrant Community: Enhancing public spaces to support community connections.*

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

- *Inclusivity: Nurture a sense of belonging for all.*
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Sustainable Environment: Lead climate action through integrated mobility and environmental protection, through:

- *Climate Action: Reduce emissions and prepare for the impacts of climate change.*
- *Mitigating Emissions: Lead and influence through programs and education.*
- *Integrated Mobility: Determine alternative options for moving around the Town for all ages and abilities.*

8) COMMUNICATION REQUIREMENTS

Council's decision will be communicated to the VRS Board through its Board member, Mayor MacKay.

9) ALTERNATIVES

Not approve the budget and provide specific feedback that can be communicated to the VRS Board and Tidal Transit staff.

However, based on the VRS Agreement, if Wolfville does not support the operating and capital budget and a majority of municipal units including Kings County (Special Resolution) support the budget, it will be approved and the Town will be responsible for its share of net-costs.

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Tidal Transit Staff



Appendix A

Operating Grants by Municipality	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
	Forecast	Budget	Budget	Budget	Budget	Budget
Municipality of Kings	40.30%	1,244,917	1,487,562	1,517,314	1,413,624	1,425,937
Town of Kentville	13.82%	414,765	510,070	520,272	484,718	488,940
Town of Wolfville	10.38%	303,936	383,160	390,823	364,115	367,287
Town of Berwick	4.12%	109,257	152,227	155,272	144,661	145,921
Municipality of Annapolis	19.83%	748,794	732,063	746,704	695,676	701,736
Town of Middleton	3.60%	55,595	132,944	135,603	126,336	127,436
District of Digby	7.95%	360,416	293,381	299,249	278,799	281,227
		3,237,679	3,691,408	3,765,236	3,507,929	3,538,483
			14.0%	2.0%	-6.8%	0.9%
						1.9%
Capital Grants by Municipality						
Municipality of Kings	40.30%	36,838	128,954	131,533	134,163	136,846
Town of Kentville	13.82%	12,257	44,217	45,101	46,003	46,923
Town of Wolfville	10.38%	8,839	33,215	33,880	34,557	35,248
Town of Berwick	4.12%	3,338	13,196	13,460	13,729	14,004
Municipality of Annapolis	19.83%	11,872	63,461	64,730	66,025	67,345
Town of Middleton	3.60%	2,227	11,525	11,755	11,990	12,230
District of Digby	7.95%	4,629	25,433	25,941	26,460	26,989
		80,000	320,000	326,400	332,928	339,587
			300.0%	2.0%	2.0%	2.0%
						2.0%

Tidal Transit Authority						
Statement of Revenues and Expenditures						
Operating Budget	2026-2027	2025-2026	2025-2026	2024-2025	Budget '27 to '26 Notes	
	Budget V3	Forecast	Budget	YE Actuals		
Revenues						
Fares	815,757	799,304	892,320	848,181	2026 budget had growth in ridership that is not occurring	
Advertising income	50,000	41,588	24,000	29,750	Plan to build on the success from this year	
Operating grants core members	3,691,408	2,900,222	1,962,845	1,760,793		
Operating grants service partners	-	312,459	1,249,834	1,232,362	Phased out through new ISMA	
Other revenues	-	-	-	21,938		
	4,557,165	4,053,572	4,128,999	3,893,024		
Expenses						
Compensation - administration	839,729	762,135	776,484	610,054	Implementation compensation review & 1/2 FTE finance	
Route operations costs	1,463,652	1,344,550	1,241,873	1,211,901	Implementation of consultant's recommendations	
Fuel	503,983	453,958	594,996	599,722	Due to increased hours of operation offset by fuel tax reduction	
Insurance	243,098	242,427	217,899	205,486	10% price increase anticipated	
Bus maintenance and repairs	1,078,952	912,027	948,386	921,565	1 additional mechanic	
Management fee - core recovery	-	(115,284)	(461,135)	(384,096)	No longer required with new ISMA agreement	
Management fee - Annapolis	-	75,876	303,505	255,241		
Management fee - Digby	-	39,407	157,630	128,855		
Administrative	427,750	363,475	349,361	344,297	Increased marketing & printing costs	
	4,557,165	4,078,573	4,128,999	3,893,024		
Net Surplus	-	(25,000)	-	-	Forecasted overspend of 25K approved by board 2025-11-1	
Operating cash flow increase between budgets	478,728	14.9%				
Capital cash flow increase between budgets	240,000	300.0%				
Total additional cash request	718,728	21.8%				

REQUEST FOR DECISION 004-2026

Title: 2026/27 Tidal Transit Operating and Capital Budgets

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Tidal Transit Staff



Tidal Transit Five-Year Capital Plan

	2025-2026 Forecast	2026-2027 Budget	2027-2028 Budget	2028-2029 Budget	2029-2030 Budget	2030-2031 Budget
Operations						
Trended External Revenues	840,892	865,757	883,073	900,734	918,749	937,124
Trended Operating Expenses	(4,078,573)	(4,557,165)	(4,648,308)	(4,741,274)	(4,836,100)	(4,932,822)
Operating Savings from New Buses	-	-	-	404,633	499,405	499,405
Debenture Interest	-	-	-	(72,021)	(120,537)	(107,763)
Debenture Principal	-	-	-	(205,774)	(364,969)	(364,969)
Use of PTAP to Fund Debenture Principal	-	-	-	205,774	364,969	364,969
Estimated Municipal Funding for Operations	3,237,681	3,691,408	3,765,236	3,507,929	3,538,483	3,604,056
Year over Year Growth		14.0%	2.0%	-6.8%	0.9%	1.9%
Capital Purchases	Subsidy					
<u>ICIP Phase 1</u>	73.3%	250,000				
<u>ICIP Phase 2</u>	73.3%					
7 Hybrid Buses	73.3%		9,544,250	-	-	-
2 Service Vehicles	73.3%	166,182	-	-	-	-
Building / Brand / Transit Technology	73.3%	40,882	1,087,838	1,673,105	-	-
<u>RTSF-Shelters and Signage</u>	90.0%	24,000	976,000	-	-	-
<u>RTSF-Building Consulting</u>	100.0%	25,000	-	-	-	-
<u>Baseline Funding</u>	40.0%					
Diesel Buses (3 / 2)	40.0%	-	-	3,433,320	-	2,381,351
Other	40.0%	-	260,000	102,000	104,040	106,121
<u>Not Subsidized</u>						
Used Buses	188,297	57,812	-	-	-	-
Purchase of Annapolis & Digby Buses	923,956	-	-	-	-	-
Other	56,375	175,000	-	-	-	-
Total External Subsidy	(259,904)	(1,901,973)	(7,668,533)	(1,414,944)	(42,448)	(995,838)
Municipal Funded Portion of Capital Spend	1,248,606	820,860	3,650,821	2,122,416	63,672	1,493,756
Capital Reserve Municipal Funding	80,000	320,000	326,400	332,928	339,587	346,378
Year over Year Growth		300.0%	2.0%	2.0%	2.0%	2.0%
End of Year Capital Reserve Balance	892,754	830,404	-	-	314,529	-
Debenture Financing Required	-	-	2,057,745	1,591,945	-	781,382
End of Year Debenture Balance	-	-	2,057,745	3,443,915	3,078,946	3,495,360

REQUEST FOR DECISION 005-2026

Title: 2026/27 Valley Waste Operating and Capital Budget

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Valley Waste Staff



SUMMARY

2026/27 Valley Waste Resource Management Operating and Capital Budget

The Town of Wolfville provides solid waste service through Valley Waste, an Inter Municipal Service Agreement with seven partnering Municipalities.

Each year the partnering municipalities must approve an operating and capital budget for Valley Waste through the Valley Regional Services (VRS) Board. The budget is prepared by Valley Waste staff, and reviewed by the CAOs Working Group.

The net result of the changes in revenue and expense, primarily driven by the implementation of Extended Producer Responsibility (EPR), resulted in savings of \$1,160,845 for the municipal partners. The Town's contribution based on this budget is \$527,766 for operating and \$22,355 for capital, for a total of \$550,121. This represents a 19% decrease compared to the 2025/26 budget.

DRAFT MOTION:

That Council approve the proposed 2026/27 Valley Waste Resource Management Operating and Capital Budgets and authorize the Town's representative on the Valley Regional Services Board to support the budgets.

REQUEST FOR DECISION 005-2026

Title: 2026/27 Valley Waste Operating and Capital Budget

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Valley Waste Staff



1) CAO COMMENTS

The CAO supports the recommendation of Valley Waste staff as reviewed by the CAOs Working Group.

Please note that at its regular meeting on Wednesday, January 21, 2026, the VRS Board unanimously approved the Valley Waste operating and capital budget. This is the first year of reorganized Valley Waste governance; properly, Town Council should have authorized its representative to support or not support the Valley Waste operating budget prior to the Board meeting. However, in this instance meeting dates did not align, and this year's contribution was significantly lower than the previous year.

In 2027/28 and after, Council will be asked to approve the Valley Waste operating and capital budgets in advance of the VRS Board decision in accordance with the VRS Agreement.

2) LEGISLATIVE AUTHORITY

The Town of Wolfville is party to the Valley Waste Agreement (June 2025) and the Valley Regional Services (VRS) Agreement (June 2025).

Section 5 of the Valley Waste Agreement delegates its decision making to the VRS Board.

Section 15 of the Valley Waste Agreement states that 90 days before the beginning of the fiscal year, Tidal Transit shall submit its proposed annual operating plan and budget to the VRS Board after having consulted with CAOs Working Group.

Section 7 of the VRS Agreement appoints the Mayor of Wolfville to the VRS Board on the Town's behalf.

Section 14 of the VRS Agreement delegates authority from Valley Waste and the Parties to the VRS Board for approval of the operating and capital budgets of Tidal Transit.

Section 17 of the VRS Agreement defines decisions related to operating and capital budgets as Special Resolutions, requiring an affirmative vote from a majority of eligible directors, which must include the director from Kings County.

3) STAFF RECOMMENDATION

Staff recommend approval of the 2026/27 Valley Waste operating and capital budgets as submitted by Valley Waste staff and reviewed by the CAOs Working Group.

4) REFERENCES AND ATTACHMENTS

- Appendix A: 2026/27 Valley Waste Operating and Capital Budget & Municipal Contributions

REQUEST FOR DECISION 005-2026

Title: 2026/27 Valley Waste Operating and Capital Budget

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Valley Waste Staff



5) DISCUSSION

Budget represents an overall increase of \$1,340,574, from \$13,249,121 in FY 26/26 to \$14,589,695 in FY 26/27. While expenses have increased, revenue because of the implementation of Extended Producer Responsibility (EPR) has also increased. The notable changes in expenses include:

- An increase of \$903,000 for curbside collection services
- An increase of \$210,000 landfill costs
- An increase of \$290,000 in employee compensation
- A decrease of \$485,000 due to elimination of Spring & Fall Cleanup services
- Savings in expense due to EPR:
 - ~\$350,000 for the processing of recycling.
 - ~\$240,000 for transfer and transportation services.

The notable changes in revenues include:

- Increase of \$358,000 in tipping fees (5% increase for all categories and higher expected volumes)
- Increase of \$192,000 for sale of materials
- Increase of \$80,000 for higher diversion credits
- Increases in revenue due to EPR:
 - ~\$1,950,000 for roadside collection services.
 - ~\$180,000 for administration and education support.

The net result of the changes in revenue and expense, primarily driven by the implementation of EPR, resulted in savings of \$1,160,845 for the municipal partners.

6) FINANCIAL IMPLICATIONS

The Town's contribution based on this budget is \$527,766 for operating and \$22,355 for capital, for a total of \$550,121. This represents a 19% decrease compared to the 2025/26 budget, or \$130,182 less. This value will be included in the first draft of the Operating Budget. Additional financial details are provided in Appendix A.

	2026/27 Budget	2025/26 Predicted Year End	2025/26 Budget	2024/25 Budget	2023/24 Budget
Wolfville Contribution to Valley Waste	\$550,121	\$653,642	\$680,303	\$675,804	\$652,358

REQUEST FOR DECISION 005-2026

Title: 2026/27 Valley Waste Operating and Capital Budget

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Valley Waste Staff



7) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Reference the appropriate strategic directions from the 2025-2029 Strategic Priorities:

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

- *Community Focus: Make Investments in public services reflective of community need*
- *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:*

- *Partnerships: Foster partnerships that promote Wolfville and create value.*

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

- *Environmental Protection: Protect and sustain our natural assets and biodiversity.*
- *Mitigating emissions: Lead and influence through programs and education.*

8) COMMUNICATION REQUIREMENTS

Council's decision will be communicated to the VRS Board through its Board member, Mayor MacKay.

9) ALTERNATIVES

Not approve the budget and provide specific feedback that can be communicated to the VRS Board and Valley Waste staff.

However, based on the VRS Agreement, if Wolfville does not support the operating and capital budget and a majority of municipal units including Kings County (special resolution) support the budget, it is approved and the Town is responsible for its share of net-costs.

REQUEST FOR DECISION 005-2026

Title: 2026/27 Valley Waste Operating and Capital Budget

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Valley Waste Staff



Appendix A

Valley Region Solid Waste-Resource Management Authority

Statement of Revenues and Expenditures

	2026-2027 Budget	2025-2026 Forecast	2025-2026 Budget	2024-2025 Actuals
Revenues	Eastern Management Centre	3,020,789	2,863,769	2,571,901
	Western Management Centre	757,287	590,594	534,577
	Administrative Revenues	2,374,346	983,266	312,651
	Service Agreements & Diversion Credits	500,000	600,000	420,000
	Communications and Enforcement	334,456	300,386	276,034
	Wind Turbine	20,400	19,672	20,000
	Total Program Revenues	7,007,277	5,357,687	4,135,162
	Municipal Parties Contributions	7,582,418	9,459,181	9,459,180
	Less Portion Designated for Capital Use	(345,221)	(345,221)	(313,838)
		14,589,695	14,471,647	13,249,121
Expenses	Residential Collection	5,462,222	5,304,078	4,513,290
	Residual Transportation and Disposal	2,702,589	2,686,497	2,493,222
	Organics Processing and Transportation	1,073,924	1,020,671	1,099,006
	Recyclable Processing and Transportation	396,427	668,770	549,684
	Construction & Demolition Debris Processing	123,595	180,634	214,500
	Eastern Management Centre Operations	1,697,351	1,498,112	1,548,962
	Western Management Centre Operations	653,760	647,665	625,189
	Household Hazardous Waste	221,760	195,793	191,046
	Communications and Enforcement	644,033	539,271	632,054
	Wind Turbine	22,170	22,785	23,650
	Administration	894,895	846,292	857,150
	Debenture Principal & Interest	645,090	437,376	448,808
	Information Technology	51,882	53,008	52,560
		14,589,696	14,100,951	13,249,121
	Net Surplus (Deficit)	-	370,696	-
				2

REQUEST FOR DECISION 005-2026

Title: 2026/27 Valley Waste Operating and Capital Budget

Date: 2026-02-03

Prepared by: Glenn Horne, CAO

Contributors: Valley Waste Staff



Valley Region Solid Waste-Resource Management Authority

<i>Municipal Operating Grants</i>	<i>2025-2026 Forecast</i>			<i>2026-2027 Budget</i>
	<i>Budgeted Funding</i>	<i>Predicted Year End True-up</i>	<i>Annual Total</i>	<i>Annual Total</i>
Municipality of Kings	5,311,165	(216,023)	5,095,141	4,427,739
Town of Kentville	737,845	(30,011)	707,834	611,349
Town of Wolfville	655,475	(26,660)	628,814	527,766
Town of Berwick	247,223	(10,055)	237,168	213,223
Town of Middleton	173,507	(7,057)	166,449	144,595
Town of Annapolis Royal	76,814	(3,124)	73,690	64,070
Municipality of Annapolis	1,911,930	(77,765)	1,834,165	1,593,676
	9,113,959	(370,696)	8,743,263	7,582,418

2025-2026 operating grants have capital grant funding removed on a allocated basis for comparability

Valley Region Solid Waste-Resource Management Authority

<i>Municipal Capital Grants</i>	<i>2025-2026 Forecast</i>		<i>2026-2027 Budget</i>
		<i>Annual Total</i>	<i>Annual Total</i>
Municipality of Kings		201,178	187,546
Town of Kentville	As per a board decision,	27,948	25,895
Town of Wolfville	annually a portion of operating	24,828	22,355
Town of Berwick	grants were allocated as	9,364	9,031
Town of Middleton	capital grants up to fiscal 2025-	6,572	6,125
Town of Annapolis Royal	2026	2,910	2,714
Municipality of Annapolis		72,421	67,503
		345,221	321,168

REQUEST FOR DECISION 006-2026

Title: Grants to Organizations Policy

Date: 2026-02-03

Prepared by: Nick Zamora, Manager of Community Development

Contributors: Barb Shaw, Manager of Communications and Strategic Initiatives



SUMMARY

Grants to Organizations

The Grants to Organizations Policy 710-003 was approved by Wolfville Town Council in March of 2016. This policy superseded the more narrowly focused Community Partnership Program Policy, expanding to provide guidelines for reviewing and evaluating various forms of requests from community organizations for grant funding from the Town, including operational and capital requests. The approved policy also includes guidelines for administering the Strategic Partnership Program, which provides grant funding to some of the Town's key partners on an annual basis, subject to a Funding Agreement between the Town and each Partner.

During budget discussions in March of 2025, Council directed staff to examine the Strategic Partnership Program guidelines and process for selecting these partners and to recommend a mechanism that would allow Council to have more input into their selection in order to ensure that the Town's funded Strategic Partners are aligned with the current Council's Strategic Plan.

The current Policy 710-003 does not provide guidelines for selecting Strategic Partners, nor for determining funding levels. As the current four-year policy review/renewal period coincides with the four-year term of the current Council, new Councils will have only been recently elected when the Strategic Partners are selected for their term in office. This does not allow adequate time for the new Council to develop its Strategic Plan in order to select partners that align with it.

The proposed revisions to the Grants to Organizations Policy 710-003 address this issue by offsetting the selection of Strategic Partners by one year from the election of the new Council. In April of 2025, the Strategic Partners from 2021-2025 were kept in place, and three new Partners added to allow time to revise this policy and create the opportunity to accommodate this offsetting, while also allowing current Council to be more involved in the selection of Strategic Partners that are aligned with its Strategic Plan.

Other notable revisions of the policy include:

- Simplified Funding Agreement template for Strategic Partnerships
- Changing the name of the Community Partnership Program to the Community Capacity Grant to avoid confusion with the Strategic Partnership Program
- Updating the Evaluation Principles and checklists for the Community Capacity Grant, One-Time Operational Funding Requests and Capital Funding Requests to be in line with the current Council's Strategic Plan
- Removing the staff recommendation from the One-Time Operating Funding Requests and the Capital Funding Requests and replacing it with a Council Evaluation Checklist to guide decisions
- Removing the Evaluation Score Cards from the Community Capacity Grant (formerly Partnership) Guidelines – to be replaced with an Applicant Guide and Staff Evaluation Rubric

REQUEST FOR DECISION 006-2026

Title: Grants to Organizations Policy

Date: 2026-02-03

Prepared by: Nick Zamora, Manager of Community Development

Contributors: Barb Shaw, Manager of Communications and Strategic Initiatives

**DRAFT MOTION:**

That Council approve the Grants to Organizations Policy 710-003, as amended.

REQUEST FOR DECISION 006-2026

Title: Grants to Organizations Policy

Date: 2026-02-03

Prepared by: Nick Zamora, Manager of Community Development

Contributors: Barb Shaw, Manager of Communications and Strategic Initiatives



1) CAO COMMENTS

Staff have proposed amendments to the Grants to Organizations Policy in an attempt to better align the various grant streams offered by the Town to its Strategic Priorities, clarify the roles of staff and Council, and improve accessibility, equity and anti-racism outcomes. This policy has been reviewed by the Council Policy Review Task Force.

The CAO supports the recommendation of staff.

2) LEGISLATIVE AUTHORITY

Municipal Government Act, section 65A.

3) STAFF RECOMMENDATION

That Council approve the Grants to Organizations Policy 710-004 to supersede Policy 710-003, and that Schedule A (Strategic Partners 2026-2030) be updated at a future date to include Council's selection of Strategic Partners and their annual funding allocations for the four years beginning in 2026-27.

4) REFERENCES AND ATTACHMENTS

- DRAFT Revised Grants to Organizations Policy 710-003
- Original Grants to Organizations Policy 710-003

5) DISCUSSION

The Grants to Organizations Policy 710-003 that was adopted in 2016 represented a significant commitment to supporting community groups and organizations in Wolfville that provide benefits to the community by:

- operating facilities that are available to the public,
- organizing or operating programs, or
- coordinating and implementing festivals or special events in the town.

This policy has guided Town decisions regarding requests to provide funding for these types of activities, as well as requests for funding to support capital improvements that are deemed to be beneficial to Wolfville and its residents. While this has worked well, we have an opportunity to make thoughtful changes and better align the Strategic Partnership Program guidelines with Council's new Strategic Plan, and provide Council with more input into their selection. The review has also provided opportunities to simplify some of the administration of these grants, as well as to provide Council with more oversight with respect to the evaluation and approval of prospective grant recipients, while aligning the criteria and evaluation metrics of all Town of Wolfville grant programs with the current Council's Strategic Plan.

6) FINANCIAL IMPLICATIONS

REQUEST FOR DECISION 006-2026

Title: Grants to Organizations Policy

Date: 2026-02-03

Prepared by: Nick Zamora, Manager of Community Development

Contributors: Barb Shaw, Manager of Communications and Strategic Initiatives



The total Grants to Organizations budget for 2025-26 is \$208,850, a decrease from the 2024-45 figure of \$365,900. This includes \$46,850 in Strategic Partnership Program (SPP) grants (12 Partners), \$12,000 in Community Partnership Program (CPP) grants, a One-Time Capital Grant of \$40,000 to the Wolfville Legion, and \$91,000 in grants to Acadia University for various initiatives.

It should be noted that three new Strategic Partners were approved by Council in 2025, while the total SPP funding amount remained unchanged. This resulted in previous partners receiving less funding than they had for the last four years, in order to distribute the total amount among twelve Partners instead of nine.

Council may wish to consider incrementally increasing the total SPP and/or Community Capacity Grant funding amounts if there is a desire to retain and/or add partners and to further increase the capacity of the Town through these programs.

Other funding requests may arise throughout the year, via One-Time Operating Funding Requests and the Capital Funding Requests.

7) REFERENCES TO COUNCIL STRATEGIC PLAN

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

- *Community Focus: Make Investments in public services reflective of community need*
- *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:

- *Partnerships: Foster partnerships that promote Wolfville and create value.*
- *Placemaking for a Vibrant Community: Enhancing public spaces to support community connections.*
- *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:

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

REQUEST FOR DECISION 006-2026

Title: Grants to Organizations Policy

Date: 2026-02-03

Prepared by: Nick Zamora, Manager of Community Development

Contributors: Barb Shaw, Manager of Communications and Strategic Initiatives



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

- Climate Action: Reduce emissions and prepare for the impacts of climate change.
- Mitigating emissions: Lead and influence through programs and education.

8) COMMUNICATION REQUIREMENTS

Staff will develop a Communications Checklist with respect to this decision and the related policy. If approved, current and potential new Strategic Partners for the next four years will be presented to Council at a future Committee of the Whole meeting for consideration following a call for Expressions of Interest.

Changes to the Community Partnership Program (proposed change to the Community Capacity Grant) would take effect in 2027 and would be communicated ahead of the call for applications.

9) ALTERNATIVES

Council could choose not to approve the proposed policy, or could direct changes to the draft policy before it is approved.

POLICY

Grants to Organizations

Policy Number: 710-003	Supersedes Policy Number: 710-001
Effective Date: 2016-03-22 2021-12-21 2024-09-24	Approval By Council Motion Number: 30-03-16 35-12-21 19-09-24

1.0 Purpose

The purpose of this policy is to provide guidelines for reviewing and evaluating requests from organizations for financial assistance pursuant to clause 65A of the [Municipal Government Act](#).

2.0 Scope

This policy affects all recognized organizations under Section 65A in the *Municipal Government Act* that wish to obtain funding from the Town for a service, program, special project, initiative, or capital campaign for the benefit of residents, businesses, and visitors to the Town of Wolfville.

3.0 References

- 3.1 [Municipal Government Act](#)
- 3.2 Signing Authority Policy, 120-011

4.0 Definitions

- 4.1 **Council** means the Town Council of the Town of Wolfville.
- 4.2 **Signature Festival or Event** means an event or festival held within the Town of Wolfville that occurs annually and has a significant positive economic impact on the community.
- 4.3 **Town** means the Town of Wolfville, a body corporate.

5.0 Policy

- 5.1 **One-time-Requests (Operating)** see [Appendix C](#)

POLICY

5.1.1 One-time requests to support extraordinary operational events and initiatives may be considered by Council using the following criteria:

- a. The request is greater than \$2,000.
- b. Only one application per organization may be approved every four years.
- c. The request is aligned with Council's Strategic Plan.
- d. All criteria outlined in Appendix C is met.
- e. The financial capacity/local economy of the day is considered.
- f. The funding of the request would be in addition to the grants to organization budget allowance; and
- g. Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

5.2 Capital Funding Requests - see Appendix D

5.2.1 Funding requests to support capital campaigns and projects may be considered by Council using the following criteria:

- a. The request is greater than \$10,000.
- b. The request will not exceed \$50,000.
- c. Effective April 1, 2025, organizations can apply twice within an eight-year period.
- d. The eight-year period shall commence from the date of initial disbursement.
- e. The approved amount shall not cumulatively exceed \$50,000.
- f. The request is aligned with Council's Strategic Plan.
- g. All criteria outlined in Appendix D is met.
- h. The financial capacity/local economy of the day is considered.
- i. The funding of the request would be in addition to the grants to organization budget allowance; and
- j. Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

5.3 Sponsorships and Advertising

5.3.1 The Town will consider providing limited financial assistance, including but not limited to sponsorship and/or donation of prizes, to support conferences and/or workshops that are hosted in our region, of which the Town is an active member (i.e., NSFM, AMA, FCM).

POLICY

- 5.3.2 The Town will not provide financial assistance, sponsorship or prizes to conferences, conventions or workshops held in our region by an organization of which the Town is not an active member. This includes registration fees related to participation in golf or other recreation activities associated with the conference.
- 5.3.3 Financial assistance for sponsorship requests under 5.3.2 may be provided through the Grants to Organizations budget allowance if the purpose aligns with Town goals, and funds are available. Decision(s) will be at the discretion of the CAO and will not exceed \$1,000.
- 5.3.4 Financial assistance may be provided through advertising if the purpose aligns with the Town and/or Departments goals. Decision(s) will be determined by appropriate staff and must fall within Advertising and/or Marketing and Communication Budgets.

5.4 Strategic Partnership Program

- 5.4.1 The Town will provide financial assistance to support:
 - a. Facility operators who provide affordable multipurpose recreational space to the community.
 - b. Signature festivals or events that
 - i. Are a long-standing festival or event (operating for a minimum of four years).
 - ii. The Town has a partnership beyond a funding contributor with.
 - iii. Is primarily located in the Town of Wolfville; and
 - iv. Have completed an Economic Impact Study to demonstrate the significant contribution of non-residential participants who attend the event.
 - c. Community organizations that build community capacity and provide benefit to the community.

As outlined in [Schedule A](#).

- 5.4.2 To be eligible for Strategic Partnership Program funding the organization must:
 - a. Enter into a Funding Agreement (**see Appendix A**) with the Town.
 - b. Provide Financial Statements to the Town annually; and
 - c. Be aligned with Council's Strategic Plan or other Town Strategies.
- 5.4.3 The Funding Agreements will be reviewed every four years.

POLICY

- 5.4.4 If the organization no longer meets the above criteria or fails to meet any provisions within the Partnership Agreement, the financial assistance will cease in the current fiscal year.
- 5.4.5 The maximum amount awarded to any group for any Strategic Partnership Program grant will not exceed \$5,000.
- 5.4.6 The financial assistance level shall consider all contributions provided by the Town (Property Tax Exemptions and in-kind support) when being negotiated.

5.5 Community Partnership Program (CPP)

- 5.5.1 The Town will consider providing limited financial assistance to organizations that:
 - a. Organize or operate **programs** for the benefit of the residents of the Town of Wolfville, or
 - b. Coordinate and implement **local events** in the Town of Wolfville.
- 5.5.2 The level of funding for the Community Partnership Program will be set by Council as part of the Town's budget process. Town Council may allocate different funding levels for each of the two (2) CPP grant categories:
 - a. Programs
 - b. Local Events
- 5.5.3 Community Partnership Program Guidelines can be found in **Appendix B**.
- 5.5.4 This program does not provide financial assistance to social service, health, education or similar services, departments, or agencies.
- 5.5.5 The maximum amount awarded to any group for any Community Partnership Program grant will not exceed \$2,000.
- 5.5.6 If an amount greater than \$5,000 is remaining in the Community Partnership Program after the allocation of funding of February 1 requests, a second round of applications will be called for in July. Organizations who applied in February may apply a second time if the funding is for a new program or to cover a shortfall for the given year. However, new organizations will be given priority.
- 5.5.7 All applications will be administered by Town staff applying the criteria outlined in **Appendix B**.
- 5.5.8 Any decision of staff regarding funding requests may be appealed to Council upon notice of appeal within seven (7) days of being notified of the decision of staff. Council's decision regarding the appeal shall be final.
- 5.5.9 Applications from community groups with new or innovative programming or festival ideas may present to Council at the request of Council.

POLICY

5.5.10 Applicants who have received a Community Partnership Program grant in a previous year are not guaranteed approval for a Community Partnership Program grant in subsequent years.

5.6 Policy Review

This policy will be reviewed every four years.

Schedule A – Strategic Partnership Program Operators/Events/Partners

Appendix A – Strategic Partnership Program – Funding Agreement

Appendix B – Community Partnership Program Guidelines

Appendix C – One-Time Special Funding Requests – Operating

Appendix D - Funding Requests - Capital



Town Clerk

September 24, 2024

Date

POLICY

Schedule A

The following organizations will receive annual funding as outlined in the tables below subject to section 5.3.

Facility Operators

Providing affordable multipurpose recreational space to the community

Facility Operator	Facility	Strategic Partnership Program Grant
Acadia Cinema Co-op	Acadia Cinema 450 Main Street	\$4,500
Wolfville Curling Club	Wolfville Curling Club	\$4,500
Wolfville & District Lions Club	Wolfville & District Lions Hall 36 Elm Avenue	\$2,850

Signature Festival and Events

Supporting the growth and success of Wolfville's signature festival and events

Organization	Festival or Event	Strategic Partnership Program Grant
Acadia Performing Arts	Acadia Performing Arts Series	\$5,000
Deep Roots Music Cooperation	Deep Roots Music Festival	\$5,000
Devour! The Food Film Festival	Devour! The Food Film Festival	\$5,000
Uncommon Common Art	Uncommon Common Art	\$5,000
Valley Harvest Marathon	Valley Harvest Marathon	\$5,000
Valley Summer Theatre	Valley Summer Theatre	\$5,000
Wolfville Magic Winery Bus	Wolfville Magic Winery Bus	\$5,000

POLICY

Community Organization

Building capacity of organizations that provide benefit to the community

Organization	Strategic Partnership Program Grant
Wolfville Farmers' Market	\$5,000
Wolfville Historical Society	\$10,000
Kings Senior Safety Council	\$5,000

POLICY

Appendix A: Strategic Partnership Program – SAMPLE Funding Agreement (will be modified to reflect unique circumstances of each partnership arrangement)



Funding Agreement

Between

Town of Wolfville
(hereinafter referred to "the Town")

and
Funded Party
(hereinafter referred to as "the FP")

Recitals

Whereas the FP _____.

Whereas the Town wishes to support the FP.

Whereas the support of the Town is limited to those items set out herein.

Now therefore in consideration of the mutual promises herein contained and other good and valuable consideration the receipt and sufficiency of which is acknowledged by the execution of this Agreement, the parties agree as follows:

1.0 Responsibilities of the FP

1.1 The FP shall:

a. Provide _____ to _____ ("the Deliverables").

b. Perform the Deliverables starting no later than _____ and terminating no earlier than _____. In the event that portions of the Deliverables will be performed on differing schedules those schedules will be set out in Schedule "A", hereto, and Schedule "A" will be signed by the parties to this Agreement. Schedule "A", where attached and executed in accordance with the terms of this clause, forms part of this Agreement.

c. Repay to the Town _____ on or before _____, or on such other terms as the parties may agree in writing. Repayment to the Town will be in

POLICY

the amount or form set out in Schedule "B" to this Agreement and signed by the parties. Schedule "B", where attached to this Agreement and signed by the parties in accordance with the terms of this Agreement forms part of this Agreement.

- d. Acknowledge the fact of funding by the Town when and as requested by the Town provided that by so acknowledging the funding provided by the Town the FP shall incur no actual pecuniary expense.
- e. Obtain and maintain insurance in a minimum amount of_____. The insurance will identify the Town as an Additional Insured under the policy of insurance. The policy of insurance will include riders specific to the relationship between the FP and the Town and as set in Schedule "C" hereto and signed by the parties to this Agreement. Schedule "C", where attached and signed by the parties in accordance with the terms of this Agreement, forms part of this Agreement.
- f. Prior to funding, or on such other schedule as the parties may agree in writing, the FP will provide proof of insurance satisfactory to the Town in its sole, exclusive and unfettered discretion.
- g. Provide, within 36 hours of a request being made, full and complete answers to all enquiries made of the FP by the Town. The FP shall not decline to answer any one or more enquiries posed by the Town on the basis that the subject of the enquiries relates, in whole or in part, to matters specifically excluded by this Agreement.
- h. Indemnify and hold harmless the Town against all claims, losses, liabilities, demands, suits and expenses from whatever source, nature and kind in any manner based upon, incidental to or arising out of the performance or non-performance of any one or more contract or agreements made by the FP and in relation to which the Town is, by this Agreement, providing or agreeing to provide funding to the FP.
- i. Inform the Town within 48 hours of receipt of a claim or notice of claim or possible claim, including but not limited to the actual claim or notice thereof, irrespective of the possibility, real or perceived, of any risk to the Town or claim being made against the Town.
- j. Keep and maintain accurate records as set out in Schedule "D", hereto, and signed by the parties to this Agreement. Schedule "D", where attached and executed in accordance with the terms of this clause, forms part of this Agreement.
- k. Use the funds provided by the Town for the purposes set out in Schedule "E", hereto, only. Schedule "E" will be signed by the parties to this Agreement. Schedule "E", where attached and executed in accordance with the terms of this clause, forms part of this Agreement.

POLICY

- I. Comply with all applicable laws of the Province of Nova Scotia and the Dominion of Canada and all by-laws and policies of the Town of Wolfville and any other municipal jurisdiction in which the FP provides Deliverables in accordance with the terms of this Agreement.
 - m. Provide the Town with the names, email addresses, civic addresses and telephone numbers (including but not limited to cell phone numbers) of _____.
- 1.2 The FP will not:
 - a. Represent that the FP and the Town are partners or joint venturers.
 - b. Represent that the Town guarantees the performance of the Deliverables or provides any control over or oversight of the activities of the FP.
 - c. Use the names "Town of Wolfville" or "Wolfville" other than to indicate the one or more locations at which the Deliverables will be performed, without the written consent of the Town.
- 2.0 Responsibilities of the Town
- 2.1 The Town will:
 - a. Provide _____ in funding in total to the FP.
 - b. Provide funds in _____ installments, the first installment in the amount of _____ will be provided on or before _____. Any one or more installments payable by the Town to the FP pursuant to this Agreement will be payable on the schedule appended to this Agreement as Schedule "F" and signed by the parties to this Agreement. Schedule "F", where attached and executed in accordance with the terms of this clause, forms part of this Agreement.
 - c. Provide _____.
- 2.2 The Town will not:
 - a. Direct the manner in which the FP fulfills its obligation to provide the Deliverables set out in the Agreement.
 - b. Provide any control over or oversight of the FP in the fulfillment of its obligations to perform the Deliverables set out in this Agreement.

POLICY

c. Provide any guarantee of the performance of the Deliverables by the FP.

3.0 Relationship Between the FP and the Town

3.1 The Town and the FP are not partners or co-venturers and nothing in this Agreement or otherwise constitutes either party as a partner or co-venturer of the other party to this Agreement.

4.0 General

4.1 Any notice under this Agreement shall be properly served if provided to:

To the Town:	Town of Wolfville Attention: Director of Parks & Recreation 359 Main Street, Wolfville, NS
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To the FP	FP
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4.2 This Agreement enures to the benefit of and is binding upon the parties, their administrators, successors and assigns.

4.3 This Agreement and any documents expressly contemplated by this Agreement, constitute the entire agreement between the parties. No representations, warranties, covenants or agreements, whether oral or written, between the parties with respect to the subject matter hereof are binding upon the parties subsequent to the date of execution of this Agreement.

4.4 The parties agree that this Agreement shall be interpreted in accordance with the laws of the Province of Nova Scotia and the Dominion of Canada. The parties agree that the courts of Nova Scotia do not constitute a *forum non conveniens*.

4.5 The parties and the signatories to this Agreement confirm that each party has signed this Agreement by its proper signing authority and that the signatories have the authority to bind each party to the Agreement.

4.6 In the event of a dispute arising out of or relating to this Agreement, including any question regarding its existence, validity or termination, the parties shall first seek settlement of that dispute by mediation. The mediation shall be conducted under the then current mediation procedures of ADR Atlantic Institute or any other procedure upon which the parties may agree. The parties further agree that their respective good faith participation in mediation is a condition precedent to pursuing any other available legal or equitable remedy, including litigation, arbitration or other dispute resolution procedures. Either party may commence the



POLICY

mediation process by providing to the other party written notice, setting forth the subject of the dispute, claim or controversy and the relief requested. Within ten (10) days after the receipt of the foregoing notice, the other party shall deliver a written response to the initiating party's notice. The initial mediation session shall be held within thirty (30) days after the initial notice. The parties agree to share equally the costs and expenses of the mediation (which shall not include the expenses incurred by each party for its own legal representation in connection with the mediation).

POLICY

Appendix B: Community Partnership Program Guidelines

Supporting volunteer, community-based organizations is often fundamental to maintaining our quality of life. The Community Partnership Program is designed to provide financial assistance to organizations that:

- a. Organize or operate **programs** for the benefit of the residents of the Town of Wolfville, or
- b. Coordinate and implement **local events** in the Town of Wolfville.

1. Requests for Funding must be submitted through the Town's Community Partnership Program.
2. The deadline for applications will be February 1st. Subject to Section 5.3.6 a second round of funding may be called for in July with a deadline of August 1st.
3. Late applications will not be considered.
4. Applications can be submitted in the following ways:
 - a. Mailed to 359 Main Street, Wolfville, NS B4P 1A1
 - b. Hand delivered to Town Hall (359 Main Street)
 - c. Faxed to (902) 542 – 4789
 - d. Emailed to nzamora@wolfville.ca
 - e. Complete an Online form and submit through our website www.wolfville.ca
5. All applicants are required to use a Standard Application Form. Application forms are available at Town Hall (359 Main Street), the Community Development & Public Works Building (200 Dykeland Street), and online at www.wolfville.ca
6. The applicant must meet the requirements outlined in section 65A of the *Municipal Government Act* to be eligible for funding. The Town reserves the right to request additional information prior to distributing funding.
7. Only one application per organization, per fiscal year, unless a second round of funding is called per section 5.4.6. The Town's fiscal year runs from April 1st to March 31st.
8. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall, Community Development & Public Works and online at Wolfville.ca. Groups will not be eligible to apply for financial assistance in a subsequent year until the final report has been received.
9. Successful applicants will be notified by April 30th, for February 1st applications, and by October 31st, for August 1st applications

POLICY

EVALUATION PRINCIPLES

The following principles will be used to evaluate each application:

1. *Financial Sustainability & Management*

Groups should show evidence of past success and demonstrate that they have taken steps to ensure continued operation and/or growth. Groups must generate funds besides those provided by the Community Partnership Program. These revenues may include registration/membership fees, admission fees or fundraising. Groups should demonstrate responsibility and accountability in their use of resources.

2. *Community Benefit*

Groups should demonstrate added value to the broad-based community and not substantially duplicate a service of other organizations.

3. *Active Living*

Groups that offer active and healthy living components for members and participants will be given priority when considered in the allocation of funds.

4. *Heritage and Diversity*

Groups that explore our past to enrich the lives the community.

POLICY

EVALUATION CRITERIA

All Community Partnership Grants – minimum criteria

- Application is received on time.
- All documentation has been received, including (purpose of the project, description of the project, target demographic served, detailed budget, previous year's financial statements, confirmation of partner funding (if applicable), list of other revenue sources, final report from previous year etc.)
- Project takes place within the Town of Wolfville or has a strong presence in the Town.
- The Town's contribution should not exceed 50% of total revenue.

Evaluation Score Cards

- If minimum criteria has been met complete a Program Grant Evaluation Score Card or a Local Event Grant Evaluation Score Card.

POLICY

PROGRAM GRANT EVALUATION SCORE CARD

Applicant Name: _____

1. Program/Service Obligation Core – service the Town would otherwise provide Important – service the Town might otherwise provide Discretionary – service the Town does not normally provide No Mandate – not enabled by legislation, should not do or not now	H 3 M 2 L 1 N 0
2. Council Strategic Plan Vital – fundamental to Council's Strategic Plan Notable – solid fit within Council's Strategic Plan Non-Critical – some relevance to Council's Strategic Plan, not strategic	H 3 M 2 L 1
3. Public Need/Benefit Community at Large – general need, broad-based Multiple Interests – some need, a number of areas/communities Vested Interest –special interest group(s), localized	H 3 M 2 L 1
4. Active Living High – the core purpose is developing active and healthy lifestyles Moderate – components of the program in improve active and healthy lifestyle Low – limited opportunity to improve active and healthy lifestyles of participants	H 3 M 2 L 1
5. Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential	H 3 M 2 L 1
6. Quality of Life Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community	H 3 M 2 L 1
7. Alternate Providers Limited – no other potential providers Some – some potential alternate providers Many – many potential or existing alternate providers	H 3 M 2 L 1
8. Financial Need High – financial statements and/or budget demonstrate significant need Low – financial statements and/or budget demonstrate limited need	H 1 L 0
9. Accountability ("Track Record") Yes – annual report and/or financial statements of previous year received No (or New Org.) – no annual report and/or financial statements received	Y 1 N 0
Total Score	/23

- If score is between 20-23; application should receive full amount
- If score is between 16-20; application should receive full amount if budget permits
- If score is below 16; applicant shall not receive funding.

Amount Requested: _____

Amount Awarded: _____

POLICY

LOCAL EVENT GRANT EVALUATION SCORE CARD

Applicant Name: _____

Council Strategic Plan Vital – fundamental to Council’s Strategic Plan Notable – solid fit within Council’s Strategic Plan Non-Critical – some relevance to Council’s Strategic Plan, not strategic	H 3 M 2 L 1
Public Benefit Public Interest – all residents derive benefit Mixed Interest – some residents derive benefit Private Interest – specific residents benefit	H 3 M 2 L 1
Participation Levels Under 100 100-200 200-500 500-1000 Over 1000	1 2 3 4 5
Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential	H 3 M 2 L 1
Quality of Life Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community	H 3 M 2 L 1
Financial Need High – financial statements and/or budget demonstrate significant need Low – financial statements and/or budget demonstrate limited need	H 1 L 0
Accountability (“Track Record) Yes – annual report and/or financial statements of previous year received No (or New Org.) – no annual report and/or financial statements received	Y 1 N 0
Total Score	/19

- If score is between 15-19; application should receive full amount
- If score is between 12-15; application should receive full amount if budget permits
- If score is below 12; applicant shall not receive funding.

Amount Requested: _____

Amount Awarded: _____

POLICY

Appendix C: One-Time Special Funding Requests - Operating

Supporting volunteer, community-based organizations is often fundamental to maintaining our quality of life. The one-time special funding (operating) requests provision within the Grants to Organizations Policy is intended to provide organizations with an avenue to periodically request funds to support extraordinary operational events and initiatives. Capital campaigns will not be considered as eligible expenses.

All requests are at the discretion of Council based on the following evaluation process and criteria. The financial capacity of the Town to support the request will be a key consideration in the decision-making process.

1. Applications may be submitted throughout the year. Council reserves the right to refer the request to the following year's budget process if they deem so appropriate.
2. Applications can be submitted in the following ways:
 - a. Mailed to 359 Main Street, Wolfville, NS B4P 1A1
 - b. Hand delivered to Town Hall (359 Main Street)
 - c. Faxed to (902) 542 – 4789
 - d. Emailed to nzamora@wolfville.ca
3. The applicant organization must fall within section 65A of the *Municipal Government Act* to be eligible for funding. The Town reserves the right to request additional information prior to distributing funding.
4. Organizations that qualify for the Community Partnership Program or Strategic Partnership Program are eligible to submit requests per this policy. Organizations that do not qualify for either program are also eligible to submit requests and be considered.
5. Only one application per organization may be submitted per year. Only one application per organization may be approved every four years.
6. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall, Community Development & Public Works and online at Wolfville.ca.
7. Successful applicants will be notified upon Council making a decision.

POLICY

EVALUATION CRITERIA

One-time Special Funding Requests – Minimum Criteria

- Applicant organization falls within Section 65A of the *Municipal Government Act*.
- Request is greater than \$2,000.
- Request is not for capital purposes.
- All documentation has been received, including:
 - purpose of the request
 - description of the request
 - clear indication of how the request aligns with Council's Strategic Plan
 - clear description of tangible benefit to the community
 - detailed budget, including all anticipated revenue sources
 - timeline of project
 - confirmation of partner funding (if applicable),
- The Town's contribution should not exceed 50% of the total project cost.

Evaluation Checklist

- If minimum criteria has been met, staff will complete a One-Time Special Funding Requests Evaluation Checklist will be completed and provided to Council as part of the Request for Decision process.

POLICY

ONE-TIME SPECIAL FUNDING REQUESTS EVALUATION CHECKLIST (OPERATING)

Applicant Name: _____

1. Program/Service Obligation Core – event/initiative/service the Town would otherwise provide Important – event/initiative/service the Town might otherwise provide Discretionary –event/initiative/service the Town does not normally provide No Mandate – not enabled by legislation, is not within the Town's area of responsibility	H M L N
2. Council Strategic Plan Vital – fundamental to Council's Strategic Plan Notable – solid fit within Council's Strategic Plan Non-Critical – some relevance to Council's Strategic Plan, not strategic Provide Specific Linkages to Council's Strategic Plan:	H M L
3. Public Need/Benefit Community at Large – general need/benefit, broad-based Multiple Interests – some need/benefit, a number of areas/communities Vested Interest –special interest group(s), localized	H M L
4. Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential	H M L
5. Quality of Life for the Community Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community	H M L
6. Economic Impact to the Town High – there is a strong and demonstrated direct economic impact to the Town Moderate – there is a demonstrated indirect economic impact to the Town Low – there is minimal or no demonstrated economic impact to the Town	H M L

POLICY

Appendix D: Funding Requests - Capital

DRAFT – June 7th, 2016

Supporting volunteer, community-based organizations is often fundamental to maintaining our quality of life. The funding (capital) requests provision within the Grants to Organizations Policy is intended to provide organizations with an avenue to periodically request additional funds to support capital campaigns and projects. Operating expenses and special events and initiatives will not be considered as eligible expenses.

All requests are at the discretion of Council based on the following evaluation process and criteria. The financial capacity of the Town to support the request will be a key consideration in the decision making process.

1. The deadline for applications will be November 1st. All applications will be reviewed as part of the annual budget process for Council. Late submissions will not be considered until the following fiscal year.
2. Applications can be submitted in the following ways:
 - a. Mailed to 359 Main Street, Wolfville, NS B4P 1A1
 - b. Hand delivered to Town Hall (359 Main Street)
 - c. Faxed to (902) 542 – 4789
 - d. Emailed to nzamora@wolfville.ca
3. The Town reserves the right to request additional information prior to distributing funding.
4. From April 1, 2025, organizations can apply up to two times within an eight year period, as long as the request amount is for \$10,000 or more and does not cumulatively exceed \$50,000.
5. The applicant, may, at the discretion of Council, be requested to enter into a Memorandum of Understanding outlining all expectations of Council prior to any approved funds being released.
6. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall, Community Development & Public Works and online at Wolfville.ca.
7. Successful applicants will be notified upon approval of the annual budget. Decisions of Council are final and are not appealable.

POLICY

EVALUATION CRITERIA

Capital Funding Requests – Minimum Criteria

- Application is received on time.
- Request is greater than \$10,000.
- Request cannot exceed \$50,000.
- Request is not for operating purposes.
- All documentation has been received, including:
 - purpose of the request
 - description of the request
 - clear indication of how the request aligns with Council's Strategic Plan
 - target demographic served
 - clear description of tangible benefit to the community
 - detailed budget, including all anticipated revenue sources
 - timeline of project
 - identification of risks associated with the project
 - previous year's financial statements
 - confirmation of partner funding (if applicable),
- The Town's contribution should not exceed 50% of the total project cost.

Evaluation Checklist

- If minimum criteria has been met, staff will complete a Capital Funding Requests Evaluation Checklist to be provided to Council as part of the Request for Decision process.

POLICY

FUNDING REQUESTS EVALUATION CHECKLIST (CAPITAL)

Applicant Name: _____

1. Program/Service Obligation Core – service resulting from the capital campaign is something the Town would otherwise provide Important – service resulting from the capital campaign is something the Town might otherwise provide Discretionary – service resulting from the capital campaign is something the Town does not normally provide No Mandate – not enabled by legislation, is not within the Town's area of responsibility	H M L N
2. Council Strategic Plan Vital – fundamental to Council's Strategic Plan Notable – solid fit within Council's Strategic Plan Non-Critical – some relevance to Council's Strategic Plan, not strategic Provide Specific Linkages to Council's Strategic Plan:	H M L
3. Public Need/Benefit Community at Large – general need/benefit, broad-based Multiple Interests – some need/benefit, a number of areas/communities Vested Interest –special interest group(s), localized	H M L
4. Human Development and Inclusion – Volunteer and Participant High – equality of access and opportunity (demographic, geographic) Moderate – range of demographic groups and/or development potential Low – limited opportunity, access or development potential	H M L
5. Quality of Life for the Community Livable Community – important to livable/sustainable community Community Image – enhances image or public perception Community Pride – instills pride, sense of community	H M L
6. Alternate Providers Limited – no other potential providers Some – some potential alternate providers Many – many potential or existing alternate providers	H M L
7. Financial Need High – financial statements and/or budget demonstrate significant need Low – financial statements and/or budget demonstrate limited need	H L
8. Economic Impact to the Town High – there is a strong and demonstrated direct economic impact to the Town Moderate – there is a demonstrated indirect economic impact to the Town Low – there is minimal or no demonstrated economic impact to the Town	H M L
9 Environmental Sustainability High – Clearly aligns with GHG reduction, sound climate change principles and/or sustainable building practices Low – Does not align with GHG reduction, sound climate change principles or sustainability practices	H L
MOU Required? Yes/No. Provide details.	

POLICY

Grants to Organizations

Policy Number: 710-003	Supersedes Policy Number: 710-001
Effective Date: 2016-03-22 2021-12-21 2024-09-24	Approval By Council Motion Number: 30-03-16 35-12-21 19-09-24

1.0 Purpose

The Town of Wolfville is committed to supporting community groups and organizations that add capacity and benefit the community by offering programs, events and spaces that are accessible and welcoming. The purpose of this policy is to provide a framework for reviewing and evaluating requests from community organizations for grant funding to support programming, capital investments, accessibility improvements, community events and other projects that align with the Town's strategic and operational priorities, as broadly enabled by section 65A of the Municipal Government Act.

2.0 Scope

This policy applies to all community organizations that wish to obtain grant funding from the Town for a service, program, special project, initiative, or capital campaign for the benefit of residents, businesses, and visitors to the Town of Wolfville.

3.0 References

- 3.1 [Municipal Government Act](#)
- 3.2 Signing Authority Policy, 120-011

4.0 Definitions

- 4.1 **CAO** means the Chief Administrative Officer of the Town of Wolfville.
- 4.2 **Council** means the Town Council of the Town of Wolfville.
- 4.3 **Signature Festival or Event** means an event or festival held within the Town of Wolfville that occurs annually and has a significant, positive economic impact on the community.
- 4.4 **Town** means the Town of Wolfville, a body corporate.
- 4.5 **Program** means a project, initiative or recreational/social/educational opportunity or offering made available to the public.

POLICY

5.0 Policy

5.1 One-time-Requests (Operating) see [Appendix A](#)

5.1.1 One-time requests to support extraordinary operational events and initiatives may be considered by Council using the following criteria:

- a. The request is greater than \$2,000.
- b. Only one application per organization may be approved every four years.
- c. The request is aligned with Council's Strategic Plan.
- d. All criteria outlined in Appendix C are met.
- e. The financial capacity/local economy of the day is considered.
- f. The funding of the request would be in addition to the grants to organization budget allowance; and
- g. Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

5.2 Capital Funding Requests - see [Appendix B](#)

5.2.1 Funding requests to support capital campaigns and projects may be considered by Council using the following criteria:

- a. The request is greater than \$10,000.
- b. The request will not exceed \$50,000.
- c. Effective April 1, 2025, organizations can apply twice within an eight-year period.
- d. The eight-year period shall commence from the date of initial disbursement.
- e. The approved amount shall not cumulatively exceed \$50,000.
- f. The request is aligned with Council's Strategic Plan.
- g. All criteria outlined in Appendix D are met.
- h. The financial capacity/local economy of the day is considered.
- i. The funding of the request would be in addition to the grants to organizations budget allowance; and
- j. Funding will be provided either in one lump sum amount and expensed in the year it is approved or through multi-year payments. Funding provided over multiple years will be subject to annual budget approval by Council and may be subject to change.

POLICY

5.3 Sponsorships and Advertising

- 5.3.1 The Town will consider providing limited financial assistance, including but not limited to sponsorship and/or donation of prizes, to support conferences and/or workshops that are hosted in our region, of which the Town is an active member (i.e., NSFM, AMANS, FCM).
- 5.3.2 The Town will not provide financial assistance, sponsorship or prizes to conferences, conventions or workshops held in our region by an organization of which the Town is not an active member. This includes registration fees related to participation in golf or other recreation activities associated with the conference.
- 5.3.3 Financial assistance for sponsorship requests under 5.3.2 may be provided through the Grants to Organizations budget allowance if the purpose aligns with Town goals, and funds are available. Decision(s) will be at the discretion of the CAO and will not exceed \$1,000.
- 5.3.4 Financial assistance may be provided through advertising if the purpose aligns with the Town and/or Departments goals. Decision(s) will be determined by appropriate staff and must fall within Advertising and/or Marketing and Communication Budgets.

5.4 Strategic Partnership Program

- 5.4.1 The Town may provide financial assistance to support:
 - a. Facility operators who provide affordable and accessible multipurpose recreational space to the community.
 - b. Signature festivals or events that
 - i. Are a long-standing festival or event (operating for a minimum of four years).
 - ii. The Town has a partnership beyond a funding contributor with.
 - iii. Are primarily located in the Town of Wolfville; and
 - iv. Have demonstrated rationale to indicate a positive economic effect resulting from attraction of attendees from outside of Wolfville.
 - c. Community organizations that build capacity in Wolfville by introducing programs or projects that provide benefits to the community.

As outlined in [Schedule A](#).

POLICY

5.4.2 To be eligible for Strategic Partnership Program funding the organization must:

- Enter into a Funding Agreement (see [Appendix C](#)) with the Town.
- Provide Financial Statements to the Town annually; and
- Be aligned with Council's Strategic Plan, priorities and other Town principles or initiatives. These can be found at www.wolfville.ca.

5.4.3 Strategic Partners will be selected to align with each four-year term of Council, at the beginning of the second year of Council's term. This will allow Council to develop its Strategic Plan for the four-year term during its first year in office, and to select Strategic Partners that align with that Plan.

5.4.4 A call for Expressions of Interest in becoming, or remaining, a Strategic Partner will be made as soon as practical following approval of the Town's Strategic Plan. Staff will evaluate the eligibility of each potential partner based on this Policy and will present a slate of eligible partners to Council during the annual budgeting process.

Council may request more information from any potential partner before making its selection and determining funding amounts for the four-year Funding Agreements.

5.4.5 If an organization no longer meets the above criteria or fails to meet any provisions within the Partnership Agreement, the issue will be identified to the organization and an opportunity to rectify provided. If the issue is not rectified within a reasonable period of time, financial assistance will immediately cease.

5.4.6 The maximum amount awarded to any group for any Strategic Partnership Program grant will not exceed **\$5,000** per year of the Agreement.

5.4.7 The financial assistance level shall consider all contributions provided by the Town (Property Tax Exemptions and in-kind support) when being determined.

POLICY

5.5 Community Capacity Program (CCP)

- 5.5.1 The Town will consider providing limited financial assistance to organizations that work to increase the capacity of the Town by:
 - a. Organizing or operating **programs** for the benefit of the residents of the Town of Wolfville; or
 - b. Coordinating and implementing **local events** in the Town of Wolfville.
- 5.5.2 The level of funding for the Community Capacity Program will be set by Council as part of the Town's budget process. Town Council may allocate different funding levels for each of the two (2) CCP grant categories:
 - a. Programs
 - b. Local Events
- 5.5.3 Community Capacity Program Guidelines can be found in [Appendix D](#).
- 5.5.4 This program does not provide financial assistance to social service, health, education or similar services, departments, or agencies.
- 5.5.5 The maximum amount awarded to any group for any Community Capacity Program grant will not exceed \$2,000.
- 5.5.6 If an amount greater than \$5,000 is remaining in the Community Capacity Program after the allocation of funding for February 1 requests, a second round of applications will be called for in July. Organizations who applied in February may apply a second time.
- 5.5.7 All applications will be evaluated by Town staff applying the principles and criteria outlined in [Appendix D](#).
- 5.5.8 Any decision of staff regarding funding requests may be appealed to Council upon notice of appeal within seven (7) days of being notified of the decision of staff. Council's decision regarding the appeal shall be final.
- 5.5.9 Applicants who have received a Community Capacity Program grant in a previous year are not guaranteed approval for a Community Capacity Program grant in subsequent years.

5.6 Grant Disclosure

Pursuant to section 65C of the Municipal Government Act, the Town shall disclose to the public a list of recipients of grants made by the Town and the amounts of those grants annually in the Operations Plan. Grant recipients and amounts may be published by other means at the discretion of the CAO.

5.7 Policy Review

This policy will be reviewed, at a minimum, every four years.

POLICY

Schedule A – Strategic Partnership Program Operators/Events/Partners

[Appendix A1](#) - One-Time Special Funding Requests (Operating) - Guidelines

Appendix A2 - One-Time Special Funding Requests (Operating) - Evaluation Criteria

Appendix A3 - One-Time Special Funding Requests (Operating) - Evaluation Checklist

[Appendix B](#) - Funding Requests (Capital) - Guidelines

Appendix B - Funding Requests (Capital) - Evaluation Criteria

Appendix B - Funding Requests (Capital) - Evaluation Checklist

[Appendix C1](#) - Strategic Partnership Program - SAMPLE Funding Agreement

Appendix C2 - Strategic Partnership Program - SAMPLE Schedule (Additional Items to Funding Agreement)

[Appendix D1](#) - Community Capacity Grant - Guidelines

Appendix D2 - Community Capacity Grant - Evaluation Principles

Appendix D2 - Community Capacity Grant – Evaluation Criteria



Town Clerk

September 24, 2024

Date

POLICY

~~Schedule A – Strategic Partners 2021-2025~~

The following organizations will receive annual funding as outlined in the tables below subject to section 5.4.

Facility Operators

Providing affordable multipurpose recreational space to the community

Facility Operator	Facility	Strategic Partnership Program Grant
Acadia Cinema Co-op	Acadia Cinema 450 Main Street	\$4,500
Wolfville Curling Club	Wolfville Curling Club	\$4,500
Wolfville & District Lions Club	Wolfville & District Lions Hall 36 Elm Avenue	\$2,850

Signature Festival and Events

Supporting the growth and success of Wolfville's signature festival and events

Organization	Festival or Event	Strategic Partnership Program Grant
Acadia Performing Arts	Acadia Performing Arts Series	\$5,000
Deep Roots Music Co-operation	Deep Roots Music Festival	\$5,000
Devour! The Food Film Festival	Devour! The Food Film Festival	\$5,000
Uncommon Common Art	Uncommon Common Art	\$5,000
Valley Harvest Marathon	Valley Harvest Marathon	\$5,000
Valley Summer Theatre	Valley Summer Theatre	\$5,000
Wolfville Magic Winery Bus	Wolfville Magic Winery Bus	\$5,000

POLICY

~~Schedule A – Strategic Partners 2021-2025~~

~~Community Organization~~

~~Building capacity of organizations that provide benefit to the community~~

Organization	Strategic Partnership Program Grant
Wolfville Farmers' Market	\$5,000
Wolfville Historical Society	\$10,000
Kings Senior Safety Council	\$5,000

POLICY

Appendix A1: One-Time Special Funding Requests – Operating

GUIDELINES

Supporting community-based organizations is often fundamental to maintaining our quality of life. The one-time special funding (operating) requests provision within the Grants to Organizations Policy is intended to provide organizations with an avenue to periodically request funds to support extraordinary operational events and initiatives. Capital campaigns will not be considered as eligible expenses.

All requests are at the discretion of Council based on the following evaluation process and criteria. The financial capacity of the Town to support the request will be a key consideration in the decision-making process.

1. Applications may be submitted throughout the year. Council reserves the right to defer any request to the following year's budget process if they deem so appropriate.
2. Applications can be submitted in the following ways:
 - a. Mailed or hand-delivered Town Hall, 359 Main Street, Wolfville, NS B4P 1A1
 - b. Emailed to grants@wolfville.ca
3. The Town reserves the right to request additional information prior to distributing funding.
4. Organizations that qualify for the Community Capacity Program or Strategic Partnership Program are eligible to submit requests per this policy. Organizations that do not qualify for either program are also eligible to submit requests and be considered.
5. Only one application per organization may be submitted per year. Only one application per organization may be approved every four years.
6. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall and online at:
<https://wolfville.ca/town-hall/grants-bursaries-and-sponsorships>
7. Successful applicants will be notified upon Council's decision.

POLICY

Appendix A2: One-Time Special Funding Requests - Operating EVALUATION CRITERIA

One-time Special Funding Requests – Minimum Criteria

- Request is greater than \$2,000.
- Request is not for capital purposes.
- All documentation has been received, including:
 - description of the project
 - clear indication of how the request aligns with Council's Strategic Plan
 - target demographic(s) served
 - clear description of tangible benefits to the community
 - detailed budget, including:
 - anticipated costs
 - anticipated revenue sources
 - anticipated in-kind, donated, volunteer contributions etc.
 - confirmation funding from all other partners (if applicable)
 - timeline of project
 - identification of risks associated with the project
 - previous year's financial statements (if applicable)
 - final report from previous funding received from the Town (if applicable)
- The Town's contribution should not exceed 50% of the total project cost.

Evaluation Checklist

- Staff will review applications for One-Time Special Operating Funding to determine if applications are complete and minimum criteria are met.
- If minimum criteria have been met, Council will use an Operational Funding Requests Evaluation Checklist to be provided to Council as part of the Request for Decision process. This will be used by Council to determine approval and level of funding for each application.

POLICY

Appendix A3: One-Time Special Funding Requests - Operating ONE-TIME SPECIAL FUNDING REQUESTS EVALUATION CHECKLIST (OPERATING)

Applicant Name: _____

1. Public Need/Benefit High - Community at Large – general need/benefit, broad-based Moderate - Multiple Interests – some need/benefit, several areas/communities Low - Vested Interest –special interest group(s), localized	H M L
2. Alignment with Council Strategic Plan - Provide Specific Linkages to Council's Strategic Plan <i>Applicant/Project should score "High" on <u>at least</u> one Strategic Priority:</i> Fiscal Responsibility (Asset Management, Community Focus, Financial Planning and Management)	H M L
Prosperous Economy (Holistic Planning, Partnerships, Placemaking, Event Attraction)	H M L
Inclusive Community (Engagement, Sense of Belonging, Safety)	H M L
Sustainable Environment (Climate Action, Environmental Protection, Emission Mitigation, Integrated Mobility)	H M L
1. Equity, Diversity, Inclusion & Anti-Racism High – Reflects commitment to equality of access (financial barriers reduced), involves people with lived experience (e.g. “by community, for community”), reaches wide range of demographics Moderate – Cursory demonstration of commitment to the above, some range of demographics included Low – Limited or no mention of barrier reduction, special interest or narrow range of demographics included	H M L
4. Accessibility High – Considerable efforts have been made to remove barriers faced by people with disabilities Moderate – Some consideration has been made for barrier reduction/mitigation Low – Minimal or no demonstrated commitment to Accessibility	H M L
5. Economic Impact to the Town High - Strong demonstrated economic impact to the Town via local business support, job creation, skill development, visitor attraction, etc. Moderate - Moderate potential economic impact to the Town, limited presence of above factors Low – Minimal or no clear economic impact to the Town	H M L
6. Fiscal Responsibility & Financial Stability High – Significant contributions by the applicant will amplify the Town’s commitment through partnerships, other grant funding, in-kind/volunteer support, applicant’s own funding contributions, etc. Moderate – Budget is realistic and clearly connected to project activities with some applicant contributions Low – Minimal or no planned contribution from the applicant or other sources, and/or the budget is unrealistic and disconnected from project activities that benefit the Town and its residents	H M L

POLICY

Appendix B1: Funding Requests – Capital

GUIDELINES

Supporting community-based organizations is often fundamental to maintaining our quality of life. The funding (capital) requests provision within the Grants to Organizations Policy is intended to provide organizations with an avenue to periodically request additional funds to support capital campaigns and projects. Operating expenses and special events and initiatives will not be considered as eligible expenses.

All requests are at the discretion of Council based on the following evaluation process and criteria. The financial capacity of the Town to support the request will be a key consideration in the decision-making process.

1. The deadline for applications will be November 1st of each year. All applications will be reviewed as part of the annual budget process for Council. Late submissions will not be considered until the following fiscal year.
2. Applications can be submitted in the following ways:
 - a. Mailed or hand-delivered to Town Hall, 359 Main Street, Wolfville, NS B4P 1A1
 - b. Emailed to grants@wolfville.ca
3. The Town reserves the right to request additional information prior to distributing funding.
4. From April 1st, 2025, organizations can apply up to two times within an eight-year period, as long as the request amount is for \$10,000 or more and does not cumulatively exceed \$50,000.
5. The applicant, may, at the discretion of Council, be requested to enter into a Memorandum of Understanding outlining all expectations of Council prior to any approved funds being released.
6. Successful applicants must submit a final report in the prescribed form. Final report forms will be included with the awarding letters and available at the Town Hall and online at:
<https://wolfville.ca/town-hall/grants-bursaries-and-sponsorships>
7. Successful applicants will be notified upon approval of the annual budget. Decisions of Council are final and are not appealable.

POLICY

Appendix B2: Funding Requests - Capital

EVALUATION CRITERIA

Capital Funding Requests – Minimum Criteria

- Application is received on time.
- Request is greater than \$10,000.
- Request cannot exceed \$50,000.
- Request is not for operating purposes.
- All documentation has been received, including:
 - description of the project
 - clear indication of how the request aligns with Council's Strategic Plan
 - target demographic(s) served
 - clear description of tangible benefits to the community
 - detailed budget, including:
 - anticipated costs
 - anticipated revenue sources
 - anticipated in-kind, donated, volunteer contributions etc.
 - confirmation funding from all other partners (if applicable)
 - timeline of project
 - identification of risks associated with the project
 - previous year's financial statements (if applicable)
 - final report from previous funding received from the Town (if applicable)
- The Town's contribution should not exceed 50% of the total project cost.

Evaluation Checklist

- Staff will review applications for Capital Funding to determine if applications are complete and minimum criteria are met.
- If minimum criteria have been met, Council will use a Capital Funding Requests Evaluation Checklist to be provided to Council as part of the Request for Decision process. This will be used by Council to determine approval and level of funding for each application.

POLICY

Appendix B3: Funding Requests - Capital

FUNDING REQUESTS EVALUATION CHECKLIST (CAPITAL)

Applicant Name: _____

1. Public Need/Benefit High - Community at Large – general need/benefit, broad-based Moderate - Multiple Interests – some need/benefit, several areas/communities Low - Vested Interest –special interest group(s), localized	H M L
2. Alignment with Council Strategic Plan - Provide Specific Linkages to Council's Strategic Plan <i>Applicant/Project should score "High" on <u>at least</u> one Strategic Priority:</i> Fiscal Responsibility (Asset Management, Community Focus, Financial Planning and Management) Prosperous Economy (Holistic Planning, Partnerships, Placemaking, Event Attraction) Inclusive Community (Engagement, Sense of Belonging, Equity, Diversity, Anti-Racism, Safety) Sustainable Environment (Climate Action, Environmental Protection, Emission Mitigation, Integrated Mobility)	H M L H M L H M L H M L
3. Accessibility High – Considerable efforts have been made to remove barriers faced by people with disabilities Moderate – Some consideration has been made for barrier reduction/mitigation Low – Minimal or no demonstrated commitment to Accessibility	H M L
4. Economic Impact to the Town High - Strong demonstrated economic impact to the Town via local business support, job creation, skill development, visitor attraction, etc. Moderate - Moderate potential economic impact to the Town, limited presence of above factors Low – Minimal or no clear economic impact to the Town	H M L
5. Environmental Sustainability High – Clearly aligns with GHG reduction, sound climate change principles and/or sustainable building practices Low – Does not align with GHG reduction, sound climate change principles or sustainability practices	H M L
6. Alternate Providers Limited – no other potential providers Some – some potential alternate providers Many – many potential or existing alternate providers	H M L
7. Financial Need High – financial statements and/or budget demonstrate significant need Low – financial statements and/or budget demonstrate limited need	H L
MOU Required? Yes/No. Provide details.	

POLICY

Appendix C1: Strategic Partnership Program – SAMPLE Funding Agreement

(will be modified to reflect unique circumstances of each partnership arrangement)

[Date]

Reference: Town of Wolfville – Strategic Partnership Program
[Strategic Partner Organization]
Letter of Agreement

Dear [Strategic Partner Organization],

On [Date], Town Council approved its [Fiscal Year] Operating Budget. As per the Grants to Organizations Policy, the Town's Strategic Partnership Program (SPP) funding recipients have been selected for the four-year term aligning with that of the current Town Council, beginning on [Date] and terminating on [Date].

Further to your organization's expression of interest in participating in the Strategic Partnership Program, an SPP operating grant in the amount of [\$ amount] annually for the four-year term has been approved to support activities as outlined in the conditions below. The Town of Wolfville, its Mayor and Council appreciate the contributions your organization makes to our community and are proud to support this work.

Please note that the following conditions are hereby placed on this grant funding:

1. Funding is to be used for the purposes of fulfilling planned activities associated with [Strategic Partner Organization]. Additional items may be outlined in Schedule A (attached).
2. In the event that any or all of these activities do not take place, any funding that has been provided and remains unused for the agreed-upon purposes must be returned to the Town of Wolfville.
3. An annual report outlining how this funding was used is to be submitted to the Town by [Date] of each year of funding, which includes:
 - a. How funding has been used, including specific purchases and/or expenditures;
 - b. How the Town has been recognized as a funding partner;
 - c. If (and how) funding has been used to improve the Accessibility of a program or activity and/or to address Equity, Diversity, Inclusion and Anti-Racism;
 - d. A description of activities that have taken place and benefits to the general public; and,
 - e. A description of efforts made to foster financial sustainability.
4. Funding will be distributed annually, provided that all required documentation has been received.

This Letter and any attached Schedule(s) constitute the entire Funding Agreement between [Strategic Partner Organization] and the Town of Wolfville with respect to the Strategic Partnership Program under Policy Number [###-###] – Grants to Organizations. Signature below by an authorized representative of your organization signifies your acceptance of the funding and of the terms outlined in this Agreement. If you require anything additionally, please feel free to reach out directly to [staff@email.address].

Sincerely,

For [Strategic Partner Organization]:

[Name]
CAO
Town of Wolfville

Authorized Representative (Print)

Signature

Date

POLICY

Appendix C2: Strategic Partnership Program - SAMPLE Schedule (Additional Items to Funding Agreement)

(SAMPLE) Schedule A: Additional Items Pertaining to the Strategic Partnership Program Funding Agreement Between: the Town of Wolfville (the Town) and [Strategic Partner Organization]

In addition to the requirements laid out in the attached Letter of Agreement pertaining to this Strategic Partnership Program grant, [Strategic Partner Organization] agrees to the following:

1. (Example): Provide [#] uses of [Strategic Partner Organization's Facility] to the Town of Wolfville, free of charge (or at an agreed-upon, discounted price), for the purposes of [Town program or other use].
2. (Example): Include the Town's logo on all printed programs for [Strategic Partner Organization's Event], as well as acknowledging funding in online advertising where possible.
3. Indemnify and hold harmless the Town against all claims, losses, liabilities, demands, suits and expenses from whatever source, nature and kind in any manner based upon, incidental to or arising out of the performance or non-performance of any one or more contract or agreements made by [Strategic Partner Organization] in relation to which the Town is, by this Agreement, providing or agreeing to provide funding to [Strategic Partnership Organization].

In addition to the funding amount laid out in the attached Letter of Agreement pertaining to this Strategic Partnership Program grant, the Town of Wolfville will also:

1. (Example): Provide [#] [Items (e.g. barricades, tables)] for [Strategic Partner Organization Event] at a time and place agreed upon by both parties.
2. (Example): Include [Program/Event/Organization] information on the Town's website, as provided in advance by [Strategic Partner Organization].
3. (Example): Provide access to and use of [Town of Wolfville Park/Facility] for the purposes of [use] by [Strategic Partner Organization] for [intended use] on date(s) agreed upon by both parties in advance, pending receipt of proof of insurance (as below).

In further addition to the above, the Town of Wolfville may also:

2. Request that [Strategic Partner Organization] obtain and maintain insurance in a specified amount that identifies the Town as an Additional Insured under the policy of insurance and includes any riders requested by the Town to specify the relationship between [Strategic Partner Organization] and the Town.
3. (Example): Provide, at the reasonable and advanced request of [Strategic Partner Organization], additional support in the form of staff labour to [Strategic Partner Organization Event, include specific task], subject to staff availability at the time required.

POLICY

Appendix D1: Community Capacity Grant (CCG) Program

GUIDELINES

Supporting community-based organizations is often fundamental to maintaining our quality of life. The Community Capacity Grant (CCG) program is designed to provide financial assistance to organizations that increase the capacity of the Town by:

- a. Organizing or operating **programs** for the benefit of the residents of the Town of Wolfville; or
- b. Coordinating and implementing **local events** in the Town of Wolfville.

1. The deadline for applications will be February 1st of each year. Subject to Section 5.5.6, a second round of funding may be called for in July with a deadline of August 1st. Late applications will not be considered or saved for a future call.
2. Applications can be submitted in the following ways:
 - a. Mailed or hand-delivered to Town Hall, 359 Main Street, Wolfville, NS B4P 1A1
 - d. Emailed to grants@wolfville.ca
3. All applicants are required to use a Standard Application Form. Application Forms are available at Town Hall (359 Main Street), and online under “Community Capacity Program” at:
<https://wolfville.ca/town-hall/grants-bursaries-and-sponsorships>
4. The Town reserves the right to request additional information prior to considering or distributing funding.
5. Only one application per organization, per fiscal year, unless a second round of funding is called per section 5.4.6. The Town’s fiscal year runs from April 1st to March 31st.
6. Successful applicants must submit a Final Report in the prescribed form. Final Report forms/instructions will be included with the awarding letters and available at the Town Hall and online under “Community Capacity Grant” at:
<https://wolfville.ca/town-hall/grants-bursaries-and-sponsorships>
- Groups will not be eligible for in a subsequent year until a satisfactory Final Report has been received.
7. Successful applicants will be notified by April 30th for February 1st applications and by October 31st for August 1st applications.

POLICY

Appendix D2: Community Capacity Grant (CCG) Program Guidelines

EVALUATION PRINCIPLES

To ensure alignment with Council's Strategic Plan, the following principles will be used to evaluate each application:

1. Community Wellbeing

Groups and projects should demonstrate a commitment to adding value to the broad-based community and provide rationale for how their project contributes to community wellbeing. This should include the creation of a welcoming environment and promotion of a sense of belonging for participants. Projects that provide benefits to physical, mental, social and/or emotional health are also encouraged.

2. Equity, Diversity, Inclusion and Anti-Racism

Groups and projects should demonstrate a commitment to equity, diversity, inclusion, and anti-racism. Projects developed "by community, for community" should be identified – for example, programming for the 2SLGBTQIA+ community that is developed and delivered by members of the 2SLGBTQIA+ community, or an African Nova Scotian group developing a celebration event during African Heritage Month. Efforts to reduce financial barriers through free programming, sliding-scale fees, etc. are also encouraged.

3. Accessibility

Groups should consider Accessibility with respect to all aspects of the organization and its activities. Projects should be developed and delivered in a way that removes or reduces barriers for those who experience disability.

4. Environmental Stewardship

Groups and projects should consider environmental impact. Solid waste reduction, use and promotion of Wolfville's Active Transportation Network and trails, cycling and other forms of active transportation, energy consumption and educational programming should be considered.

5. Fiscal Responsibility and Financial Sustainability

Groups should demonstrate responsibility and accountability in their use of resources. Financial, in-kind labour, equipment, material or other contributions by the group to the project will be considered favourably.

6. Economic Impact

Groups and projects should seek opportunities to contribute to the local economy by supporting local businesses, artists and service providers, creating employment or other paid opportunities, developing skills and creating meaningful experiences for volunteers and other partners, and attracting participants, audiences or visitors to the community.

POLICY

Appendix D3: Community Capacity Grant (CCG) Program Guidelines

EVALUATION CRITERIA

Community Capacity Grants – Minimum Criteria

- Application is received on time.
- All documentation has been received, including:
 - description of the project
 - clear indication of how the request aligns with Council's Strategic Plan
 - target demographic(s) served
 - clear description of tangible benefits to the community
 - detailed budget, including:
 - anticipated costs
 - anticipated revenue sources
 - anticipated in-kind, donated, volunteer contributions etc.
 - confirmation funding from all other partners (if applicable)
 - timeline of project
 - identification of risks associated with the project
 - previous year's financial statements (if applicable)
 - final report from previous year (if applicable)
- Project takes place within the Town of Wolfville or has a strong presence in the Town.
- The Town's contribution should not exceed 50% of total project cost, including in-kind and other forms of contribution by the applicant.

Evaluation Score Cards

- If minimum criteria have been met, staff will complete a Grant Evaluation Score Card. This will be used to compare the application to others received and to determine approval and level of funding for each application.

INFORMATION REPORT

Title: 2026/27 Operations Plan First Draft
Date: 2025-03-04
Author: Glenn Horne, Chief Administrative Officer
Contributors: Senior Leadership Team
Town Staff



SUMMARY

2026/27 Operations Plan First Draft

As part of the annual budget process, staff have prepared an initial draft of the 2026/27 Operations Plan. The “Ops Plan” is intended to provide an overview of the key initiatives for the upcoming fiscal year, along with the core work that occupies the Town’s resources (people, time and money).

As a point of reference, below is 2026/27 the **Operating Plan and Budget Process Timeline**:

November 12	Preliminary Capital Investment Plan Discussion
December 2	Quarterly Ops Plan Update
December 18	2025/26 Q2 Budget Update to Audit Committee
December 23	Submissions of draft Project Charters to CAO
January 6	SLT Review of draft Project Charters
January 8	Submission of budget templates to Director of Corporate Services
January 13	Regular COW (Agenda: Budget Process & Operational Plan Preliminary Discussion)
January 20	SLT Review of draft Operations Plan
January 27	SLT Review of draft Budget
February 2	
February 3	Regular COW (Agenda: Review of draft Operations Plan)
February 24	Special Budget COW (Agenda: Review of draft Budget)
March 3	Regular COW (Agenda: Second Review of draft Operations Plan)
March 24	Special Budget COW (Agenda: Second Review of draft Budget)
April 2	Special Council (Agenda: Final Budget Approval)

This is Council’s first opportunity to review and provide feedback on proposed activities and the direction of the Ops Plan. The activities proposed represent staff’s understanding of Council’s priorities based on existing strategies, plans and decisions. It also continues work that began in 2025/26 and remains unfinished, and reflects staff advice to forward operational priorities.

Staff are seeking direction from the Committee to continue to develop the initiatives proposed in the 2026/27 Ops Plan and include them in the first budget draft. The Committee will have further opportunity to consider and refine the Ops Plan through the second draft review and budget reviews.

INFORMATION REPORT

Title: 2026/27 Operations Plan First Draft
Date: 2025-03-04
Author: Glenn Horne, Chief Administrative Officer
Contributors: Senior Leadership Team
Town Staff



While all feedback is welcome, please give specific consideration to the following questions:

- Do you have any general feedback on the Ops Plan? Are there ways it could be improved?
- Do the initiatives briefly described in the attached tables reflect Council's Strategic Plan?
- Are there specific initiatives that are among the highest priorities for Council?
- Are there key priorities that are not included in this draft that Council would like to consider?
- If initiatives are added, what initiatives could be removed?
- Three topics of interest emerged in 2025/26 that Council deferred until 2026/27 Ops Planning. Staff would appreciate guidance on if to include the following topics and key questions or areas of interest to ensure the proper intent is captured:
 - Heritage & Culture Work – How should the Town's heritage and culture inform programs and services?
 - Volunteer Recognition – process and event
 - Fireworks at Town Events – should they be used or permitted?

While staff is requesting feedback and direction, no motion of COW/Council is required at this stage

INFORMATION REPORT

Title: 2026/27 Operations Plan First Draft
Date: 2025-03-04
Author: Glenn Horne, Chief Administrative Officer
Contributors: Senior Leadership Team
Town Staff



1) CAO COMMENTS

The first draft of the 2026/27 Ops Plan is provided to the Committee for information purposes and feedback.

2) REFERENCES AND ATTACHMENTS

- 2025/26 Ops Plan Update Table, v3 Final
- 2026/27 Ops Plan First Draft
- 2026/27 Ops Plan Table – Draft Project Summaries

3) DISCUSSION

2025/26 Final Ops Plan Update

As we approach the end of FY 2025/26, this report will serve as the final update on 2025/26 Ops Plan initiatives. The Ops Plan consists of 58 operational initiatives and 28 capital initiatives (86 initiatives in total; many with multiple components.

In July 2025:

- 69 initiatives (80.2%) are “in progress or ongoing”
- 7 initiatives (8.1%) are “complete”, and
- 10 initiatives (11.6%) have “yet to start”.

In December 2025:

- 59 initiatives (68.6%) are “in progress or ongoing”.
- 24 initiatives (28%) are “complete”, and
- 3 initiatives (3.4%) have “yet to start”.

In January 2026:

- 40 initiatives (45.9%) are “in progress”
- 17 initiatives (19.5%) are “ongoing”
- 28 initiatives (32.2%) are “complete”, and
- 2 initiatives (2.2%) have “yet to start”.

Of note:

- Of the 40 “in-progress” initiatives
 - 7 are expected to be complete by or near the end of the fiscal year, such as:
 - HR Needs & Services Assessment
 - Approach to Urban Forest Management
 - MPS / LUB Review
 - WBDC Agreement Review

INFORMATION REPORT

Title: 2026/27 Operations Plan First Draft

Date: 2025-03-04

Author: Glenn Horne, Chief Administrative Officer

Contributors: Senior Leadership Team

Town Staff



- 30 are expected to transition to the 2026/27 Ops Plan, such as (this is not an exhaustive list):
 - Fire Services Agreement with Kings County
 - Regional Recreation Centre
 - Information Technology Management
 - Asset Management
 - Main Street Assessment
 - Micro-Transit
 - Public Art
 - AT Network Construction and Upgrades
 - West End Park Improvements
 - Waste Water Treatment Plant Expansion, Phase II
 - Waterfront Park Improvements
 - Facilities Assessment
 - Lift Station Upgrades
 - Production Well #3
- “On-going” and “in-progress” initiatives are now presented separately. On-going projects frequently represent “everyday” core operational work without a definitive end, whereas “in-progress” is frequently project based with an end point.
- 60% of all initiatives are either complete, projected to be complete by year end, or ongoing and do not have a definitive end.
- Substantial progress has been made on a further 35% of initiatives, presented as “in-progress”, which will be proposed to carry forward into 2026/27.

2026/27 Ops Plan First Draft

The first draft of the 2026/27 Ops Plan has been provided for information and feedback. The format of the Ops Plan remains the same as the 2025/26 version. While reviewing, please note the following:

- Narrative sections are being updated.
- Highlights of and a link to the Town of Wolfville Strategic Plan, 2025-2029, have replaced the references to the 2024-2028 plan (pages 5 & 6)
- Financial sections will be updated to the current year, or latest year for which information is available.
- Pictures and graphics throughout the document are being updated.
- Upward of 30 initiatives that are still “in-progress” at the end of 2025/26 and will continue in 2026/27.
- Initiative summary tables have been updated to reflect proposed 2026/27 activities. At this point, the information in the summary tables is limited to the title, brief descriptions / outputs and strategic alignment.
- Based on the Committee’s feedback, further consideration will be given to the details of each proposed activity, including finalizing a budget and timeline for consideration.
- Once finalized, the summary tables will be added to the Ops Plan.

INFORMATION REPORT

Title: 2026/27 Operations Plan First Draft
Date: 2025-03-04
Author: Glenn Horne, Chief Administrative Officer
Contributors: Senior Leadership Team
Town Staff



- Council deferred consideration of the following topics in 2025/26 that will require direction for inclusion in the 2026/27 Ops Plan:
 - Heritage & Culture Work (PAC)
 - Volunteer Recognition (COW)
 - Fireworks at Town Events (COW)

Finally, the 2026/27 Ops Plan aims to incorporate the following learnings from the 2025/26 Ops Plan:

- A significant amount of “everyday” core operational work is not captured in the Ops Plan. Staff are endeavouring to better capture and communicate that work.
- The Town is putting a greater emphasis on a relational approach to its work, which takes a greater investment of time and effort.
- Unforeseen events (Ex: unplanned staff vacancies, emergency events, decisions by key partners, changes in provincial policy, etc...) are inevitable and require time and attention.
- Working with partners can create value but introduces risk, as they are subject to the same inevitable unforeseen events as the Town.
- Care must be taken to ensure staff are not indefinitely overextended by taking on too many concurrent projects.
- The local government environment is becoming increasingly brittle, anxious, non-linear, and incomprehensible (BANI), which must be considered in the context of our budget and ops planning.

4) FINANCIAL IMPLICATIONS

All financial impacts of each initiative are identified and have been built into draft 2026/27 Operating and Capital Budgets.

5) REFERENCES TO COUNCIL STRATEGIC PLAN AND TOWN REPORTS

Please refer to attachments for references to Council Strategic Plan and Town Reports.

6) COMMUNICATION REQUIREMENTS

In addition to the agenda package, this report will be made available on Wolfville Blooms. Once finalized, the Ops Plan will be posted to the Town Website and shared broadly.

7) FUTURE COUNCIL INVOLVEMENT

Council will approve the Ops Plan once finalized.

SYMBOL LEGEND								
			In Progress	Not yet started	Ongoing	Complete		
Project Title	Description & Anticipated Output(s)	Budget	Timelines	Q1 Status	Q2 Status	Anticipated Year End Status	Status Symbol	
Office of the CAO								
Programs & Services								
Bylaw Review	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.	Staff led	Spring – Summer, 2025	The E-scooter program continues to operate smoothly this season. Changes made before the launch in May require scooters to be returned to dedicated corrals. Complaints received since launch have only related to helmet use.	The E-Scooter program was improved and popular during spring/summer 2025 but the lack of helmets continued to be an issue. Helmets have now arrived, along with locking mechanisms to attach to the e-scooters and these will be installed prior to e-scooters being deployed for Spring 2026.	E-Scooters will return in spring 2026 with helmets attached. All other adjustments, like virtual corrals will continue.		
	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	The approach to off leash dogs at Reservoir Park is now in the pilot/testing phase with dogs required to be on leash from 10am to 7pm. Staff are monitoring feedback and observing behaviours. Dog control and sheltering is also now being done in-house and the dog control bylaw will be updated in the months ahead with learning from the Reservoir pilot project.	The off-leash issue at Reservoir Park has been fully reviewed after an engagement cycle and a pilot project. Council approved a time of use restriction on Nov. 18 and signs are being updated.	The off-leash time of day pilot wrapped-up early though a Council motion. Temporary signs are installed in Reservoir Park and permanent signs are on-order.		
Communications Strategy / Plan	The Town will organize its existing communications practices into a Communications Strategy to determine how, when, and what is communicated. This will include sharing current practices, identifying perceived gaps / opportunities and discussing service levels and desired outcomes.	Staff led	Spring 2025 – Winter 2026	A workshop will be booked to start the communications practice review with Council.	The communications strategy was presented on Nov. 4 at Committee of the Whole. Additional work is now required to develop a potential navigator role.	Strategy complete and delivered. Internal discussions continue to determine specific adjustments to process and roles to enhance communications.		

Implementation of MOU with Acadia & Associated Workplan	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	T&G Meeting was held on April 28. The MOU between Wolfville & Acadia is being reviewed through the summer to be presented to the T&G Committee in the fall.	T&G Meeting was held on November 24, where amendments to the MOU were recommended to the three parties and will be considered by Town Council. Please consult the November 4 agenda package for a detailed description of activities.	Amendments to the MOU were approved by Town Council on December 16, 2025. Strategic and operational initiatives with Acadia continues and will be featured in the 2026/27 Ops Plan.	
Interim Intermunicipal Services Agreement	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	The Interim Board recommended a set of new and revised IMSAs that were approved by Councils on June 23. The CAOs Committee will continue to meet on a regular basis to support the workings of the new Valley Regional Services Board, KTA and Valley Waste leadership.		Inter-Municipal work with the Valley Regional Services Board continues and will be featured in the 2026/27 Ops Plan.	
Fire Services Agreement	Engage with Kings County to update and renew the existing Inter-Municipal Fire Services Agreement.	Staff led	Winter – Fall 2025	Initial discussions with Kings County have taken place and revisions to the agreement are being drafted for consideration.	Due to capacity challenges and competing priorities with both organizations, there is no update since Q1.	There is no further update; this project will carry over into 2026/27.	
Regional Emergency Management	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	Kings REMO Annual workplan as approved by Kings REMO REMAC (2025-01-22) guides the ongoing work for Kings REMO REMC with a semi-annual report due to CAOs 2025-07-31.	Q2 saw a full activation of the Kings Regional Emergency Coordination Centre in response to the Lake George Wildfire from Monday, September 29 - Thursday, October 8. Regional Emergency Management Coordinator, Dan Stovel, retired on October 30, 2025. We are in the process of recruiting a new REMC.	The position of Manager of Emergency Planning & Coordination (formerly Regional Emergency Management Coordinator) is anticipated to be filled late in Q4. This ongoing work will be featured in the 2026/27 Ops Plan.	

Community Safety	<p>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.</p>	Staff led	Ongoing	<p>Staff met to discuss on campus entertainment options during large community events. A working group is being struck to further consider options. Staff are working through Dalhousie on a living lab focused on building restorative approaches at the community level. The project has just launched and initial work involves assessing community needs.</p>	<p>Staff continue to work with support from Open Arms to support unhoused individuals who are sheltering in Wolfville. The Living Lab project - CIRCLES-NS is now underway with staff working with a regional collective on the pilot project to support the development of a restorative community model.</p> <p>Discussions continue with Acadia University to pilot a new approach to support community safety during large student events. This shared goal has been added to the amended MOU and Town officials have expressed their support to pilot sometime in the spring of 2026.</p>	<p>Work continues on this file with weekly check-ins between the Town and Open Arms outreach staff. No pilot has been announced by Acadia to help mitigate the impact of high-party weekends.</p> <p>The restorative community project is now underway (CIRCLES NS) and staff have been meeting with core team members from Dalhousie and across the Valley. Over the next months, community conversations will focus on what makes us feel safe and what makes a safe community.</p>	
Video Surveillance Camera Pilot Assessment	<p>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.</p>	Staff led	Spring 2025	<p>Staff were not able to establish a firm link between the cameras and decreases in nuisance behaviours so with a decision of Council, the cameras have been deactivated and will be removed in the weeks ahead.</p>	<p>The cameras have been removed.</p>	<p>This project has been completed.</p>	

Freedom of Information & Protection of Privacy	The Town will continue to manage its legislative responsibilities to provide public 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 for and gathering records and information typically extends to all senior staff and their departments and can be very labour intensive.	Staff led	Ongoing	* March FOIPOP file required over 60 hours of staff time to complete. *No current open cases.	1) We have received and closed two FOIPOP files in Q2. 2) Legislative changes to the MGA includes the use of language around frivolous, vexatious, trivial and repetitive requests. The Town has the ability to ask the Review Officer for their opinion on files which the Responsible Officer suspects may fall under this scope with a review to dismissing the request. While we are not able to use the services of the Review Officer for Routine Access cases, that policy has been updated (with the guidance of the Town's Solicitor) to include the language of these types of requests. The Responsible Officer and staff holding custody of the record can make those determinations.	Q3 saw a further FOIPOP request received which has since been closed.	
Soups & Sides	Continue Weekly Soups & Sides program, creating a welcoming, inclusive and equitable community. Assess opportunities for sustainable partnerships.	\$30,000	Fall 2025 – Winter 2026.	Planning has just started for our Fall launch.	Soups and Sides launched again in September and attendance is up over last year. The program is seeing donations from local businesses and our volunteer numbers have increased. Acadia students supported four weeks of programming and community members are now reaching out to offer "sides."	Soups and Sides continues to grow in popularity and the program will continue through May 2026.	
Prep & Planning							
Regional Recreation Centre	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	Discussions among the partnering municipalities continue.	On July 17, 2025, Town Council approved entering into negotiations for an inter-municipal service agreement for the purposes of developing a regional recreation facility, and provided the CAO with additional direction in-camera related to those negotiations. The site of a future regional recreation centre was announced to be in Coldbrook. Discussions with the other municipalities were paused as Kings County determined if it would implement a deed transfer tax to support capital investment.	Work continues with municipal partners toward the establishment of an IMSA for a Regional Recreation Centre. This work will be featured in the 2026/27 Ops Plan.	

Public Washroom Review	An Accessibility Assessment of the Town's public washrooms will be carried out and a plan created to address barriers. This work will also produce a map identifying public washrooms and accessibility through the community.	Staff led	Winter – Summer, 2025	The final report has been received and our washrooms are not meeting standards. This will be included as part of the facilities review that is set to begin.	Report submitted for consideration as part of our facilities review. The washroom in Reservoir Park was completed and opened and it is fully accessible.	This assessment is complete and findings will be considered as part of Fathom's facilities review.	
HR Needs & Service Assessment	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	Contract has been awarded to Doane, Grant, Thorton. MIP funding has yet to be confirmed. Work beginning in July.	August - kick off meeting with consultants and partners from Kentville and Berwick. Information provided re current status of HR function and relative staff roles. In person interviews took place mid-September with staff who are involved in some form of HR role. Feedback from interviews received in November for review. January - met with consultants to review options for shared services.	A final report is expected before the end of the fiscal year, providing recommendations for improvements to HR services for consideration in 2026/27.	
Strategic Planning	Council will develop a Strategic Plan that will identify priorities for the 2024-2028 Council term.	\$15,000	Spring 2025– Fall 2025	Jacques Dube retained to facilitate session held on June 5 & 6. Drafting by staff based on discussions is underway. Draft Strategic Plan to be presented to Council in September	Facilitated sessions to review and develop a new strategic plan were held with Town Council and senior staff on June 5 & 6. A first draft was presented to Committee of the Whole in September; a final draft in October. Council approved the Town of Wolfville Strategic Plan, 2025-2029 on October 21, 2025.	Strategic Plan implementation is ongoing and will be a key feature of the 2026/27 Ops Plan.	
Operational Planning	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	SLT debriefed Ops Planning process in May. Updates to the Budget Planning SOP forthcoming to harmonize those processes. 1st quarterly update presented to Council in July	SLT continues to review and refine the Ops Planning process, including revisions to the SOP. Staff are piloting new approaches and soliciting feedback from Council, such as sharing information related to BANI during planning meetings, sharing information and strategies related to complex decision-making, and adopting an iterative and engagement-based approach to capital and operational planning.	No further update.	

Organizational Training & Development	<p>Improve organizational communication, collaboration, planning and problem-solving through:</p> <ul style="list-style-type: none"> • Holding regular staff meetings. • Holding three All-Staff training sessions on topics of organizational interest. • Completing a Senior Leadership Team Development program. • Identify specific opportunities to improve communication, collaboration, planning and problem-solving. 	\$42,000	Ongoing	<p>All-Staff Meeting held on May 13. Staff & Council Blanket Exercise scheduled for Monday, Sept 29.</p> <p>Various staff received ICS and First Aid Training in June.</p> <p>Labour-Management Committee Training on June 26.</p> <p>SLT Development Program ongoing; two full-day and three half-day sessions complete. Three half-day sessions remaining on engagement.</p>	<p>All-Staff Meeting was held on September 16 at Waterfront Park, which included opportunities for formal and social interaction.</p> <p>Departmental staff meetings & tool-box meetings occurring on regular schedules.</p> <p>Blanket Exercise held on Sept. 29.</p> <p>Labour-Management Committee met on October 22.</p> <p>SLT Development program facilitated by Fire Inside came to an end on November 12.</p>	<p>AI Workshop was held on January 14, 2026.</p> <p>Various staff are being included in Ops Plan development.</p> <p>Labour-Management Committee met on January 7.</p> <p>Further options for organizational development are being considered for inclusion in the 2026/27 Ops Plan.</p>	
Policy Review	<p>Development of a Council & Committee Proceedings Policy and review of the Routine Access & Procurement Policies. 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:</p> <ul style="list-style-type: none"> - Street Naming Policy, - Municipal Lands and Facilities Naming, - Grants to Organizations 	Staff led	Winter 2025 – Winter 2026.	<p>*Council Proceedings Policy draft to Council for review in May and June.</p> <p>*Equity & Anti-Racism Plan providing feedback on 3 policies as noted. Feedback to Council Policy Review Taskforce in July/August</p>	<p>Council Proceedings Policy approved and posted on the website resulting in changes being made to agenda format for all council and committee meetings.</p> <p>Deputy Mayor policy was updated to increase the term to two years in line with committees of council.</p> <p>Municipal asset naming policy now combines assets and streets. It will come to Council in December. Grants to Organizations is now under review.</p> <p>Changes to provincial legislation necessitated amendments to: Code of Conduct of Elected Municipal Officials and allowed for clarifying language in the Routine Access Policy (both to Council in Dec).</p> <p>Review of the Procurement Policy will be referred to 2026/27.</p>	<p>Revised Land Acknowledgement & Recognition of Historic Contributions approved by Council and read at all Committees of Council and Council meetings.</p> <p>The Municipal Asset Naming and Renaming Policy is now in place.</p> <p>Grants to Organizations Policy amendments submitted to COW.</p> <p>Procurement Policy review being deferred to 2026/27.</p>	

Project Title	Description & Anticipated Output(s)	Budget	Timelines	Q1 Status	Q2 Status	Anticipated Year End Status	Status Symbol
Corporate Services							
Programs & Services							
Accounting & Financial Reporting	<p>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.</p> <p>The Department will also create a multi-year cash flow forecast to better support financial planning.</p>	Staff led	Ongoing	Ongoing	<p>Audited Statements for 2024/25 have been approved and all reports submitted to the Province. However, due to staff turnover, variance reports have been delayed. A variance report for Q1 & Q2 is anticipated for Dec. 16.</p>	<p>Q2 variance reports submitted; Q3 variance report under development.</p>	
Audit	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	Anticipating a start to this work in mid July.	An RFP has been issued and will be evaluated in January 2026.	Audit services were awarded to Doane Grant Thornton byb Council on Tuesday, January 27	
Information Technology Management	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	David-Working on IT Policies - Acceptable Use Policy, Security Policy, Privacy and Data protection policy. All 3 are under review with the CAO's office	3 IT Policies - Acceptable Use Policy, Security Policy, Privacy and Data protection policy, have been submitted to SLT for review.	To be updated and transitioned to 2026/27 Ops Plan	
Community Engagement	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	Ongoing			
Prep & Planning							
Policy Review	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	Budget SOP is being reviewed in alignment with Ops Planning. Credit Card Policy review has not yet begun.	The Budget SOP is being updated to reflect current timelines and approach to budget development and incorporate the concurrent development of the Town's Ops Plan.	To be updated and transitioned to 2026/27 Ops Plan	

Enhance Financial Planning & Budget Systems	<p>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 throughout this fiscal year.</p>	<p>Staff led</p>	<p>Fall 2025</p>	<p>Not yet begun</p>	<p>Due to staffing changes, this project has not yet begun. It will be reviewed for inclusion in the 2026/27 Ops Plan.</p>	<p>Tactical improvement to the budget process are being made throughout the development of the 2026/27 budget, including small template and categorization adjustments. A more thorough and strategic review will be considered for 2026/27</p>	
Revenue Management	<p>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.</p>	<p>Staff led</p>	<p>Winter 2026</p>	<p>Not yet begun</p>	<p>Due to staffing changes, this project has not yet begun.</p>	<p>It will be reviewed for inclusion in the 2026/27 Ops Plan.</p>	

Project Title	Description & Anticipated Output(s)	Budget	Timelines	Q1 Status	Q2 Status	Anticipated Year End Status	Status Symbol
Public Works Programs & Services							
Al Whittle Storm Draining and Sidewalk Improvement	The storm drains in front of the Al Whittle Theatre will be repaired as well as broken concrete sidewalk panels.	\$12,500	Summer 2025	Scheduling with contractor on a date for construction	Complete	Complete	
Asphalt Repairs & Paving	Maintenance paving and patching. Specific locations and extents are determined annually beginning each spring.	\$200,000	Spring -Fall 2025	Grandview (Beckwith to Skyway), Hillside (Fairfield to Skyway) are being surfaced and a number of larger patches needed will be completed throughout Town (10-15 spots)	Final patching of asphalt was completed at the end of November on Highland, Skyway x3, Gaspereau, Kent x2, and Reservoir Parking lot. Additional temporary asphalt sidewalk repairs taking place on Skyway & Pleasant.	Complete	
Assessment of Development Applications	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 with consultant support	Ongoing	Work in progress. Consultant engaged in the work, when required.	Work in progress. Consultant engaged in the work, when required.	Work in progress. Consultant engaged in the work, when required.	
Concrete Maintenance & Replacement	Concrete sidewalk, curb, and gutter repairs & maintenance throughout Town. Specific locations and extents are determined annually each spring.	\$200,000	Spring -Fall 2025	Front Street, Main Street side of Old Burying Ground, Missing pieces on Elm, extending the area in front of Al Whittle on Main St and other fixes and repairs needed	Safe sidewalk work was completed in the summer. Curb & sidewalk repairs carried out at the end of November at Westwood, Cherry Lane, Woodman, Orchard, Woodland, Troy / Elm, Pleasant, and Acadia Street.	Complete	

Disposal of Leaf & Yard Waste	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.	\$35,000	Spring – Summer 2025	Opened on June 5. Accessible Saturday service added after first week.	Closed for the season on November 22nd. Will re-open in the Spring.	Closed for the season on November 22nd. Will re-open in the Spring.	
Parks Maintenance	In addition to regularly scheduled annual parks maintenance activities: <ul style="list-style-type: none"> Tree Planting - Basinview, West End Park on property lines + other potential tree policy output Basic park amenities (Basinview and West End) Trail signage installation The rock wall at Clock Park will be repaired 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. The fence at waterfront park will be removed and landscape remediated. 	Staff led	Spring -Fall 2025	In progress	Fence at waterfront removed; Trees planted on University Avenue, Main Street and parking lot at East End; Signage aquired and to be installed when capacity allows; Other misc. park improvements were carried out (eg Oak Ave trail, Evangeline Park, Wharf repairs, Trail bridges, Old Burying ground trees and fence removal).	Complete	
Sewer Treatment Plant Disinfection System Upgrades	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	Fall 2025	Complete	Complete	Complete	

Crosswalk Evaluations	<p>A Mio Vision camera will be 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.</p> <p>A pilot project to address concerns with the impact of continuous crosswalk use at the intersections of Gaspereau Ave, Highland Ave, and University Ave, causing undue congestion on Main Street will be explored. Staff will bring information to Council for further consideration.</p>	\$14,000	Spring 2025	The mivision purchase overlaps with the AT work and is being paused for now.	Miovision purchase is not proceeding. Work to determine improvements along Main Street has been awarded to Happy Cities and RV Anderson.	Miovision purchase is not proceeding. Work on the Main Street intersections continues and will go into 2026/27.	
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Prep & Planning

Sidewalk Condition Index Tool	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	Focus has been on what we are goign to repair or replace this construction season	Safe sidewalk work and assessment complete and other repairs (noted above). AT work with Mobycon and Council Capital Discussion have steered sidewalk investment priorities to Main Street. Assessment of Sidewalks throughout Town will continue.	Safe sidewalk work and assessment complete and other repairs (noted above). AT work with Mobycon and Council Capital Discussion have steered sidewalk investment priorities to Main Street. Assessment of Sidewalks throughout Town will continue.	
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Asset Management	<p>The Town completed an initial Asset Management Plan in 2018. Since that time, some work has been completed to formalize the program. 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. 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	<p>Staff have engaged AIM network and we are working toward bringing information to the Management Team and Council in the fall.</p>	<p>Staff are preparing a presentation on GIS and Asset Management and investing in GIS upgrades to support our work on data collection and asset management.</p>	<p>Staff continue working on Asset Management and data collection through our Geographic Information System (GIS). More data collection capacity is required and summer students are being included in the 2026/27 budget to support this effort.</p>	
Capital Planning	<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. Part of Growth Management work with the HAF program.</p>	Staff led	Spring – Fall 2025	<p>Initial meetings have been held and will continue with Finance Staff.</p>	<p>Presentation was delivered to Council (November) on 2026 Priorities and will continue as part of '26-'27 budget</p>	<p>Presentation was delivered to Council (November) on 2026 Priorities and will continue as part of '26-'27 budget</p>	

Development of Standards & Specifications for Town Infrastructure	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.	\$15,000	Winter 2026	In initial progress with consultant support. Not our highest priority during the construction season.	Draft being prepared by CBCL and expected by end of 2025 for Staff review. Will be completed by end of fiscal year.	Being completed and integrated with our Subdivision By-law. Should be completed by end of fiscal year.	
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Project Management	Management and contractor oversight of approved capital projects; conceptual design and liaising with consulting engineers on development of new capital projects.	Staff led	Ongoing	Work in progress.	Work in progress.	Work in progress.	
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PLANNING

Programs & Service

Development Control	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	Work in progress.	Work in progress.	Work in progress.	
Urban Forest Management	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	Coming in the Fall to Council.	Staff workshop being planned for December and a discussion with Council in January. Inclusions on this topic are being worked into the MPS review and a workplan and budget discussion will be part of Council decision making.	Presentation delivered to Council January 2026 and public consultation period now beginning. Should be completed by end of fiscal year.	

Prep & Planning

Housing Accelerator Fund and Planning Document Review	<p>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)</p> <p>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</p> <p>3. Creating a non-market housing strategy to highlight ways the Town can impact more permanent affordable housing gets built</p> <p>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). HAF funding will also support other initiatives in this plan related to housing and growth (eg micro transit, engineering standards, asset management, and offsetting other 'community infrastructure' investments).</p>	Annual budget of \$456,000 over 4 years (\$~1.8 million total)	HAF is a 3 year program Draft Planning Documents anticipated Fall of 2025.	Draft municipal planning documents - ongoing. Draft on Non-Market Housing Strategy to be presented in July. Working with Acadia to explore new land for housing development	PAC motion has been provided. Council will now direct Staff on changes desired and updated documents will be presented for 1st reading in early 2026.	Council will consider the draft final documents in March 2026. The process from there will involve 1st Reading, a Public Hearing, final approval from Council and Provincial Review. It is anticipated the plan review component of HAF will be fully completed by April or May 2026. The remaining HAF budget and allocations toward Community Infrastructure and/or Non-market housing and/or other eligible initiatives will be brought to Council once the Planning document review is completed (Spring/Summer 2026 at the earliest).	
Micro Transit	Review and updating the existing feasibility study for consideration in the 2026-27 budget for pilot service.	\$10,000	Summer – Fall 2025	Staff went to Yarmouth and Bridgewater for further information gathering and information will come to Council on this in the fall	Presentation to COW on September 9. LaunchBox Innovation Challenge that focused on Micro-Transit held in November. Expecting delivery of a revised feasibility and costing report by Fathom in early 2026.	Student work and Fathom feasibility will be brought into an updated plan for Council to consider in the 2027/28 budget. Early contact with potential grant funders is also being pursued.	

Public Art	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).	\$5,000/year in a reserve + contribution from 292 Main Street	Summer 2025	Will begin soon.	Group has met and discussing various initiatives including murals, grocery store, 292 and other potential projects. RFP for Grocery store was issued.	Group will continue to meet to discuss various initiatives including murals, grocery store, 292 and other potential projects. RFP for Grocery store was awarded.	
Dyke-Top Trail	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	Upcoming meeting with Farmers and renderings and MOU have been developed to have parties agree on direction	Commitment to put a trail on top of dyke and work and coordination to continue	Ongoing. Commitment from the partners to put a trail on top of dyke seems to be there and work/coordination continues. Council update(s) will be provided on this as new information becomes available.	

Project Title	Description & Anticipated Output(s)	Budget	Timelines	Q1 Status	Q2 Status	Anticipated Year End Status	Status Symbol
Community Development Programs & Services							
Programs & Services							
Afterschool Programming	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	Ongoing	Ongoing	Ongoing	
Bike & Equipment Loan Program	Providing bike & equipment loan program from the new RecHub	\$27,000	Ongoing	Ongoing	Complete. Season ended on Oct 30 with nearly 1200 bikes borrowed and many positive testimonials.	No update; will be featured in 2026/27 Ops Plan.	
Environmental Leadership Camps	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	In Progress	Complete	No update; will be featured in 2026/27 Ops Plan.	
Equipment and Supplies to Support Recreation Programming	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. Inventory to support loan programs, summer camps, afterschool program and other recreational programming is continuing to be built	\$25,000	Ongoing	Ongoing	Ongoing	No update; will be featured in 2026/27 Ops Plan.	

Events and Partner support	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">• Heritage Day• Apple Blossom Event(s)• Canada Day• Mud Creek Days• Welcome to Wolfville Street Party• Night of Lights / Wolfville Glows• Summer Concert Series• EDIA components at events or stand-alone events	\$120,000 (programming budget for events)	Summer 2025 – Winter 2026	Apple Blossom & Canada Day Complete. Planning for Mud Creek Days and Welcome to Wolfville underway.	Apple Blossom, Canada Day, Mud Creek Days, Summer Concert Series and Welcome to Wolfville complete. Night of Lights scheduled for Nov 29.	Night of Lights / Wolfville Glows completed to great success. Heritage Day Event scheduled for Monday, February 16	
Equipment and supplies to support event programming	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	Ongoing	Ongoing	Ongoing	Ongoing	
Grants to Organizations	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	2025/26 Grants largely provided.	2025/26 Grants largely provided.	2025/26 Grants largely provided. Policy amendments submitted to COW for consideration.	
Memory Cafe	Recreational/social program for older adults with dementia as well as their care partners/family members.	100% grant-funded	Ongoing	Ongoing	Ongoing	Ongoing	
Rec Hub Improvements	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	Complete	Complete	No update; will be featured in 2026/27 Ops Plan.	
Other Rec Programming	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	Ongoing	Ongoing	Ongoing	

'Try it' Recreation Programming	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). Delivery of 6-12 'Try-it' activities throughout 2025-26 with focus on summer months (student staff).	\$5,000	Summer 2025	Ongoing	Ongoing	Ongoing	
Tourism Operations	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	VIC Contracted to WBDC.	VIC Contracted to WBDC.	An assessment of the Operating Agreement is underway and will inform next steps.	
Prep & Planning							
Parks & Recreation Review and Planning	Working with Rachel Bedingfield (former Kentville Rec Director) on reviewing and making recommendations around our parks and recreation approaches, spaces and program offerings. Deliverables would include a Green Space Stewardship and management/Operations Plan along with Recreational Programming Review and Framework to move us forward. Work planning includes Engagement (including direct with Council), Reviews, Staff interviews and assessment, parks and recreation delivery assessment, etc. 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.	\$50,000 (HAF)	Spring – Fall – Winter 2025-26	In Progress Community park engagement occurring throughout the summer.	In Progress Community park engagement completed in summer. Draft report received and under review/revision	Final Report has been received and is being reviewed by staff. Will be brought to COW before the end of FY 2025/26. Will inform 2026/27 Ops Planning.	

WBDC Agreement Review	As per the current agreement with the WBDC, 2025-26 is slated for review. Engagement and updated agreement and renewed relationship with our business community.	Staff led.	Spring – Fall 2025	Not yet started	COW received an Information Report on Nov 4. Work is underway to plan engagement and review activities, to be launched in the coming weeks.	WBDC Member survey has been launched and collecting feedback. Business Community engagement session scheduled for February 18. RFD to be submitted to COW prior to the end of FY 2025/26.	
Recreation Centre Upgrade Assessment	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	Spring – Fall 2025		Workplace considerations have been rolled into the Facilities Review.	No update.	

Project Title	Description & Anticipated Output(s)	Budget	Timelines	Q1 Status	Q2 Status	Anticipated Year End Status	Status Symbol
Capital Projects Planned For Partial or Complete Delivery in 2025/26							
AT Network Construction and Upgrades	<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"> • Paving the Harvest Moon Trail from Harbourside to the Farmers' Market • Connecting Highland Avenue to the Harvest Moon trail around Festival Theatre • Raised Crossings of Main Street at Highland, Elm, and Harbourside • Enhanced Crosswalk at Cherry Lane • Painting and Signing Highland Avenue AT lanes • Traffic calming (speed cushions like Stirling Avenue) on Cherry Lane and Kent Avenue ("shared streets") 	\$513,600	Construction this summer.	<p>Working with contractor on final pricing schedule. Some value engineering was required on the tender results and we are focusing on paving the portion of Harvest Moon Trail, Sidewalk along Front St and safe crossings at Harbourside and Elm.</p> <p>Options for other components are being reviewed. Refer to RFD 027-2025.</p>	<p>3m concrete trail on Harvest Moon being constructed. Design work and workshops were carried out to scope 2026 investments. Budget and implementation being finalized and worked into CIP and approval with Province on funding agreement. Main Street Bollards were installed and then removed for the season. Council workshop was completed.</p>	<p>3m concrete Harvest Moon trail will be completed in early 2026. Main Street surface work proposed will better enable bike lanes and bollards. Other 2026 projects are being costed and discussions with the Province continue. A 2026 work plan will be provided to Council once finalized.</p>	
Burial Ground Enhancements	Pathway through the Old Burying Ground and other minor upgrades (fence).	\$50,000	Underway	More discussion required on trail - type, restrictions, etc	Pathway being further evaluated with Archeologist. Report was taken to Council on fence replacement that will be completed by December 2025	Fence completed. Archeologist work is beginning Spring 2026 to assess any further improvements.	
Crosswalk Evaluations & Improvements	Equipment is being purchased to facilitate crosswalk evaluations so the Town's evaluation framework can be used, and decisions made based on accurate information. Crosswalk improvements will be made based on assessments.	\$25,000	Underway. Improvements to be aligned with AT & accessibility.	Ongoing	Underway. Improvements to be aligned with AT & accessibility.	A number of crosswalk improvements - including new crosswalks are included in the AT network implementation. A workshop was held with Council and the AT working group on this initiative.	

IT – Network & Hardware Upgrades	Required upgrades for the Town's IT systems and infrastructure	\$56,800	Underway. The New Host server is installed. We are awaiting the vendor to resolve a backup issue before we migrate the virtual servers to the new Host. The new switches will start to be configured the week of 16-Jul-2025. By Mid August the new access points (WiFi) should be installed.	In Progress	All Projects are completed, tested and working well	All Projects are completed, tested and working well	
Kent Avenue Sidewalk Replacement	Replacement of 500m of deteriorating asphalt sidewalk with 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	Tender awarded.	Construction almost complete.	Complete	Complete	
Public Works / Parks Fleet and Equipment	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	Approved purchases underway.	Complete	Complete	Complete	
Reservoir Park Washrooms /Change Room & Shading	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	Tender being finalized.	Working on final details and construction schedule.	Complete - final details (security and timed door locks) being implemented	Complete	
West End Park Improvements	This project includes park improvements and site work will address drainage concerns, install signage, enhance landscaping and recreational equipment.	\$125,000	Under Development	Working on final details and construction schedule. Sharing conceptual design with community during July 9 session.	Scheduled for December	Scheduled for Spring	

West End Trail	A new trail built south of Stirling Ave, adjacent to Hwy 101.	\$115,000	Underway	Construction has begun	Complete	Complete	
WWTP Phase 2 Expansion & Flood Risk Mitigation	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.	\$4,771,560	Tender awarded.	Construction will be ongoing for ~18 months	Ongoing. CBCL is presenting an update in December to Council. Expected completion Spring/Summer 2026.	Ongoing. Expected completion Spring/Summer 2026.	
Waterfront Park Floating Dock	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	Finalizing project details.	Difficulty with suppliers but still working on finalizing a revised design and fabrication	Dock has been ordered, installation Spring 2026.	Dock has been ordered, installation Spring 2026.	
Wayfinding	Updating Wayfinding signage through the town (Parks, Trails, Streets, etc).	\$50,000	Signage Delivery Imminent	Installation being scheduled	Installation being scheduled	Installation being scheduled (Spring/Summer '26)- additional signage will also be ordered in 2026/27	

Capital Projects Under Planning for Delivery in a Future Year

Facility Needs Assessment	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	Assessment of Existing Work & Gap Analysis Underway	IR 013-2025 Reviewed with Council Proposals being solicited via standing offer; closes July 21.	Facilitation of the Facilities Review was awarded to Fathom Studio. IR 19-2025 reviewed at COW on October 7. Document review, key stakeholder interviews and site visits have taken place. Next steps include verifying what was documented and heard in the interviews, completing facility briefs and a summary of operational needs.	Report to staff and Council re: findings, options and preliminary concepts expected near the end of the fiscal year.	
Fire Pumper Truck	Previously approved by Council with anticipated delivery in 2025/26	\$1,807,525	Delivery expected in Spring 2027	Delivery expected in Spring 2027	Delivery expected in Spring 2027	Delivery expected in Spring 2027	
Fire Equipment	Required purchase of bunker gear and other equipment	\$73,400	Procurement Underway	Bunker Gear and Radios have been order. Anticipate delivery by August.	Received and in use.	Complete	
Earnscliffe Ave Reconstruction	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	Underway	Consultations with stakeholders has taken place; design is ongoing. On track for a tender in January and construction in 2026.	Design and land issues wrapping up and Tender expected to be issued in January for construction in 2026.	Design and land issues wrapping up and Tender expected to be issued in January/February for construction in 2026.	

Waterfront Park Flood Risk Mitigation	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.	\$150,000	Underway	Consultant coming back with options in the fall. Work ongoing.	Options being developed for Council and public discussions in early 2026	Options being developed for Council and public discussions in early 2026	
Mud Dam Safety Upgrades	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	Program being initiated.	Ongoing.	Consultant provided safety audit and report and medium and long-term investments will be brought into the capital budget for consideration as they are developed.	Consultant provided safety audit and report and medium and long-term investments will be brought into the capital budget for consideration as they are developed.	
Intersection Safety Review	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 lights and roundabouts.	\$100,000	Existing information is being collated for further assessment. Interim actions being developed.	Scope of work from consultants received and working on a schedule. Council consultation being scheduled as part of scope.	Work to determine improvements along Main Street has been awarded to Happy Cities and RV Anderson. IR 022-2025 was presented to COW on September 9, which facilitated a discussion on intersection safety and the functionality challenges on Main Street. Interviews have taken place and option development is underway; work is expected to be complete by the end of fiscal year.	Preliminary Report has been received and an update and discussion will be brought to Council before the end of the fiscal year. This project will go into 2026/27 fiscal year and option(s) we want to pursue will be brought into the next budget deliberations (2027/28)	

Lift Station Assessment and Upgrade Program	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	Ongoing	Working with CBCL on assessment	Working with CBCL on assessment	Assessment from CBCL is due February/March of 2026. Upgrade schedule/costs will be set as soon as the assessment is reviewed.	
SCADA Assessment and Planning Study	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	Ongoing	Working with CBCL on assessment	Working with CBCL on assessment	In progress - Expected to be completed in February/March 2026	
Stormwater System Assessment and Improvements	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	Underway. Improvements to be aligned with AT & accessibility.	Assessment is ongoing (more data collection and modeling is required); however, moving toward identifying highest priorities. Focusing on Gaspereau/Fowler, Orchard and Alline, Minas View to Orchard, Various catch basin upgrades.	Ongoing and 2026 projects being costed for implementation	Ongoing and 2026 projects being costed for implementation	

Wolfville Water Utility Capital Projects

Hydrant Pressure Monitors	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)	Moving to next fiscal and beyond	Moving to future year - offsetting the drop pipe replacement that occurred during the well cleaning at Wickwire well	Moving to next fiscal and beyond	This project is expected to be completed Spring/Summer of 2026	
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Production Well #3	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)	Underway	Negotiating land. Likely construction will be moved to early 2026 TBD	Negotiating land. Likely construction will be moved to early 2026 TBD	Negotiating land. Construction will be moved to 2026 TBD	
Remote RF Meter Replacement Program	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)	Underway	Replacements are ongoing	Replacements are ongoing	Replacement is ongoing. There are 263 customers/meters left to convert to radio frequency. To date the utility has upgraded 1376 customers/meters.	
Reservoir Security Upgrades	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)	Ongoing	Hoping to limit access points and reconstruct shed this season	Fencing has been contracted - installation imminent. New, secure hatch access lids have also been contracted and to be installed.	This project is expected to be fully completed Spring/Summer of 2026	
Water Transmission Main Replacement	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)	Scope being finalized. Provincial engagement ongoing.	Hope to tender soon - want to complete Westwood to Wickwire well. Section by 101 is complicated.	Tender package being finalized by new Manager of Environmental Services and to be issued in January/February	Tender package scheduled for Feb. Construction scheduled for 2026	
Water Treatment Process & Monitoring Equipment	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)	Underway	Completed but multi-year to complete	Completed but multi-year to complete	This project has been completed. There are other treatment process, control, and monitoring equipment identified through Asset Management, that requires replacement due to end of life.	

Town of Wolfville Operations Plan

2026-27



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

THIS IS A DRAFT DOCUMENT MEANT TO SOLICIT INITIAL FEEDBACK FROM WOLFVILLE TOWN COUNCIL. NOTHING IN THIS DOCUMENT IS FINALIZED AT THIS TIME; FURTHER REVISION IS INTENDED.



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Introduction



Wolfville is a charming university town in Nova Scotia's Annapolis Valley, where history meets contemporary cultural vibrancy. Home to around 5,200 permanent residents and another 4,000 Acadia University students, the town has enjoyed an infusion of youthful energy, provided by the university, since 1838. Over the years, Wolfville has cultivated a truly unique identity that continues to attract residents and visitors.

Through its picturesque downtown, shops and patios invite locals and tourists alike. The town's cultural scene features major events like the Deep Roots Music Festival and Devour! Food Film Fest, while the historic Al Whittle Theatre showcases independent films and intimate performances.

Residents come together to cheer on the Falcons, Griffins, Axewomen, and Axemen, as well as runners in the annual Harvest Valley Marathon. With a strong emphasis on outdoor activity, Wolfville's parks and trails are cherished by those who like to stroll, roll, and explore.

The town honours its agricultural heritage through its farmers' market and farm-to-table restaurants, while also embracing modern innovation. This seamless blend of tradition and progress makes Wolfville one of Nova Scotia's most distinctive communities—a place where residents celebrate, recreate, reflect, and support one another. With a deep-rooted social conscience, the community pays homage to the past while tackling the challenges of the future.

Wolfville faces the ongoing task of maintaining aging infrastructure, meeting the needs of a growing population, and addressing the realities of climate change. Nearly 90% of town revenue comes from taxes and fees on approximately 3.25 sq km of property (a little over 800 acres). As the costs of infrastructure and everyday expenses rise, the town must balance fiscal responsibility with the needs of its residents, all while nurturing the magical sense of place that Wolfville is known for.

When viewed with curiosity, a challenge is an opportunity to try something new. Opportunities abound in Wolfville. Economically, we are at the centre of Nova Scotia's wine country enjoying the daily rise and fall of the Bay of Fundy, creating an ideal tourist setting. Acadia University brings intellectual capital, cultural diversity, and a steady influx of young people. Strong regional cooperation enhances services, while the town's walkable downtown and vibrant cultural amenities make it an exceptionally desirable place to live for people of all ages.

Wolfville's 2025/26 Operational Plan and accompanying budgets focus on....



Town Council

In municipal government, the principal role of Town Council is to govern as a collective, while the principal roles of staff include planning, implementation and management.

Council, as a collective, also determines the strategic direction of the Town. With support, including research and recommendations from staff, Council makes decisions on budgets, plans, bylaws and policies. Council communicates with community, engaging and participating in public discussions and listening sessions.

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



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

Strategic Priorities

Wolfville is committed to the seven sacred teachings: truth, honesty, love, courage, respect, wisdom & humility. Those teachings shape our vision, mission, values and acts. In October, 2025, the [Town of Wolfville Strategic Plan, 2025-2029](#), was approved by Town Council. With the adoption of this Strategic Plan, Council has shared its approach to governance, and intention to effectively serve Wolfville.

The Town's **vision statement** describes a desired future state; it reflects what Wolfville aspires to become

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

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

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

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

<i>Accessibility</i>	<i>Collaboration</i>
<i>Diversity</i>	<i>Equity</i>
<i>Inclusivity</i>	<i>Informed Decision-Making</i>
<i>Innovation</i>	<i>Safety</i>
<i>Stewardship</i>	<i>Trust</i>

The Town's **strategic priorities** serve as a roadmap to guide operational planning, shape budgets, inform departmental work plans, and support regular reporting to the community.



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 complimentary 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.



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 Council and Town 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:

- Effective management of the Town's day-to-day operations and oversight of town staff in accordance with policies and decisions made by Town Council.
- Provision of professional advice and recommendations to Town Council to make informed decisions.
- Ensure budgets are developed, financial performance monitored, and the overall responsible use of public funds.
- Chief point of contact 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 Council as they serve the community.

Program & Service Delivery

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

Between 65 and 80 employees, depending on the season, work across four departments: the Office of the CAO, Finance & Corporate Services, Planning & Public Works, and Community Development. While organized by department, each day, staff work collaboratively across the organization to deliver high-quality services and support the wellbeing of our residents and visitors. The vast majority of the Town's staff work directly with the public providing a broad 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 day-to-day functions and deliverables that are considered key responsibilities of the Town. These take a great deal of internal capacity, which limits the Town's ability to take on additional priorities and initiatives. It is important to recognize that while this Operations Plan tries to address various Council and administrative priorities, the Town's day-to-day essential service requirements cannot be sacrificed.



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This document provides information to showcase the programs and services provided by the Town, at the municipal level. The Province and the Federal governments are also responsible for programs and services that are different than what we provide as a Town, such as healthcare, primary and post-secondary education, social services, natural resources, immigration and environmental protection.

Inter-Municipal and Local Service Partners

While the Town takes pride in the services it provides to residents and businesses, sometimes we work with partners on a regional scale to provide higher-quality services at a lower cost than the Town could provide on its own. Several services are provided by service agreements in cooperation with our municipal and institutional neighbors, including:

Solid Waste Management
Public Transit

[Valley Waste Resource Management \(VWRM\)](#)
[Tidal Transit \(formerly Kings Transit Authority or KTA\)](#)
[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 \(VCFN\)](#).

Other programs and services are provided by community partners through various work and funding agreements, such as the [Wolfville Business Development Corporation \(WBDC\)](#), the [Annapolis Valley Trails Coalition \(AVTC\)](#) and [Acadia University](#).

Grants to Organizations

To provide even more programs and services in the community, the Town makes investments through grant funding to organizations, programs, special projects, community initiatives, or capital campaigns. These investments are made for the benefit of residents, businesses, and visitors to the Town of Wolfville. The criteria for the grants offered by the Town are available in the [Grants to Organizations Policy](#).

In 2026/27, the following grants have been authorized:

Community Partnership Program Grants	
TOTAL	



Acadia University Grants	
TOTAL	

One-Time Capital Grant	

One-Time Operating Grant	

The Town is updating its Strategic Partnership Program and will award additional grants through that program in the spring of 2026.

Risk & Reporting

Everything described in this plan has an element of associated risk. Due to their nature, many initiatives will not be completed in a linear or sequential order. While risks have been reduced to the greatest degree possible through this process, some risk factors remain. These include:

- Reduced staffing levels due to an unexpected absence or departure.
- Unforeseen or emergency events that require unplanned attention and resources.
- Unexpected policy, program or funding changes from other orders of government.
- 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 changes are identified and communicated in a timely fashion. The primary conduit for reporting on the Operational 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 “Operational 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 annually to all municipalities and provides over 650,000 assessment notices to property owners. It also administers the [Capped Assessed Program](#) (CAP) and administers all assessment appeals. Notices of assessment were distributed to property owners on January 12th, 2026. Property tax rates are applied to this assessment value. 81% of all residential property in the Town of Wolfville falls in the CAP, meaning those properties increased by 2.6%.

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 – 2025 are provided below.

Risk Indicator Legend	Financial Condition Indicators					
	Years 2019-20 through 2024-25					FIR Submission
Low Risk	Moderate Risk	High Risk	Per PNS Publication			
Name of Indicator	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25
Reliance on Gov't Transfers	2.0%	3.9%	3.3%	2.4%	1.3%	4.3%
Uncollected Taxes	7.0%	7.0%	6.1%	8.1%	3.5%	5.4%
3 Yr Change in Tax Base	4.6%	6.9%	9.6%	13.9%	21.1%	31.3%
Reliance on Single Business	0.6%	0.6%	0.6%	0.5%	0.5%	0.5%
Residential Tax Effort	4.3%	4.5%	4.1%	4.3%	4.9%	5.3%
# of deficits	-	-	-	-	-	-
Liquidity Ratio	3.6%	2.7%	2.6%	2.5%	2.1%	1.9%
Operating Reserves	25.1%	30.0%	25.8%	21.3%	22.1%	26.3%
Combined Reserves	46.7%	53.3%	51.5%	55.4%	62.1%	71.4%
Debt Servicing Ratio	7.3%	7.4%	7.6%	7.8%	7.0%	6.6%
Outstanding Operating Debt	0.0%	0.0%	0.0%	7.6%	6.8%	6.0%
Undepreciated Assets	58.3%	59.1%	57.1%	56.9%	56.1%	54.6%

Wolfville shows strong financial health, reporting medium risk in only one indicator: residential tax effort. This indicator relies heavily on residential taxable assessment, and how those values in Wolfville compares to other towns in Nova Scotia.



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 4% - 6%, and high risk is over 6%.

All other indicators show low risk and significant positive variances from threshold values. For additional historic financial information, please consult the [Town's Financial Statements](#) and the [Provincial Municipal Report on the Town of Wolfville](#).

Revenue & Expenditures

Property taxes are the most important factor in determining the ability to pay for the services and infrastructure the Town provides. In 2025-26 property taxes and grants in lieu of taxes levied made up nearly 74.4% of the Town's total revenues. Taxable residential assessment increased by 8.33% from 2025-26 to 2026-27. Commercial assessment increased by 4.28% and resource assessment decreased by 29.79% from 2025-26 to 2026-27.

Approved by Town Council at a special meeting on April 2, 2026, the Town's 2026-27 operating budget includes \$XX,XXX,XXX of revenue and expenses. The Town's Water Utility Operating Budget contributes an additional \$X,XXX,XXX in revenue and \$X,XXX,XXX in expenses. Both are available for review in [Appendix 1](#).

Rates Per \$100 of Assessment	2023-24	2024-25	2025-26	2026-27
Residential Tax Rate	\$1.4750	\$1.4566	\$1.4566	
Fire Protection Rate	\$0.0600	\$0.0555	\$0.0562	
Commercial Tax Rate	\$3.5750	\$3.5655	\$3.5655	
Business Development Area Rate	\$0.2500	\$0.2300	\$0.2300	

Key Financial Changes from 2025-26:

- Town revenues have grown by \$1,246,311 driven primarily by:
 - An estimated increase in residential tax revenue \$685,000 due to increased assessments.
 - An estimated increase in deed transfer tax revenue of \$100,000
 - An estimated increase in the grant-in-lieu of taxes of \$118,100 from Acadia University.
 - An estimated increase in provincial and federal grants of \$272,668.
- Town expenses have grown by \$811,199, driven primarily by:
 - Employee wages & benefits
 - Project and program expenditures
 - Operational equipment & supplies
 - Transfers to capital reserves
 - Mandatory contributions to NS Department of Education
 - Contributions to inter-municipal service providers

The increase in the capital program is higher than previous years, recognizing increased funding requirements for capital investments in roads, sidewalks, stormwater and facilities.



Operational Plans

At the Town of Wolfville, day-to-day activities are identified and planned through an integrated process that aligns Council's Strategic Plan with real-time community input and operational realities.

Council's strategic priorities provide the overarching direction, setting long-term goals and desired outcomes. Staff then input operational priorities and information continually gleaned from community partners, service providers, neighboring municipalities and other levels of government. Both staff and council continuously engage with community members to ensure emerging needs and local perspectives inform decision-making.

These inputs are balanced with operational priorities such as regulatory requirements, service capacity, asset management needs and annual budgeting. Together, these elements form a coordinated planning cycle in which initiatives are proposed, prioritized and scheduled to achieve Council's vision while remaining responsive to community expectations and organizational capacity.

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
- Laura Yaroshevska, Administrative Assistant
- Vacant, Manager of Emergency Planning & Coordination (Kings REMO)
- Connor Ellis, Crossing Guard
- Wesley Kathan, Crossing Guard

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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 2026/27, the work will move forward on the following projects and operational priorities:

Summary table of priorities to be added.



Corporate Services

The Corporate Services Department is responsible for the Town's financial management, such as accounting, budgeting, record keeping and reporting, property tax and water utility billing, accounts receivable and payroll.

The Department administers 1,732 residential and 151 commercial tax accounts and processes tax billings twice a year. The Town's 1,630 water/sewer accounts are billed quarterly. The Department also handles between 15,00 and 1,900 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:

- Diana Gibson, Director of Corporate Services
- Pam Northup, Manager of Finance
- David Hopkins, Manager of Information Technology
- Annette Demmings, Billing Clerk
- Sarah Povah, Accounts Payable Clerk
- Kelly Hatcher, Finance Clerk

In 2026-27, the work will move forward on the following projects and operational priorities:

Summary table of priorities to be added.



Planning & Public Works

The Department of Planning & Public Works was created in April 2025 and has been organized for the coordination and alignment of planning, development, engineering, public works, utility and parks operations.

This 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;
- 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.

Town planning & development manages a variety of services such as policy development, town planning and design, sustainability and climate change initiatives, land use and development control, building and fire inspection. Ultimately, we aim to balance growth and livability for residents. This is done through 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 data relating to planning, infrastructure, maintenance, and finance. GIS also provides planning analysis and reporting including complex mapping, projection, analysis, and assessment of the Town's internal business processes.



Finally, the Department of Planning & 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 Planning & Public Works Departments includes:

- Devin Lake, Director of Planning & Public Works
- Kris Cheeseman, Municipal Engineering Technician
- Karen Outerleys, Administrative Assistant



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- Suzanne MacKenzie, Administrative Assistant
- Mark Fredericks, Senior Planner
- Lindsay Slade, Community Planner
- Marcia Elliot, Development Officer
- Trevor Robar, GIS Coordinator
- James Collicutt, Building & Fire Official
- Amanda Brown, Building & Fire Inspector
- Dawson Sheehy, Senior Manager of Operations
- Peter Schofield, Shop Mechanic
- Michael Whitman, Public Works Lead Hand I
- 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 Operator / Labourer
- Martin Kehoe, Manager of Environmental Services
- Andrew Kennedy, Utility Operator
- Trent Hancock, Utility Operator
- Dave Taylor, Parks Lead Hand I
- Brandon LeBlanc, Parks Labourer
- Daniel Swinamer, Parks Labourer & Solid Waste Technician
- Jane Harrington, Parks Lead Hand II
- Chad Alexander, Parks Labourer
- Jacob Butz, Parks Labourer
- Jessica Carrie, Parks Labourer
- Dakota Hopper, Parks Labourer
- Heidi Hyland, Parks Labourer
- Lucy Koshan, Parks Labourer
- David Graveline, Parks Labourer
- Julie Spates, Janitor

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

Summary table of priorities to be added, including 2026/27 capital projects.



Community Development

Wolfville is a wonderful place to live, study and raise a family. The Community Development Department supports our community by organizing and coordinating a high level of activity all year round, focusing on livability for residents while providing a world class experience for visitors. Core functions include policy development, event planning and support, economic development initiatives and partnerships, community development, recreation, and tourism.

The Town is committed to creating a vibrant community, and in doing so 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 Community Development department includes:

- Vacant, Director
- Nick Zamora, Manager of Community Development
- Luke Moffat, Community Recreation Coordinator
- Kevin Waters, Community Recreation Programmer
- Nancy Newcomb, Afterschool Program Supervisor
- Recreation and Program Staff Seasonal (x8-10)

In 2025/26, the Town will be reviewing its parks and recreation approach and offerings. While this review is taking place Community Development staff will continue to report to Manager of Community Development Nick Zamora, who will report to CAO Glenn Horne while the Director's position is vacant. Once the review is complete, decisions will be made on the long-term organizational structure.

Additionally, work will move forward on the following projects and operational priorities:

Summary table of priorities to be added.





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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 Services 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%). A

Sergeant and eight constables are assigned to Wolfville under this agreement.

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 Sergeant 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 at the 2025 Annual Fire Fighters Banquet)

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.

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.

The dedicated members of the Wolfville Fire Department include:

Fire Chief Todd Crowell
Deputy Chief Michael Whitman
Deputy Chief Chad Schrader
Captain Richard Johnson
Captain Ken White

Captain Adam Fraser
Captain Riely Whitman
Lieutenant Alex White
Lieutenant Ben Ross
Lieutenant Aisling O'Neill



Operator Garth Regan
Retired Fire Chief Kirk Fredericks
Retired Deputy Chief Kevin White
Chaplain Eric Poll
Radio Operator Wayne Buckler
Safety Officer Angeladayle Griffin
Firefighter Katherine Babcooke,
Firefighter Timothy Doucette
Firefighter Dwayne McLaughlin
Firefighter Anthony Musie
Firefighter Doug Ross
Firefighter Dan Stovel
Firefighter Josh Watson
Mutual Aid Jamie Harvey
Mutual Aid Paul Maynard
Mutual Aid Ashton Mitton
Probationary Firefighter Hanna
Charlton

Probationary Firefighter Colin Dunn
Probationary Firefighter McKinnon
Egan
Probationary Firefighter Ava Feltham
Probationary Firefighter Tucker
Hanshaw
Probationary Firefighter Jamie Robert
Probationary Firefighter Alex Rigby
Probationary Firefighter Ben Nixon
Probationary Firefighter Jack Rendell
Probationary Firefighter Lukas
Savoury-White
Probationary Firefighter Sean Snider
Probationary Firefighter Aydin White
Probationary Firefighter Keaton Young
Junior Firefighter Olivia Kerr



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 Swanburg, 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 Diana Gibson, Director of Corporate Services, and consists of: Councillor Ian Palmeter (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), Miranda Eggertson, Sheedvash (Roody) Shahnia, 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, Tracey Anne Read, 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, Sarah MacDonald, Shelley Fleckenstein, and Cindi Brumpton.

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 Glenn Horne, Chief Administrative Officer, and consists of Councillor Howard Williams, Councillor Wendy Elliot, and Councillor Ian Palmeter (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 Palmeter, Jeremy Strong, John MacKay, Councillor Peter Allen (Municipality of County of Kings), Marcel Falkenham (Acadia University), Peter Wallace (Member at Large Municipality of 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, Ian Murray, Chief External Relations Officer, Alicia Johnson, Acadia Student Union Manager, 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), Shelley Fleckenstein (Board of Governors, Acadia), and Yas Jawad (Acadia Student Union President).



Appendix 1: 2025/26 Operational Budget & Water Utility Budgets

Appendix 2: Five-Year Capital Investment Plan

Appendix 3: Organizational Chart

Office of the CAO				
Project Title	Initiative Planning Description & Outputs	Strategic Alignment	Budget	Timeline
<u>Bylaw Review</u>	<p>Review of the following By-Laws:</p> <ul style="list-style-type: none"> - Dog Control - Property Minimum Standards - Prevention of Excessive Noise - Streets 	Municipal Planning Strategy Strategic Plan		
<u>Navigator Program</u>	<p>Develop and launch a framework to ensure community members have exceptional experiences when accessing Town programs, services and information.</p>	Strategic Plan		
<u>Acadia, ASU & Wolfville MOU Implementation</u>	<p>Progress shared goals:</p> <ul style="list-style-type: none"> - Economic Development - Facilities, Infrastructure and Environment - Community Wellbeing - Communication 	Strategic Plan		
<u>Council Chamber Modernization and Accessibility Upgrades</u>	<p>Improve safety and accessibility via improvements to the layout, furnishings and AV equipment.</p>	Accessibility Plan		
<u>Facility Assessment Phase II</u>	<p>Consideration and, if approved, implementation of Fathom Facilities Assessment Report</p>	Strategic Plan		
<u>Human Resources Service Enhancements</u>	<p>Consideration and implementation of Doane Grant Thornton Report</p>	Strategic Plan		
<u>Inter-Municipal Cooperation</u>	<p>Tidal Transit Valley Waste Resource Management Annapolis Valley Regional Library Valley Regional Enterprise Network Annapolis Valley Trails Coalition</p>	Strategic Plan Municipal Planning Strategy		
<u>Participation in Provincial Initiatives</u>	<p>Policing Review Fire Services Review NSFM and AMANS Initiatives & Committees</p>			
<u>Kings Regional Emergency Management</u>	<p>Collaboration with Nova Scotia Department of Emergency Management Training Communication & Outreach Fire Smart Communities</p>	Strategic Plan		
<u>Kings Regional Recreation Facility</u>	<p>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.</p>	Strategic Plan		
<u>Organizational Development</u>	<p>Continue to reinforce organizational collaboration, planning, problem-solving and communication through:</p> <ul style="list-style-type: none"> - Holding regular staff meetings, - Holding two staff training sessions on topics of organizational interest. - Extending the reach of 2025/26 SLT Development program. - Identifying specific opportunities to improve collaboration, planning, problem-solving and communication. 	Operational Priority Strategic Plan		

<u>Soups & Sides</u>	Continue with this barrier-free, inclusive, community program.	Accessibility Plan Equity & Anti-Racism Plan Municipal Planning Strategy Strategic Plan	September '26 - May '27
Freedom of Information & Protection of Privacy	Changes to FOIPOP legislation including repeal of Part XX of MGA and repeal of PIIDA legislation come into effect April 2027. These changes will be reviewed to ensure the Town remains compliant.	Operational Priority Provincial Regulations	
Policy Review	Continue to manage request from the public under current Nova Scotia's information access legislation.	Operational Priority Strategic Plan	
<u>Fire Services IMSA</u>	Fire Services Inter-Municipal Services Agreement with Kings County expired on March 31, 2025. The terms of this agreement are being adhered to while work continues to update and renew this agreement.	Municipal Planning Strategy Strategic Plan	

Corporate Services		Initiative Planning	Strategic Alignment	Budget	Timeline
Project Title	Description & Outputs				
<u>Accounting & Financial Reporting</u>	The Department creates and provides financial reports to Strategic Plan meet legislative requirements and support decision making. Quarterly variance reports will be provided to senior staff, and Council through its Audit Committee. Staff will assess other opportunities to improve financial processes.				
<u>Assess Options for New Financial System</u>	The Town's financial system will need to be upgraded <i>by....</i> Work is underway to determine needs, options and prepare for an eventual implementation.		Strategic Plan		
<u>Procurement Policy & Process Review</u>	Review and update based on needs and best practice, including credit card policy.		Strategic Plan		
<u>IT Strategy & Policy Review</u>	Develop a strategy to assess the alignment of IT services and policies with organizational priorities. The goal of this exercise is to assess organizational needs, decision-making, and user experience.		Operational Priority Strategic Plan		
<u>Computer Replacement</u>	Replacement of out-of-warrenty devices, including cellular phones, computers, and Plotter.		Operational Priority Strategic Plan		

Planning & Public Works					
Project Title	Initiative Planning		Strategic Alignment	Budget	Timeline
	Description & Outputs				
Planning & Development					
<u>Active Transportation Plan Implementation</u>	Design and implementation of AT improvements; specific projects still being determined but to include Harvest Moon Trail, local street calming, intersection and crossing improvements, and an emphasis on Main Street.		Accessibility Plan Municipal Planning Strategy Strategic Plan		
<u>GIS & Asset Management, Phase I</u>	Continue to design, implement, and operationalize an enterprise Asset Management System built on Esri GIS.		Strategic Plan		
<u>Heritage & Culture Study</u>	Hire a consultant to provide advice on built heritage, culture and how the Town can best position ourselves given the opportunities and challenges we face.		Municipal Planning Strategy		
<u>Housing Accelerator Fund Wrap-Up</u>	Complete Planning Document Review in early 2026. Following this, Staff will bring options to Council on supporting non-market housing and allocating the remaining HAF budget.		Municipal Planning Strategy Strategic Plan		
<u>Downtown Development Incentive By-law</u>	Incentivizing certain kinds of development in the expanded Downtown zone. This is a policy from new MPS and work with Happy Cities. Enabling BIII 177 and tax relief.		Municipal Planning Strategy		
<u>Main Street Traffic Management</u>	Continue work with RV Anderson and Happy Cities to work toward meaningful improvements and communications to improve traffic management along Main Street		Municipal Planning Strategy Strategic Plan		
<u>Parking & Loading Management</u>	Assess current approach and options to improve parking and loading.		Municipal Planning Strategy		
<u>Public Art</u>	Outline and implement an approach to public art.		Strategic Plan		
<u>Volunteerism Approach</u>	Improve service levels and build community belonging through volunteerism in public spaces. Build on success of Native Species Group and focus on starting a trail group.		Strategic Plan		
<u>Waterfront Park and Climate Adaptations, Phase I</u>	Design of waterfront park flood control and park improvements, including ongoing work with provincial and local partners re: dyke-top trail.		Municipal Planning Strategy Strategic Plan		
<u>Town Standards & Specifications</u>	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.). A lot of this work has been completed in 2025/26.		Operational Priority		

Micro Transit	Student work and Fathom feasibility will be brought into an updated plan for Council to consider in the 2027/28 budget. Early contact with potential grant funders is also being pursued.	Municipal Planning Strategy Strategic Plan
Public Works and Parks		
Public Works Operations	The Town maintains a significant amount of infrastructure - both responding to issues as they arise and through planned maintenance, replacements and other initiatives. The Public Works crew focuses almost exclusively on snow and ice through the winter months.	Operational Priority
Parks Operations	The Parks operation is mostly seasonal - focusing on maintaining Town parks, trails green spaces and planters. A significant amount of the Park Operation is planned work (waste management, mowing, trimming, maintenance, signage, seating, event support, etc) while a portion is reactionary to deal with issues as they arise. The Parks operation during the winter months supports snow and ice management with Public Works.	Operational Priority
Disposal of Leaf & Yard Waste	Continue with seasonal Leaf and Yard Waste Collection at the Maple Avenue site	Operational Priority
Parks Management & Improvements	With recent organizational changes, a consistent approach to Park and Trail improvements is being developed - these improvements are mostly capital investments with some more minor improvements being operational. These improvements are outlined in the Capital Budget.	Municipal Planning Strategy Strategic Plan
Stormwater Management Three-Year Plan & Priorities	Outline stormwater focus for the next three years and undertake design.	Capital Priority
Streets Three-Year Plan & Priorities	Outlining Streets focus for next 3 years and undertake design.	Capital Priority
Floating Dock Implementation	Installing floating dock at Waterfront Park - purchased during 2025-26 fiscal.	
Bus and Bike Shelters	design and build covered bike storage and new bus shelters	Accessibility Plan Municipal Planning Strategy Strategic Plan
Fleet Management	See Capital Budget for project listing	Capital Priority
Public Works and Park Capital 26-27	See Capital Budget for project listing	Capital Priority
Water Utility and Sewer/Wastewater		
Wolfville Water Utility Business Planning	Development and approval of a three-year business plan for the Wolfville Water Utility, including a review of rates and proposed capital upgrades.	Municipal Planning Strategy Strategic Plan

Sewer Rate Review and Business Plan	Review of sewer rates and overall wastewater cost recovery to ensure sustainability with upgrades and future infrastructure needs. Rate is currently \$7.08 / 1000 gallons of water and a quarterly flat rate *\$136	Municipal Planning Strategy Strategic Plan
Water Conservation Program / By-law	Defined conservation plan and parameters. Q1 delivery as this is being worked on end of 2025-26 fiscal.	Municipal Planning Strategy Strategic Plan Operational Priority
Source Water Protection	Data Collection, Monitoring and support to the Committee.	Municipal Planning Strategy Strategic Plan
Sewer Operations	The Collections (pipe) side of the sewer operation is handled between our Utility Operators and Public works crew. Operation and maintenance of the Sewer Treatment Plant, Lift Stations and data collection and reporting is the planned effort while various issues may arise that are unplanned and require attention.	Operational Priority
Water Utility Operations	The Utility Operators and Manager of Environmental Services ensure safe drinking water is provided. Significant infrastructure (transmission, distribution, treatment, storage) monitoring and maintenance is the bulk of our planned efforts while various issues (eg breaks) may arise and require attention.	Operational Priority
Water Utility Capital 26-27	See Capital Budget for project listing	Capital Priority
Sewer Capital 26-27	See Capital Budget for project listing	Capital Priority

Community Development					
Project Title	Description & Outputs	Plan	Strategic Alignment	Budget	Timeline
<u>Climbing Wall</u>	After a very popular run of programming facilitated by the borrowing of the climbing wall from Digby Recreation, budgeting for a similar operation for 2026-27.		Municipal Planning Strategy Strategic Plan		
<u>Community Cookouts</u>	Building on the success of the Community Cookouts in 2025, continue to explore options for engaging residents in their local neighbourhood parks.		Accessibility Plan Equity & Anti-Racism Plan Municipal Planning Strategy Strategic Plan		
<u>Recreation Hub / Bike & Equipment Loan Program</u>	Expand the Recreation Hub bike loan program for 2026 to be operational from April-October. Small improvements to facility.		Municipal Planning Strategy Strategic Plan		
<u>Economic Development & Tourism Review</u>	In coordination with the Town's partners, evaluate current economic development and tourism investments and opportunities for value and effectiveness.		Strategic Plan Operational Priority		
<u>Afterschool Programming</u>	Regular P-5 afterschool programming. 2:30-5pm on school days. Program is fully subscribed.				
<u>Summer Youth Camps</u>	Educational, experiential summer camps for youth 8 weeks in July-August with community partners; complimentary to Acadia University summer camp offerings.		Municipal Planning Strategy Strategic Plan		
<u>"Try It" Recreation Programming</u>	Series of 6-12 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 it further (e.g. archery, watercolour painting, bird watching, animation).		Municipal Planning Strategy Strategic Plan		
<u>Town Events</u>	Host a full slate of events, including: - Heritage Day - Canada Day - Summer Concert Series - Mud Creek Days - Welcome to Wolfville Street Party - Night of Lights / Wolfville Glows		Accessibility Plan Equity & Anti-Racism Plan Municipal Planning Strategy Strategic Plan		
<u>Recreational Programming</u>	Memory Café, Older Adult Fitness Dance, Music, Nature / Outdoor and Art / Painting		Municipal Planning Strategy Strategic Plan		
<u>Grants to Organizations</u>	Consider and implement revisions to the Grants to Organizations Policy		Accessibility Plan Equity & Anti-Racism Plan Municipal Planning Strategy Strategic Plan		
<u>Volunteer Recognition</u>	Review the Town's approach to volunteer recognition		Identified by Council for consideration		
<u>Fireworks at Town Events</u>	Review the Town's use of fireworks at community events.		Identified by Council for consideration		



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Wolfville Business Development Corporation Membership Engagement

The current funding agreement between the Town and the WBDC is up for renewal, and the business community has been asked to provide some feedback before a new agreement is approved. [A digital survey on Wolfville Blooms](#) has been inviting responses and Council will welcome ideas and insights at a drop-in listening session on Wednesday, February 18 from 5 - 7pm at the Wolfville Legion.

After the listening session, staff will report back to Council with survey and listening session details.

February Wellness Challenge

Launching on February 1, this month-long challenge is part of Wolfville's winter programming and is designed to help community members maintain healthy habits during the colder months through simple, accessible daily activities. The challenge is delivered through the Wellnify.ai mobile app, which serves as a central hub for tracking movement, accessing on-demand wellness content, and participating in friendly community challenges. [Full details and the download link can be found on our website.](#)

Nova Scotia Quality of Life Survey

Wolfville will be amplifying messaging from Engage Nova Scotia until the end of March to raise awareness for the [Nova Scotia Quality of Life Survey](#). The survey goes live on Feb. 23, and the data collected will improve our understanding of neighbourhoods and communities in Wolfville and across the Province.

The Nova Scotia Quality of Life Survey is a large-scale, province-wide survey designed to measure how people living in Nova Scotia experience life — not just in economic terms, but across many dimensions that contribute to overall well-being. It's led by Engage Nova Scotia, a non-profit organization, working with the Canadian Index of Wellbeing (CIW) and supported by government and community partners.

The survey is anonymous and will help paint a clearer picture of how people are living and what matters most to them — information that decision-makers and communities can use to shape a stronger future for all.

New crossing guards

Two new crossing guards, Connor and Wesley, have recently joined the Community Safety Team. They are stationed at the crosswalks at each end of Acadia Street (Gaspereau Ave and



Sustainable Environment * Inclusive Community * Prosperous Economy * Fiscal Responsibility

Highland Ave). The crossing guards assist pedestrians during elementary school start and end times.

Shout out and thanks to Public Works staff who covered these duties as coordination of the crossing guard program transitioned from Public Works to Community Safety and Compliance.

Professional Development

Community Compliance Coordinator, Kaden Thibault, has started a Local Government and Administration course through Dalhousie University. This program covers municipal law, leadership in local government, and related topics. The course runs one full year and is scheduled to conclude in December 2026. This course is designed to support those who are considering a future role as a CAO.

Winter Operations

Winter Parking Regulations, including an overnight parking ban, remain in effect through to the end of March. Unfortunately, crews continue to observe vehicles parked roadside, which impedes snow removal and road maintenance operations.

Ongoing issues have been noted on Summer Street, Linden Ave, Prospect Street, and Westwood Ave. Staff continue to message the regulations across all channels and enforcement, including tickets and towing, should be expected.

New Rec Programming

- Chair Yoga is here in Wolfville! 30+ individuals were excited to Try-It in Wolfville on Jan 14, but unfortunately the instructor was ill, we are hoping to carry that buzz into a regularly scheduled 7-week program starting Jan 21.
- Art Hive will be beginning at St. Francis Church Hall on Feb 12. An Art Hive is a free supported Open Studio where people of all ages and abilities can gather and make art. Facilitators will be on hand to offer ideas and support for art making as needed. Participants may also choose their own art project or bring one to work on
- Dungeons & Dragon Club is a new weekly Friday program at the Rec Centre. The program filled and we are working on ways to support the individuals on our waitlist.

Returning Rec Programs

- Climbing programming: The family and adult climbing programs on Tuesdays have generated long waitlists on top of their filled registration lists of 15 people per session. Women's climbing has also filled all 15 spaces and has generated testimonials to the positive and supportive space this provides.

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- Due to circumstances beyond our control, climbing programming will be ending a few weeks earlier than previously planned. Response has been overwhelmingly positive, and options for bringing the wall back next school year will be explored. There has also been interest from users in pursuing a longer-term climbing option in town moving forward.
- Older Adult Fitness continues to be a regularly attended Wednesday and Friday session with 10-14 people each session.
- Watercolour Painting Beginner 1 & 2 are both full again this winter (12 participants respectively).
- Afterschool programming at Wolfville School has had a heavy focus on climbing this winter. Two P-2 options, Grades 3-5, Grades 6-8, and there is also a Guitar Club option. All afterschool programs filled quickly.
- The Morning AWAKE Exercise Program starts up again in January registration has just been sent out, generally fills the 30 spots. Grades 4-8 on Mondays and Thursdays and grades PP-3 on Wednesdays.
- Memory Café for those with Dementia/Alzheimer's continues with our monthly programs, January 13 was an art centered focus program and had 16 participants join us.

Events

- Night of Lights was very well attended with an estimated attendance of 1,000 throughout the afternoon and evening. Thank you to all our partners for helping to provide a welcoming and festive atmosphere to kick off the holiday season.
- WBDC contributed to the Wolfville Glows programming throughout December and arranged sponsorships from its members to support the free Holiday Film Series at Al Whittle as well as some of the decorations and light displays that were placed around the downtown.

Heritage Day – February 16

A Heritage Day event will be held at the Wolfville Legion on Monday, February 16, similar programming to last year with content specific to this year's Provincial honoree, Joseph Willie Comeau.

Senator Joseph Willie Comeau (1876–1966) was an Acadian educator, entrepreneur, legislator and Senator from Digby County, Nova Scotia. A graduate of Collège Sainte-Anne, he worked as a teacher, operated several businesses and served nine terms as a Member of the Legislative Assembly before being appointed to the Senate of Canada in 1948. He is recognized for his long-standing advocacy for Acadian language, culture and education in Nova Scotia.



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Parks and Spaces

- West End playground installation was delayed due to a combination of procurement delays and early arrival of winter weather. Project to be completed in early spring.
- Rec Hub active transportation map has been created and will be installed on the outside of the building in early spring, providing a beautiful artistic visual to guide users of trails and active transportation networks in Wolfville and across the Valley.

Housing Accelerator Fund

A briefing will be held on February 17 with Council to share the revised draft planning documents (MPS & LUB + Design Guidelines). Council will consider the documents at the March Committee of the Whole (March 3) and, if desired, make a recommendation for First Reading, to be considered at the March 17 Council meeting.

Once First Reading is given – final documents will be prepared and advertising/notification for the Public Hearing will be sent. Council will consider approving the updated documents after a Public Hearing is held.

Free film screening

The Town is sponsoring a [FREE screening of “Thinking Beyond the Market”](#) a film about non-market housing across Canada, followed by a panel discussion with non-market housing providers and researchers at the Al Whittle on Wednesday, Feb 4 at 7pm.

Active Transportation

Staff are working with the Province to finalize the changes to our Active Transportation approach and funding agreement that were endorsed by Council (through the process with Mobycon). Costing for the potential 2026 projects is ongoing and more certainty on what will be accomplished this coming season will be brought to Council as part of the budget process.

Additional updates from Planning and Development

- Landscape planning and design work underway for area around Reservoir Park washroom
- Signage options being explored in Old Burying ground
- Old Burying Ground archeology work beginning with Jonathan Fowler - early 2026
- Grocery Store public art - concept developed and spring 2026 install date
- Waterfront Park - elevation indicators added at 9.5m to match future dyke wall



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Urban Forest

- Article submission to the *Atlantic Forestry Review* publication - Case Study highlighting Wolfville's urban forest work as an example for other small municipalities
- Hemlock Inventory (size, location, numbers etc.) to inform treatment options in 2026. Staff training session scheduled with the Medway Community Forest Co-operative in February.

Development

Recently approved: <https://wolfville.ca/current-planning-applications>

- 5 units at 250 Main
- 28 units between 65 and 73 Highland Ave

Open planning applications

- 8-unit at 90 Highland Ave
- NEW - *pending SPA* 76 Highland Ave
- NEW - *pending SPA* 43 Gaspereau Ave
- **NEW** 12-unit DA on Hillside Ave - Student Housing NS. PIM to be held on Feb 12 before PAC.

Parks Operations

- Snow removal of crosswalks, accessible parking and bus stops have been quite frequent so far this season. Though there are no great amounts at once, there are still many days that require maintenance.
- One of the bike trail bridges was repaired. It had deteriorated over time and a rebuild was required. The other structures will be coming up for repair or replacement as the structures are aging.
- Visitor information building washroom had walls graffitied and damaged. Staff repaired and painted the damaged walls.
- Staff have begun removing the Night of Lights decorations and storing for the season.
- Tree removal of a dead pine tree in Quiet Park (Seymour Gordon) was carried out. Hope to plant a new tree in the spring.

Public Works Operations

- Town wide overhead streetlight checks complete
- Early arrival of winter: a lot of snow and ice events (crew have been salting/plowing streets, sidewalks and parking lots since Nov 28/25).
- Help with the street closure for the missing persons search in December.



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- Patch work (cold patch for winter months)
- Christmas tree pick-up completed
- Harvest Moon Trail open, plowed and salted (Between Harbourside Dr. to Elm Ave.)
- Water service repair on #11 Fundy Dr.
- Crosswalk lights have been serviced with new batteries on the east and west end, waiting for new buttons for Highland and Main
- Collaborating with the water department to complete hydrant checks.
- Actively cleaning storm ditches throughout town.

Building Approvals, December/January Overview

- 20 Inspections, site visits or consultations since last report (Dec. 19)
- 292 Main Street 3-phase power installation nearing completion to allow for final electrical installs, incl elevator.

Ongoing Initiatives through GIS

- Fire Inspection System configuration continues, including refinement of logic, data collection requirements, and pilot testing approach.
- Civic Address updates for the Tideway complex remain in progress through coordination with the developer and internal stakeholders.
- Public-facing civic, property, and zoning map remains under development, consolidating multiple datasets into a single public app.
- GIS Training for Parks (Dave) continues as a standing weekly engagement to support use of tree and park asset layers and status workflows.
- Wolfville GIS Hub Centre and broader GIS Improvements remain in progress to centralize access to GIS resources and improve user experience.
- Ongoing staff GIS Training Opportunities remain active through 2026 to build internal capacity across departments.

Emergency Resilience Forum

CAO Glenn Horne will be attending a provincial forum coordinated by the NS Department of Emergency Management on January 28 & 29, 2026. This forum provides a unique opportunity to bring together key emergency management partners to collaborate and provide input on important initiatives such as alerting, fire services modernization, and threat hazard identification and risk assessment, among others.

Artificial Intelligence (AI) Workshop

Town staff participated in an AI Workshop on Wednesday, January 14. The Workshop provided an opportunity for staff to learn about safe use and opportunities of AI, as well as discuss how



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AI is currently being used to support our work. Discussions will continue as we develop a framework for AI use in the Town.

Canadian Association of Municipal Administrators (CAMA)**Masterminds: Town & Gown Relations**

CAO Glenn Horne and Acadia University's Ian Murray facilitated the fourth CAMA Masterminds session on Town & Gown relations on Thursday, January 8, 2026. These sessions have brought together senior municipal administrators from across Canada to discuss and share learnings based on their experience in fostering partnerships between local government and post-secondary institutions.

COMMITTEE UPDATE

Title: Audit

Date: February 3, 2026 COW

Department: Committee of the Whole



Meeting was held on January 16, 2026 in Wolfville council chamber.

Minutes of December 18, 2025 circulated and approved as circulated.

Diana Gibson, Director of Corporate Services, presented RFD 003-2026 – Appointment of Town Auditor.

From Director Gibson's report:

The Town's audit services were due to go to market last fiscal year but given the changes within the Corporate Services department a motion was approved to extend the contract with the current auditors for an additional year. As such, it was required to go to market for the current fiscal year and a Request for Proposal (RFP) was issued in November, with a closing date of December 23, 2025. The Town received three (3) proposals, all meeting the requirements of the RFP specifications.

The RFP included an outline of the criteria that each proposal would be evaluated on. The evaluation was conducted by the Director of Corporate Services and Manager of Finance, with the results of the scoring matrix combined for an overall average score.

The scoring matrix included:

Experience, both general & municipal auditing	25%
Pricing	20%
Staffing, continuity & flexibility to change	15%
Ability to meet requested schedule	15%
References	10%
Local representation, defined as office within Kings County	5%
Completeness of submission	10%
	100%

During evaluation all three (3) firms demonstrated their experience and ability to conduct the Town's audit, meeting our requested audit schedule, and provided a thorough submission. Leaving the difference in scoring to be made up by the pricing and location of the office.

After scoring was combined from the evaluators the results were as follows:

Doane Grant Thornton, Kentville, NS	97%
MNP, Sydney, NS	95%
BDO, Halifax, NS	89%

COMMITTEE UPDATE

Title: Audit

Date: February 3, 2026 COW

Department: Committee of the Whole



After discussion with committee, the following motion passed:

THAT THE AUDIT ADVISORY COMMITTEE RECOMMEND COUNCIL APPOINT DOANE GRANT THORNTON AS THE TOWN'S AUDITOR FOR THE FISCAL YEAR ENDING MARCH 31, 2026, AND FOR EACH OF THE FOUR FISCAL YEARS TO FOLLOW, ENDING MARCH 31, 2030, TO INCLUDE THE COMPLETION OF THE FINANCIAL INFORMATION RETURN REQUIRED BY THE PROVINCE.

Next meeting, TBD (anticipated to be early February)

Respectfully Submitted

Ian Palmeter

COMMITTEE UPDATE

Title: Annapolis Valley Trails Coalition
Date: COW Meeting of February 3, 2026
Department: Committee of the Whole



ANNAPOLIS VALLEY TRAILS COALITION (AVTC): PLANNING SESSION

This meeting used the information developed in the two workshops to consolidate the choice of management process as Collective Impact.

Kevin Waters, Recreation Programmer, Town of Wolfville, and the writer joined with another 20 participants from the various municipalities and stakeholders in the Valley that have interest in the Harvest Moon Trail.

After considerable discussion relating to Ashley Brooker's presentation, participants then indicated that there is need for input on financial matters regarding the costs of operating the trail.

Two documents are included in the directory that relate to notes taken and the presentation by Ashley Brooker, the current coordinator of meetings. See link:

https://wolfville-my.sharepoint.com/personal/hwilliams_wolfville_ca/Documents/Desktop/AVTC%20-20Workshop%20January%202022nd%202026.docx;

and https://wolfville-my.sharepoint.com/personal/hwilliams_wolfville_ca/Documents/Documents/AVTC/AVTC%20Meeting-%20Collective%20Impact%20Overview.pdf

DATE OF NEXT MEETING: Thursday, February 26th at 1:00 p.m. in the Orchard's Room at the Municipality of the County of Kings.
Not decided.

Respectfully submitted
Cllr. HOWARD WILLIAMS

Summary of Meeting based on January 21, 2026, Valley Regional Services Board Meeting at 10:00am in the Municipality of the County of Kings Council Chamber with virtual attendance option

KINGS TRANSIT AUTHORITY



General Manager Updates - Under the leadership of General Manager Meg Hodges, the following items are underway:

Buses

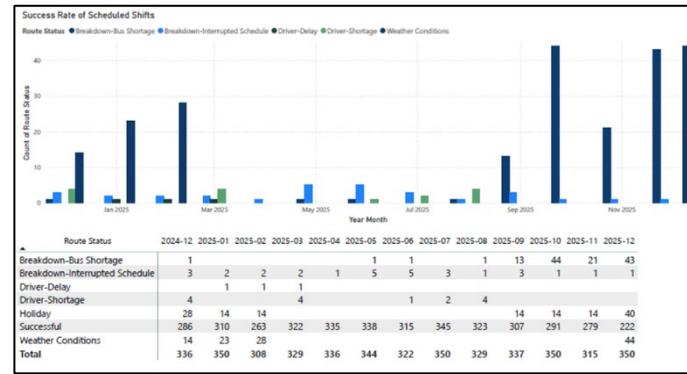
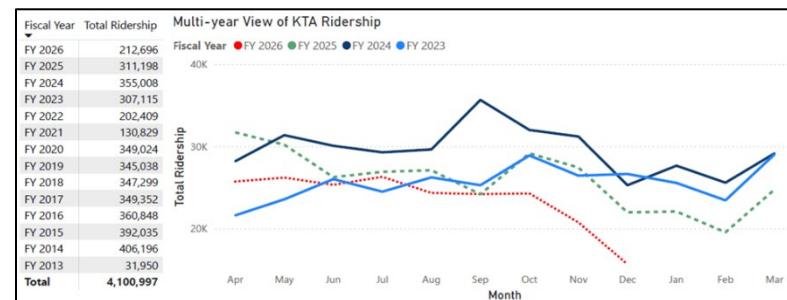
- The G2 route remains suspended until in-service fleet levels increase.
- Bus 59's severe engine failure needs repair; Bus 61 is now back in service.
- A new mechanic has started with KTA this week.
- Fuel expenditures are currently lower than anticipated.

Ridership

- December's ridership is lower compared to the same period last year, likely due to the suspension of the G2 route and weather-related service issues.
- In December, staff prioritized safe winter operations through planning and strengthened public communication around potential service delays, early closures, and safety-driven service adjustments so riders were informed during periods of severe weather.

Administration

- The official **Tidal Transit Authority** name has been submitted to Registry of Joint Stocks and awaits confirmation.
- KTA continues to finalize the F2027 budget preparation in consultation with CAOs.
- The development of a hybrid bus RFP is underway with assistance from Kings County and other transit agencies.
- Research and applications continue for external grant programs through ACOA, FCM and Tourism NS, as well as maintaining current funding approval such as ICIP and RTSF Shelter Project funding.



VALLEY WASTE - RESOURCE MANAGEMENT



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

Extended Producer Responsibility (EPR) for Packaging & Printed Paper

- The first month under the new Circular Materials Atlantic program has gone smoothly, requiring only a few operational adjustments to meet contract obligations including scale software and method of weighing recycling.

Roadside Collection

- Winter weather throughout December and early January created collection challenges. This was especially difficult over the holiday period, when higher volumes and limited opportunities for alternate pickup days added pressure.
- EPR Disposal has begun deploying several new collection trucks required for bi-weekly bulky waste service. These trucks are being phased into existing routes, meaning some areas are now serviced by two trucks on collection days.

Operations

- A new electric loader, ordered earlier this year, will arrive next week and will primarily operate in the construction and demolition (C&D) yard to assist with sorting mixed debris and to reduce customer traffic in the area.
- Repairs are underway on an internal concrete wall at the Eastern Management Centre. The wall has experienced deterioration and will be reinforced with steel plates
- The wind turbine is back in operation following repairs and servicing completed by Harper's Atlantic Fellowship Renewables Inc.

Third Quarter Tonnage Report

Tonnage for the first nine months of F2026:

- Fall cleanup volumes were higher than previous years, largely because the cleanup occurred later in the season.
- Management Centres saw a notable increase in customer-delivered materials, particularly mixed C&D debris. Incoming garbage volumes were driven primarily by Scotia Recycling.
- Outgoing sorted C&D debris decreased due to stockpiled material streams the prior year and a new transportation contract for wood, reducing existing stockpiles.
- Outgoing garbage due to several factors such as Scotia Recycling operations, increase in mixed C&D, drywall disposal, and requirements to landfill pressure treated wood.

	April-December 2025				
	F2025	F2026	Variance		
Incoming Curbside Materials					
Curbside	17,052	17,234	182	1.07%	
Clean-up	2,578	2,727	149	5.78%	
	19,630	19,961	331	1.69%	
Incoming Customer Materials					
Garbage	10,110	10,765	655	6.48%	
Recycling	1,211	1,249	38	3.14%	
Organics	407	480	73	17.94%	
Sorted C&D	2,515	2,352	-163	-6.48%	
Mixed C&D	4,256	4,717	461	10.83%	
Metals	163	141	-22	-13.50%	
Yard Waste	703	732	29	4.13%	
	19,365	20,436	1,071	5.53%	
Outgoing Materials					
Garbage	22,062	24,723	2661	12.06%	
Organics	8,362	7,604	-758	-9.06%	
Recycling	3,955	4,588	633	16.01%	
Sorted C&D	7,297	1,794	-5503	-75.41%	
Metals	656	507	-149	-22.71%	
Yard Waste	101	211	110	108.91%	
	42,433	39,427	-3,006	-7.08%	

BOARD DECISIONS

Kings Transit Authority

The Valley Regional Services Board of Directors approved the expenditure for the replacement engine and installation for Bus 59, to be capitalized, and to hire the engine manufacturer to complete the work.

Valley Waste-Resource Management

The Valley Regional Services Board of Directors approved the 2026-2027 Operating and Capital Budgets for the Valley Region Solid Waste-Resource Management Authority, as presented, in accordance with the IMSA.

COMMITTEE UPDATE

Title: Kings Point to Point Transit

Date: February 3, 2026

Department: Committee of the Whole



Kings Point to Point Transit

The regular board meeting on Jan. 21 was chaired by Berwick's Chris Goddard.

Deputy Kentville Mayor Debra Crowell has joined the board. There is no Kings County representative, despite the chair reaching out to Mayor Corkum. Councilor Tim Harding has expressed some interest and could serve as a community member.

Tidal Transit will remain in their current space in New Minas and plan a renovation. KPPT has received an invitation to share space.

Manager Kathleen Hull noted the number of snow days were up in December and have continued this month. KPPT is using less gas, which results in savings. Other efficiencies are being found.

She said the number of drivers currently is stable. There are 13 now, but in June the number was only seven. Total ridership for the year was 10,094 with 210,000 km. travelled. Donations to KPPT in December totaled \$355.

Date of next meeting will be Wednesday, April 15, 2026.

Respectfully submitted

Councillor Wendy Elliott

A handwritten signature in black ink that reads "Wendy Elliott".