

# Town of Wolfville Operational Plan

2026-27



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



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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 5,500 permanent residents and another 3,000 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 is highlighted by the multiple events and venues that showcase our appreciation for the arts. With a strong emphasis on outdoor activity, Wolfville's parks and trails are cherished by those who like to stroll, roll, and explore.



*Figure 1 - Wolfville Town Hall, 359 Main Street*

The town honours its agricultural heritage through its farmers' market, 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 challenge of maintaining aging infrastructure, meeting the needs of an evolving community, 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 2026/27 Operational Plan and accompanying budgets focus on these challenges and opportunities with a variety of initiatives, such as improving street safety with a particular focus on Main Street, fostering volunteerism, enhancing communication, improving mobility and recreational opportunities, investing in infrastructure, and developing the Town's capacity to meet the community's evolving needs.



## 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
- Councillor Jennifer Ingham (elected Deputy Mayor by Town Council from 2024-2026)
- Councillor Mike Butler
- Councillor Wendy Elliott
- Councillor Ian Palmeter
- Councillor Kelly van Niekerk
- Councillor Howard Williams



Figure 2 - 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

*An inclusive and vibrant community where natural beauty, heritage, innovation, and wellbeing bloom.*

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

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

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

*Accessibility      Collaboration  
Diversity          Equity  
Inclusivity        Informed Decision-Making  
Innovation        Safety  
Stewardship      Trust*

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.

### Inclusive 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 enable investment, foster multiple and complementary uses of property, and support 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

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, Corporate Services, Planning & Public Works, and Community Wellness. While organized by department, 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 Service Employees International Union (SEIU) Local 2. An organizational chart can be found in Appendix 3 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 Operational Plan tries to address various Council and administrative priorities, the Town's day-to-day essential service requirements cannot be sacrificed.

This document provides information to showcase the programs and services provided by the Town. The Province and the Federal governments are also responsible for programs and



services such as healthcare, primary and post-secondary education, social services, natural resources, immigration, environmental protection and much more.

## 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:

|                               |  |
|-------------------------------|--|
| Community Fibre-Optic Network | Valley Community Fibre Network (VCFN).   |
| Economic Development          | Wolfville Business Development Corporation (WBDC)  |
| Emergency Management          | Kings Regional Emergency Management Organization (REMO)                                  |
| Library Services              | Annapolis Valley Regional Library (AVRL)   |
| Public Transit                | Tidal Transit (formerly Kings Transit Authority)<br>Kings Point to Point Transit (KPPT). |
| Recreation & Active Living    | Annapolis Valley Trails Coalition (AVTC)<br>Acadia University                            |
| Solid Waste Management        | Valley Waste Resource Management (VWRM)  |

## 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 on the Town's website.](#)

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

| Community Capacity Grants                   |                 |
|---|-----------------|
| Stage Prophets (Pending SPP Considerations) | \$2,000         |
| Scotia Festival of Music                    | \$1,000         |
| Horton Safe Grad                            | \$1,500         |
| Apple Blossom Concert in Wolfville          | \$1,000         |
| Advance Female Floorball                    | \$2,000         |
| Blomidon Naturalists Society                | \$2,000         |
| Valley Youth Project                        | \$2,000         |
| Community Art Hive                          | \$500           |
| <b>TOTAL</b>                                | <b>\$12,000</b> |



| Acadia University Grants                       |                 |
|--|-----------------|
| Athletics                                      | \$35,000        |
| Recreational Programs and Summer Camps         | \$15,000        |
| Scholarships & Bursaries                       | \$11,000        |
| Support for On-Campus Student Homecoming Event | \$20,000        |
| <b>TOTAL</b>                                   | <b>\$81,000</b> |

| One-Time Capital Grants   |          |
|---------------------------|----------|
| Landmark East Association | \$50,000 |

| One-Time Operating Grants    |                 |
|------------------------------|-----------------|
| Deep Roots Music Cooperative | \$6,500         |
| Scotia Festival of Music     | \$1,500         |
| Wolfville Tritons Swim Club  | \$7,660         |
| <b>TOTAL</b>                 | <b>\$15,660</b> |

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

### Risk & Reporting

All initiatives in the Ops Plan carry some degree of risk. The Town operates in an environment where well-planned work can face rapid shifts, compounding pressures, and complex interdependencies.

BANI is an acronym used in organizations to describe the chaotic, unpredictable state of the world today. It describes systems that seem solid but are actually fragile (B – brittle), pervasive anxiety from overwhelming information and anticipation of disaster (A – anxious), disconnection of cause and effect & non-sequential progress (N – non-linear), and the feeling that events don't make sense compounded with information overload (I – incomprehensible).

Despite thorough planning, BANI shows up in our work in many ways:

- **Brittle** (systems that seem solid but are actually fragile):
  - Reduced staffing levels due to unexpected absences or departures.
  - Delays from vendors, contractors, funders or regulators.
  - Technical challenges that expose system limits or require specialized support.
  
- **Anxious** (overwhelming information and anticipation of disaster):
  - Unforeseen events requiring immediate attention and resource reallocation.
  - Increased expectations for timely updates and clarity.
  
- **Non-linear** (disconnection of cause and effect & non-sequential progress):
  - Partnerships needing extra communication and coordination.
  - Decisions that take longer than planned due to cross-dependencies.
  - Further investigation requiring scope or goal adjustments.



- **Incomprehensible** (events don't make sense compounded with information overload):
  - Unexpected policy, program, or funding changes from other orders of government.
  - Events and situations where information is incomplete, rapidly changing, or difficult to interpret in real time.

Operating in a BANI environment requires preparation, creating safety and stability within our organization and continuous improvement. In the words of Dolly Parton, “We can’t control the wind, but we can adjust our sails.”

Regular, transparent reporting supports early identification of challenges, timely decisions, and adjustments when required. Each reporting cycle will identify lessons learned and process refinements. The Town’s reporting structure includes:

- **Broad Awareness** among Council and staff of priorities, core responsibilities and approved projects through Ops Plan and Strategic Plan inclusion in everyday work.
- **Monthly CAO Report to the Committee of the Whole** identifying progress, emerging risks, and adjustments made in response to changing conditions.
- **Project-specific reporting to Council** facilitating decision points, approvals, and direction as needed.
- **Semi-annual Operational Plan Update to Committee of the Whole** including a detailed review of milestones, timelines, risks, and resource needs.
- **Adaptive updates (as needed)**, which will be shared when significant, unexpected issues materially affect progress (e.g., emergencies, policy shifts), ensuring Council is informed in real time.



*Figure 3- Residential Leaf and Yard Waste Collection Site open seasonally at 84 Maple Avenue*



## 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 12<sup>th</sup>, 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

|               |
|---------------|
| Low Risk      |
| Moderate Risk |
| High Risk     |

#### Financial Condition Indicators

Years 2019-20 through 2024-25

| Name of Indicator           | Per PNS Publication |         |         |         |         | FIR        |
|-----------------------------|---------------------|---------|---------|---------|---------|------------|
|                             |                     |         |         |         |         | Submission |
|                             | 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 compare 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 ability to sustainably fund those services. The province defines low risk for this indicator as being below 4% (i.e. 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 2026/27 property taxes, grants in lieu of taxes levied and sale of services made up over 90% of the Town's total revenues. Taxable residential assessment increased by 8.33% from 2025/26 to 2026/27. Commercial assessments increased by 4.28% and resource assessments decreased by 29.79% from 2025/26 to 2026/27.

The Town's 2026/27 operating budget includes \$16,986,543 of revenue and expenses. The Town's Water Utility Operating Budget contributes an additional \$1,568,633 in revenue and \$1,409,025 in expenses. Both are available for review in [Appendix 1](#). The 2026/27 Capital Budget will see \$17,957,103 in infrastructure investments, as part of a larger five-year capital investment plan, available for review in [Appendix 2](#).

| Rates Per \$100 of Assessment  | 2022/23  | 2023/24  | 2024/25  | 2025/26  | 2026/27  |
|--------------------------------|----------|----------|----------|----------|----------|
| Residential Tax Rate           | \$1.4575 | \$1.4750 | \$1.4655 | \$1.4655 | \$1.4855 |
| Fire Protection Rate           | \$0.0520 | \$0.0600 | \$0.0555 | \$0.0562 | \$0.0556 |
| Commercial Tax Rate            | \$3.5750 | \$3.5750 | \$3.5655 | \$3.5655 | \$3.5855 |
| Business Development Area Rate | \$0.2600 | \$0.2500 | \$0.2300 | \$0.2300 | \$0.2294 |

From 2025/26 to 2026/27, Town revenues have grown by \$598,032 driven primarily by:

- An estimated increase in residential tax revenue of \$894,500 due to increased assessments and an increase in the tax rate.
- An estimated increase in commercial tax revenue of \$76,200 due to increased assessments and an increase in the tax rate.
- An estimated decrease in deed transfer tax revenue of \$30,000
- An estimated decrease in the grant-in-lieu of taxes of \$148,825 from Acadia University.

From 2025/26 to 2026/27, Town expenses have grown by \$1,422,779 driven primarily by:

- Employee wages & benefits
- Increased investments in Tidal Transit (formerly Kings Transit)
- Mandatory contributions to provincial education costs
- Project and program expenditures
- Transfers to capital reserves

The Town continues to prioritize its capital investment plan, 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 a 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 core operational priorities such as regulatory requirements, service capacity, asset management needs and annual budgeting. Together, these elements form a planning cycle in which initiatives are proposed, prioritized and scheduled to achieve Council's vision while remaining responsive to the community and organizational capacity.

Displayed by Department, the operational plans below are presented as either **core operational responsibilities** or **approved projects**. Core operational responsibilities occupy most of Town staff's time and reflect an established service area and level or regulatory requirement. Approved projects are specific projects approved by Council. They are time-defined with a specific output but may become part of the core operational responsibilities of the Town, depending on the outcome.

## 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
- Laura Yaroshevskaya, Administrative Assistant
- Craig Gibson, Manager of Emergency Planning & Coordination (Kings REMO)
- Fire Department Operator / Mechanic Jeff Martin

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:

| <b>Office of the CAO</b>  |   |   |                 |
|---|---|---|-----------------|
| <b>Project Title</b>  | <b>Description &amp; Outputs</b>  | <b>Strategic Alignment</b>                  | <b>Timeline</b> |
| <b>Core Operational Responsibilities (approximately 80% of staff time).</b> |   |   |                 |
| <b>Acadia, ASU &amp; Wolfville MOU Implementation</b>                       | Progress shared goals:<br><ul style="list-style-type: none"> <li>- Economic Development</li> <li>- Facilities, Infrastructure and Environment</li> <li>- Community Wellbeing</li> <li>- Communication</li> </ul>  | Strategic Plan                              | Ongoing         |
| <b>Community &amp; Project Communications</b>                               | A consistent communications / engagement approach will be taken with larger projects to support awareness and feedback through all stages of deployment.  | Strategic Plan                              | Ongoing         |
| <b>Fire Services IMSA</b>   | 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  | Spring 2026     |
| <b>FOIPOP (Freedom of Information and Protection of Privacy)</b>            | Changes to FOIPOP legislation including repeal of Part XX of MGA and repeal of PIIDPA legislation come into effect April 2027. These changes will be reviewed to ensure the Town remains compliant.<br>Continue to manage requests from the public under current Nova Scotia's information access legislation.  | Operational Priority Provincial Regulations | Ongoing         |
| <b>Inter-Municipal Cooperation</b>  | Coordinate among municipal partners and support inter-municipal service organizations as needed, including:<br><ul style="list-style-type: none"> <li>- Annapolis Valley Regional Library</li> <li>- Annapolis Valley Trails Coalition</li> <li>- Kings Emergency Management Organization</li> <li>- Tidal Transit</li> <li>- Valley Community Fibre Network</li> <li>- Valley Waste Resource Management</li> </ul> | Municipal Planning Strategy Strategic Plan  | Ongoing         |
| <b>Kings Regional Emergency Management</b>                                  | In addition to its ongoing mandate related to planning and coordination, Kings REMO will collaborate with Nova Scotia Department of Emergency Management, provide training, engage in communication & community outreach and assess the Fire Smart Communities designation.   | Strategic Plan                              | Ongoing         |



|   |  |  |                           |
|---|--|--|---------------------------|
| <b>Organizational &amp; Professional Development</b>            | Continue to reinforce organizational collaboration, planning, problem-solving and communication through: <ul style="list-style-type: none"> <li>- Holding regular staff meetings,</li> <li>- Holding two staff training sessions on topics of organizational interest.</li> <li>- Extending the reach of 2025/26 SLT Development program.</li> <li>- Continuing to foster relational leadership and collaboration.</li> <li>- Continuing to support professional, technical and academic training.</li> <li>- Identifying specific opportunities to improve collaboration, planning, problem-solving and communication.</li> </ul> | Operational Priority Strategic Plan  | Ongoing                   |
| <b>Participation in Provincial Initiatives</b>                  | The Town is regularly drawn into provincial initiatives affecting its service areas or responsibilities, such as the Provincial Policing Review, Provincial Fire Services Review, accessibility standards, proposed legislative changes, or NSFM and AMANS Initiatives & Committees  |  | Ad hoc                    |
| <b>Policy Review</b>  | Complete regular and/or timely review of policies, including: <ul style="list-style-type: none"> <li>- HR Policies</li> <li>- Records Management</li> </ul>  | Operational Priority Strategic Plan  | Ongoing                   |
| <b>Soups &amp; Sides</b>  | Continue with this barrier-free, inclusive, community program.   | Accessibility Plan<br>Equity & Anti-Racism Plan<br>Municipal Planning Strategy<br>Strategic Plan | September '26 - May '27   |
| <b>Approved Projects (approximately 20% of staff time)</b>      |  |  |                           |
| <b>Assessment of Fireworks Use in Town</b>                      | Information will be provided to Town Council to determine if fireworks will continue to be used at Town events.  | Requested by Council   | Spring 2026               |
| <b>Council Chamber Modernization and Accessibility Upgrades</b> | Improve safety and accessibility via improvements to the layout, furnishings and AV equipment.   | Accessibility Plan   | Summer 2026               |
| <b>Human Resources Service Enhancements</b>                     | Consideration and implementation of Doane Grant Thornton Report  | Strategic Plan   | Summer - Fall 2026        |
| <b>Implementation of Facilities Assessment</b>                  | Consideration and, if approved, implementation of Fathom Facilities Assessment Report  | Strategic Plan   | Summer 2026 - Winter 2027 |



|   |  |                |                       |
|---|--|----------------|-----------------------|
| <b>Kings Regional Recreation Facility</b> | Following the signing of an MOU in 2026/27, the Town will continue to work with its partners (Kentville, Kings County, Kings County Recreation Forward Association, Province of Nova Scotia & Government of Canada) 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. | Strategic Plan | Ongoing               |
| <b>Navigator Program</b>                  | Develop and launch a framework to ensure community members have positive experiences when accessing Town programs, services and information.   | Strategic Plan | Spring - Fall, 2026   |
| <b>Police Advisory Board Priorities</b>   | The Town will work through its Police Advisory Board and with the RCMP to develop and approve a set of priorities that will inform policing activities for the coming year.  | Strategic Plan | Spring - Summer, 2026 |



Figure 4 - Wolfville Micro Transit Innovation Challenge winners Havelie Vanhelden & Eryn Marsh with Mayor MacKay



## 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 1,500 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 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:

| <b>Corporate Services</b>   |   |                                     |                    |
|---|---|-------------------------------------|--------------------|
| <b>Project Title</b>  | <b>Description &amp; Outputs</b>  | <b>Strategic Alignment</b>          | <b>Timeline</b>    |
| <b>Core Operational Responsibilities (approximately 85% of staff time).</b> |   |                                     |                    |
| <b>Accounting &amp; Financial Reporting</b>                                 | The Department creates and provides financial reports to meet legislative requirements and support decision making. Quarterly variance reports will be provided to senior staff, and Council through its Audit Committee. Staff will assess other opportunities to improve financial processes. | Strategic Plan                      | Ongoing            |
| <b>Computer Replacement</b>   | Replacement of out-of-warranty devices, including cellular phones, computers, and Plotter.  | Operational Priority Strategic Plan | Summer - Fall 2026 |



|  |  |                                     |                     |
|--|--|-------------------------------------|---------------------|
| <b>IT Strategy &amp; Policy Review</b>                     | 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 | Summer 2026         |
| <b>Review of Financial Policies</b>                        | Review of financial policies and processes, such as:<br><ul style="list-style-type: none"> <li>- Credit Card Policy</li> <li>- Capital Asset Funding Policy</li> <li>- Reserve Policy</li> <li>- Procurement Policy</li> </ul> | Strategic Plan                      | Spring - Fall, 2026 |
| <b>Approved Projects (approximately 15% of staff time)</b> |  |                                     |                     |
| <b>Assess Options for New Financial System</b>             | The Town's financial system will need to be upgraded by 2030, which is a significant undertaking. Work is underway to determine needs, options and prepare for an eventual implementation.                                     | Strategic Plan                      | Fall 2026           |



Figure 5 - Wolfville Harbour



## 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:

- 128 streetlights
- 11 parking lots
- 34 km of street
- 25.5 km of sidewalk
- 50.6 km of curb
- 34 km of stormwater pipes
- 1 water treatment plant and reservoir
- 2 drinking water wells
- 1662 water meters
- 223 hydrants
- 55 km of water pipe
- 43 km of sanitary sewer pipe
- 6 sanitary sewer lift stations
- 1 wastewater treatment plant
- 17 parks (71 acres of recreation space)
- 24.4 km of recreational trails
- 1510 urban forest trees
- 93 benches
- 29 picnic tables
- 16 bike racks
- 46 waste / recycling receptacles
- 7 buildings and facilities
- 34 vehicles and pieces of equipment



Figure 6 - Main Street, Downtown Wolfville

That is over 215 km of linear assets (roads, pipes, trails, walkways, etc.) of varying age, material, and condition, 16 buildings that provide essential public services, and over 100 acres of Town-owned property to be maintained.

In addition to the maintenance of existing Town-owned assets, this Department plays a pivotal role in

supporting the Town's growth and development. Staff review applications for new subdivisions



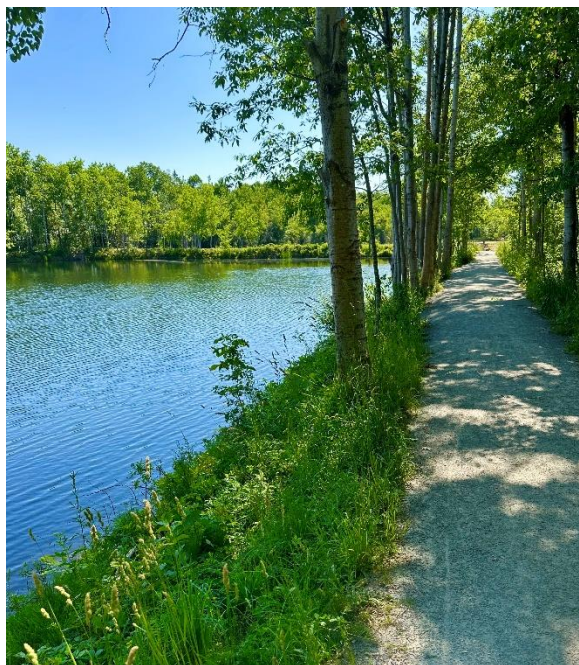
to ensure alignment with Town systems and compliance with standards. Development applications that connect to or affect Town infrastructure must also be reviewed. Staff, with the support of specialized consultants, also advises on the state of Town infrastructure and develop plans in consideration of 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, the Town aims 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.

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

- Management of over 200 development agreements,
- Issuance of approximately 60 development permits annually,
- Issuance of approximately 45 building permits annually,
- Administration of a fire inspections program,
- Processing of approximately 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, bylaw and finance. GIS also provides planning analysis and reporting including complex mapping, projection, analysis, and assessment of the Town's internal business processes.



*Figure 7 - Reservoir Park, 1 Pleasant Street*

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  | • Suzanne MacKenzie, Administrative Assistant |
| • Kris Cheeseman, Municipal Engineering Technician | • Mark Fredericks, Senior Planner             |
| • Karen Outerleys, Administrative Assistant        | • Lindsay Slade, Community Planner            |
|  | • Marcia Elliott, 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 II
- Nathan Brawn, Operator / Labourer
- Karen Dauphinee, Operator / Labourer
- Kameron Lockhart, Operator / Labourer
- Chad Munroe, Operator / Labourer
- Sean Snider, Operator / Labourer
- Martin VanKippersluis, Operator / Labourer
- Dylan Morse, Operator / Labourer
- Martin Kehoe, Manager of Environmental Services
- Andrew Kennedy, Utility Operator
- Trent Hancock, Utility Operator
- Dave Taylor, Parks Lead Hand I
- Jane Harrington, Parks Lead Hand II
- Daniel Swinamer, Labourer & Solid Waste Technician
- Brandon LeBlanc, Labourer
- Chad Alexander, Labourer
- Jacob Butz, Labourer
- Jessica Carrie, Labourer
- Dakota Hopper, Labourer
- Heidi Hyland, Labourer
- Lucy Koshan, Labourer
- David Graveline, Labourer
- Julie Spates, Janitor

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

| <b>Planning &amp; Public Works</b>  |   |   |                     |
|---|---|---|---------------------|
| <b>Project Title</b>  | <b>Description &amp; Outputs</b>  | <b>Strategic Alignment</b>  | <b>Timeline</b>     |
| <b>Planning &amp; Development</b>   |   |   |                     |
| <b>Core Operational Responsibilities (approximately 85% of staff time).</b> |   |   |                     |
| <b>Active Transportation Plan Implementation</b>                            | Design and implementation of AT improvements, with a focus on: <ul style="list-style-type: none"> <li>- Harvest Moon Trail,</li> <li>- Phase 1 local street calming (Stirling, Sherwood),</li> <li>- intersection and crossing improvements,</li> <li>- Main Street resurfacing &amp; traffic calming;</li> <li>- space for cycling along Skyway and Pleasant.</li> </ul> | Accessibility Plan<br>Municipal Planning Strategy<br>Strategic Plan   | Spring - Fall, 2026 |
| <b>Development Activity</b>   | Administration of the Town's Land-Use By-Law and Subdivision By-Law, primarily through management of the issuance of site plan approval, development and building permits, building inspection, fire inspection, development agreements and working with property owners to do project planning / pre consultation.   | Municipal Planning Strategy<br>Strategic Plan<br>Operational Priority | Ongoing             |



|  |  |   |                       |
|--|--|---|-----------------------|
| <b>GIS &amp; Asset Management, Phase I</b>                 | Continue to design, implement, and operationalize an enterprise Asset Management System built on Esri GIS.   | Strategic Plan                                      | Ongoing               |
| <b>Housing Accelerator Fund (HAF) Wrap-Up</b>              | Complete review and amendments of MPS & LUB. Working continuing into the fiscal year includes:<br><ul style="list-style-type: none"> <li>- Bring options to Council on supporting non-market housing.</li> <li>- allocating the remaining HAF funding.</li> <li>- Updating the Public Participation Policy re: notification of site plan applications.</li> <li>- Updating policy re: cost contributions to public infrastructure upgrades required due to developments.</li> <li>- Reviewing policy re: the Design Review Working Group.</li> </ul> | Municipal Planning Strategy<br>Strategic Plan       | Spring - Fall, 2026   |
| <b>Parking &amp; Loading Management</b>                    | Assess current approach and options to improve parking and loading downtown.   | Municipal Planning Strategy                         | Fall 2026             |
| <b>Town Standards &amp; Specifications</b>                 | 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, water & sewer lines, stormwater, etc.). Much of this work has been completed in 2025/26.  | Operational Priority                                | Fall 2026             |
| <b>Approved Projects (approximately 15% of staff time)</b> |  |   |                       |
| <b>Approach to Culture &amp; Heritage</b>                  | Work with the Randal House Museum and local experts to bring recommendations to Council on an approach to foster the Town's history through built heritage, and culture.<br><br>Relocate existing buildings at 260 Main and 295 Main onto Town owned land and repurposed for public use (community centre, heritage centre, etc.).   | Municipal Planning Strategy<br>Requested by Council | Spring - Summer, 2026 |
| <b>Main Street Traffic Review</b>                          | Continue work with RV Anderson and Happy Cities to develop options for capital improvements and other interventions at key Main Street intersections (Locust, Gaspereau, Elm & University). Identify opportunities for lighting improvements.  | Municipal Planning Strategy<br>Strategic Plan       | Spring - Fall, 2026   |
| <b>Public Art</b>  | Outline and implement an approach to public art.   | Strategic Plan                                      | Summer 2026           |



|   |  |   |                     |
|---|--|---|---------------------|
| <b>Volunteerism Approach</b>  | 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  | Summer - Fall, 2026 |
| <b>Micro Transit</b>  | Student work and Fathom feasibility study 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<br>Strategic Plan                       | Fall, 2026          |
| <b>Public Works and Park</b>  |  |   |                     |
| <b>Core Operational Responsibilities (approximately 90% of staff time).</b> |  |   |                     |
| <b>Public Works Operations</b>  | 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  | Ongoing             |
| <b>Parks Operations</b>   | 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  | Ongoing             |
| <b>Disposal of Leaf &amp; Yard Waste</b>                                    | Continue with seasonal Leaf and Yard Waste Collection at the Maple Avenue site   | Strategic Plan<br>Operational Priority                              | Spring - Fall, 2026 |
| <b>Implementation of the 2026/27 Capital Investment Plan</b>                | Inclusive of planning and delivery of approved capital projects for fleet, streets, stormwater and parks.  | Municipal Planning Strategy<br>Strategic Plan<br>Accessibility Plan | Spring - Fall, 2026 |
| <b>Development of the Five-Year Capital Investment Plan</b>                 | Inclusive of planning and project development for fleet, streets, stormwater, and parks.   | Municipal Planning Strategy<br>Strategic Plan<br>Accessibility Plan | Ongoing             |

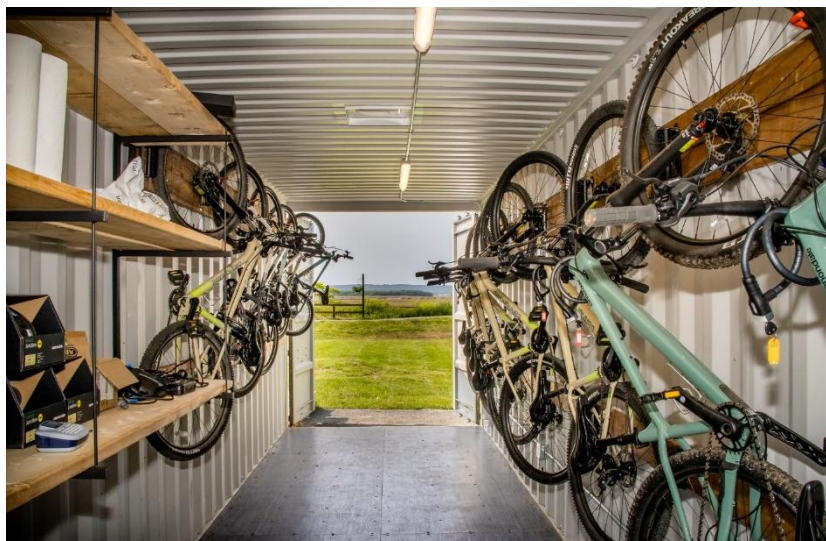


| <b>Approved Projects (approximately 10% of staff time)</b>                  |   |   |             |
|---|---|---|-------------|
| <b>Parks Management &amp; Improvements</b>                                  | A consistent approach to Park and Trail improvements is being developed, focusing on capital investments and program delivery. Current year improvements are outlined in the Capital Plan.  | Municipal Planning Strategy Strategic Plan                      | Fall 2026   |
| <b>Water Utility and Wastewater</b>   |   |   |             |
| <b>Core Operational Responsibilities (approximately 85% of staff time).</b> |   |   |             |
| <b>Source Water Protection</b>  | Data Collection, Monitoring and support to the Committee.   | Municipal Planning Strategy Strategic Plan                      | Ongoing     |
| <b>Sewer Operations</b>   | 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  | Ongoing     |
| <b>Water Utility Operations</b>   | 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 (e.g. breaks) may arise and require attention.         | Operational Priority  | Ongoing     |
| <b>Approved Projects (approximately 15% of staff time)</b>                  |   |   |             |
| <b>Water Utility Business Planning &amp; Rate Study</b>                     | 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                      | Fall 2026   |
| <b>Sewer Business Plan and Rate Review</b>                                  | Review of sewer rates and overall wastewater cost recovery to ensure sustainability with upgrades and future infrastructure needs.  | Municipal Planning Strategy Strategic Plan                      | Fall 2026   |
| <b>Water Conservation Program / By-law</b>                                  | 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 | Spring 2026 |
| <b>Water Utility Capital 26-27</b>  | See Capital Budget for project listing  | Capital Priority  | Ongoing     |
| <b>Sewer Capital 26-27</b>  | See Capital Budget for project listing  | Capital Priority  | Ongoing     |



## Community Wellbeing

Wolfville is a wonderful place to live, work, study and raise a family. The Department of Community Wellbeing has been established to lead Wolfville's community focused priorities. The Department brings together existing, previously separate, staff and program areas with a focus on community safety, recreation and community & economic development. The Department will support Wolfville by coordinating these priority areas and providing exceptional service for residents and visitors.



*Figure 8 - Recreation Hub, 282 Main Street*

The Department will work with the Town's partners like Acadia University, the Royal Canadian Mounted Police, Wolfville Business Development Corporation, community organizations, businesses and residents to foster a culture where everyday relationships and co-design are core to how programs and services are planned and delivered. While this new Department takes shape, the Town will continue to deliver the community programming residents have enjoyed for many years.

The Town is committed to creating a vibrant community, through the coordination and support of festivals and events like Mud Creek Days, Canada Day, Valley Harvest Marathon, Devour! The Food Film Fest, 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 Wellbeing department includes:

- Staffing in Progress, Director of Community Wellbeing
- Nick Zamora, Manager of Community Development
- Luke Moffat, Community Recreation Coordinator
- Kevin Waters, Community Recreation Programmer
- Kaden Thibault, Community Compliance Coordinator
- Maren Schmidt, Community Compliance Officer
- Nancy Newcomb, Afterschool Program Supervisor
- Seasonal Recreation and Program Staff (x8-10)
- Connor Ellis, Crossing Guard
- Wesley Kathan, Crossing Guard



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

| <b>Community Wellbeing</b>  |   |   |                           |
|---|---|---|---------------------------|
| <b>Project Title</b>  | <b>Description &amp; Outputs</b>  | <b>Strategic Alignment</b>  | <b>Timeline</b>           |
| <b>Core Operational Responsibilities (approximately 85% of staff time).</b> |   |   |                           |
| <b>Afterschool Programming</b>  | Regular P-5 afterschool programming. 2:30-5pm on school days. Program is fully subscribed.  | Established program   | School Year               |
| <b>Bylaw Review</b>   | Review of the following By-Laws:<br>- Dog Control<br>- Property Minimum Standards<br>- Solid Waste  | Municipal Planning Strategy<br>Strategic Plan                     | Spring - Fall 2026        |
| <b>Community Safety</b>   | Staff will continue to work with partners on approaches for student party weekends, safety in community spaces, Dog By-Law enforcement, and monitoring of off-leash dog regulations in Reservoir Park among other community safety priorities.  | Equity & Anti-Racism Plan<br>Strategic Plan                       | Year round                |
| <b>Grants to Organizations</b>  | Administer the following Grant programs:<br>- Strategic Partnership Program<br>- One-Time Capital Grants<br>- One-Time Operating Grants<br>- Community Capacity Grants  | Accessibility Plan<br>Equity & Anti-Racism Plan<br>Strategic Plan | Winter - Spring 2026      |
| <b>Recreational Programming</b>   | Memory Café, Older Adult Fitness Dance, Music, Nature / Outdoor and Art / Painting  | Municipal Planning Strategy<br>Strategic Plan                     | Year Round                |
| <b>Recreation Hub / Bike &amp; Equipment Loan Program</b>                   | Expand the Recreation Hub bike loan program for 2026 to be operational from April-October. Small improvements to facility.  | Municipal Planning Strategy<br>Strategic Plan                     | Summer - Fall 2026        |
| <b>Summer Youth Camps</b>   | Educational, experiential summer camps for youth 8 weeks in July-August with community partners; complementary to Acadia University summer camp offerings.  | Municipal Planning Strategy<br>Strategic Plan                     | Summer 2026               |
| <b>"Try It" Recreation Programming</b>                                      | 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<br>Strategic Plan                     | Summer 2026 - Winter 2027 |



|  |  |  |                              |
|--|--|--|------------------------------|
| <b>Town Events</b>   | Host a full slate of events, including:<br><ul style="list-style-type: none"> <li>- Heritage Day</li> <li>- Canada Day</li> <li>- Summer Concert Series</li> <li>- Mud Creek Days</li> <li>- Welcome to Wolfville Street Party</li> <li>- Night of Lights / Wolfville Glows</li> </ul> | Accessibility Plan<br>Equity & Anti-Racism Plan<br>Municipal Planning Strategy<br>Strategic Plan | Summer 2026 -<br>Winter 2027 |
| <b>Approved Projects (approximately 15% of staff time)</b> |  |  |                              |
| <b>Climbing Wall</b>                                       | 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<br>Strategic Plan  | Fall 2026                    |
| <b>Community Cookouts</b>                                  | Building on the success of the Community Cookouts in 2025, continue to explore options for engaging residents in their local neighbourhood parks.  | Equity & Anti-Racism Plan<br>Municipal Planning Strategy<br>Strategic Plan                       | Summer 2026                  |
| <b>Economic Development &amp; Tourism Review</b>           | In coordination with the Town's partners, evaluate current economic development and tourism investments and opportunities for value and effectiveness.   | Strategic Plan<br>Operational Priority   | Fall 2026                    |
| <b>Main Street Crossing Guard Pilot</b>                    | The Town will pilot a two-person crossing guard program on Main Street at University Avenue. The aim of this pilot is to improve pedestrian and vehicular traffic flow during peak periods by coordinating crossings more efficiently.   | Strategic Plan   | Summer - Fall 2026           |
| <b>Relational Approach to Recreation</b>                   | Consider changes to the Town's approach to recreation based on a Framework for Relational Recreation in Wolfville  | Strategic Plan   | Spring - Summer 2026         |
| <b>Volunteer Recognition</b>                               | Review of the Town's approach to volunteer recognition   | Requested by Council   | Spring 2026                  |



## 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.



Figure 9 - Wolfville RCMP members attending Mud Creek Days

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 RCMP's 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 Sergeant 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 2026/27 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 provide 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



Figure 10 - 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 2025, Wolfville's volunteer firefighters gave over 8,200 hours of service and responded to 287 calls for service. The most common call types are 1) motor vehicle collisions, 2) fire alarms 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 square kilometers. 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

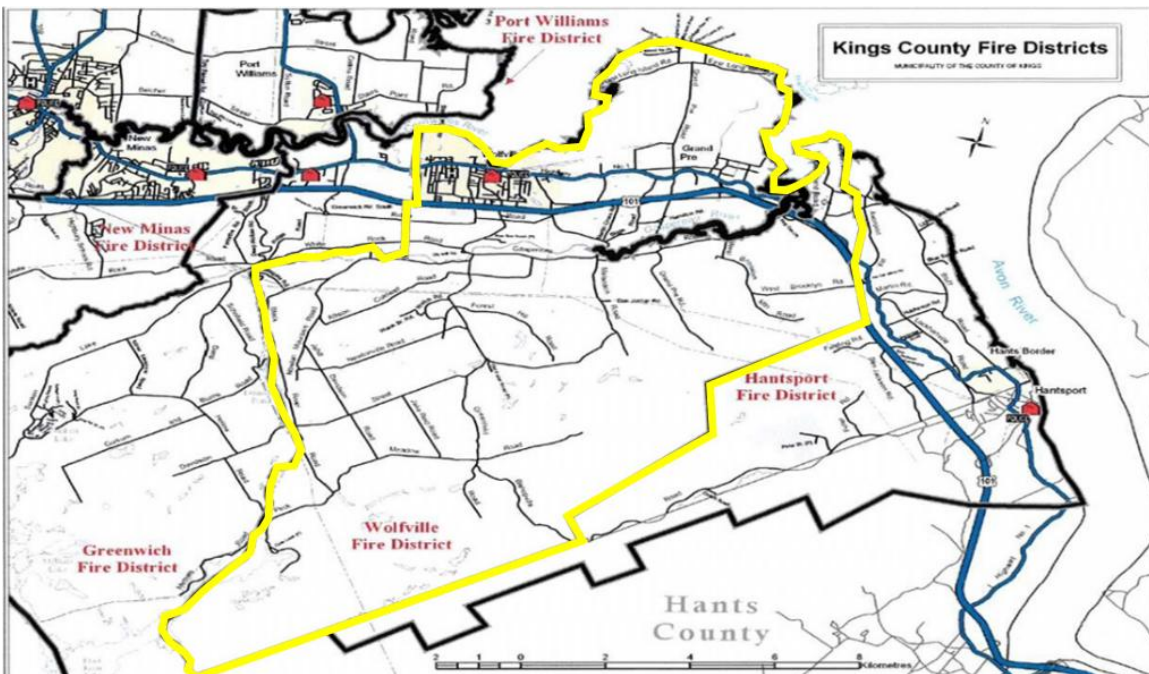
Captain Riely Whitman  
Lieutenant Alex White  
Lieutenant Ben Ross  
Lieutenant Aisling O'Neill  
Operator / Mechanic Jeff Martin  
Retired Fire Chief Kirk Fredericks



Retired Deputy Chief Kevin White  
 Chaplain Eric Poll  
 Radio Operator Wayne Buckler  
 Driver / Operator Garth Regan  
 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

### Wolfville Fire Department District Service Area Map



## **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 Elliott (Chair), Deputy Mayor Jennifer Ingham (Vice Chair), Councillor Mike Butler (alternate), 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), Councillor Mike Butler (Vice Chair), Mayor Jodi MacKay, 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 (Vice Chair), 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 Planning staff, and consists of: Mayor Jodi MacKay (Chair), Deputy Mayor Jennifer Ingham, Councillor Wendy Elliott, 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 Inspector Bill Collier and Sgt. Michel Pelletier of the RCMP and Glenn Horne, Chief Administrative Officer, and consists of Councillor Mike Butler (Chair), Councillor Kelly van Niekerk (Vice Chair), Mayor Jodi MacKay, 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.
- 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 and is supported by the Manager of Emergency Planning & Coordination. From the Town, the Committee is supported by Glenn Horne, Chief Administrative Officer, and consists of Councillor Howard Williams, Councillor Wendy Elliott, and Councillor Ian Palmetter (alternate).

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

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

The Advisory Committee is supported by various officials from the Town of Wolfville, County of Kings, and Province of Nova Scotia and consists of: Councillor Howard Williams (Chair), Mayor Jodi MacKay, Councillor Ian Palmetter (Vice Chair), 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 (Vice Chair), 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).



*Figure 11 - Annual Welcome to Wolfville Street Party with Acadia University*

## Appendix 1: Operational Budget & Water Utility Budget

### Town of Wolfville 2026-27 Operating Budget

| REVENUE  | 2026-27              |                      |                   |
|--|----------------------|----------------------|-------------------|
|  | Budget               | PY Budget            | YOY Change        |
| Taxes  | \$ 13,276,360        | \$ 12,137,927        | \$ 1,138,433      |
| Grants in Lieu of Taxes                        | \$ 1,132,385         | \$ 1,281,600         | \$ (149,215)      |
| Services Provided to Other Governments         | \$ 349,935           | \$ 532,924           | \$ (182,989)      |
| Sales of Services                              | \$ 982,185           | \$ 925,847           | \$ 56,338         |
| Other Revenue from Own Sources                 | \$ 372,717           | \$ 742,845           | \$ (370,128)      |
| Unconditional Transfers from Other Governments | \$ 346,000           | \$ 346,000           | \$ -              |
| Conditional Transfers from Other Governments   | \$ 526,961           | \$ 421,368           | \$ 105,593        |
|  | <b>\$ 16,986,543</b> | <b>\$ 16,388,511</b> | <b>\$ 598,032</b> |
| <b>EXPENSES</b>                                |                      |                      |                   |
| Full-time Wages                                | 3,551,375            | 3,485,062            | 66,313            |
| Part-time Wages                                | 326,820              | 183,019              | 143,801           |
| Overtime                                       | 72,765               | -                    | 72,765            |
| Employee Benefits                              | 1,082,414            | 980,802              | 101,612           |
| Part-time Employee Benefits                    | -                    | 12,832               | ( 12,832 )        |
| Retired Clerk Pension                          | 15,000               | -                    | 15,000            |
| Meals and Travel                               | 26,600               | 23,000               | 3,600             |
| Professional Development                       | 148,000              | 156,900              | ( 8,900 )         |
| Memberships                                    | 25,425               | 24,975               | 450               |
| Staff Appreciation                             | 15,700               | -                    | 15,700            |
| Advertising                                    | 27,250               | 20,400               | 6,850             |
| Telecommunications                             | 50,645               | 55,966               | ( 5,321 )         |
| Office Expense                                 | 79,780               | 65,888               | 13,892            |
| Legal  | 45,600               | 65,000               | ( 19,400 )        |
| Insurance                                      | 294,635              | 291,305              | 3,330             |
| Marketing & Communications                     | 6,000                | 5,000                | 1,000             |
| Audit  | 38,000               | 36,500               | 1,500             |
| Honorariums                                    | 277,560              | 271,500              | 6,060             |
| Miscellaneous                                  | 2,300                | 2,300                | -                 |
| Heat   | 36,500               | 38,520               | ( 2,020 )         |
| Utilities                                      | 254,950              | 217,670              | 37,280            |
| Repairs & Maintenance                          | 127,350              | 129,030              | ( 1,680 )         |
| Vehicle Fuel                                   | 111,103              | 94,010               | 17,093            |
| Vehicle Repairs & Maintenance                  | 216,294              | 214,254              | 2,040             |
| Vehicle Insurance                              | 36,445               | 39,271               | ( 2,826 )         |
| Operational Equipment & Supplies               | 639,325              | 718,420              | ( 79,095 )        |
| Equipment Maintenance                          | 15,000               | 15,000               | -                 |
| Equipment Rentals                              | 38,000               | 31,000               | 7,000             |
| Program Expenditures                           | 420,063              | 392,750              | 27,313            |

|                                      |                      |                       |                   |
|--------------------------------------|----------------------|-----------------------|-------------------|
| Contracted Services                  | 3,477,046            | 3,520,961             | ( 43,915 )        |
| Grants to Organizations              | 285,460              | 208,850               | 76,610            |
| Licenses and Permits                 | 175,799              | 3,840                 | 171,959           |
| Tax Exemptions                       | 147,507              | 147,300               | 207               |
| Other Debt Charges                   | -                    | 11,020                | ( 11,020 )        |
| Debenture Interest                   | 212,576              | 217,292               | ( 4,717 )         |
| Debenture Principal                  | 588,163              | 705,290               | ( 117,127 )       |
| Allowance for Doubtful Accounts      | -                    | 2,500                 | ( 2,500 )         |
| Grant to WBDC                        | 103,100              | 100,000               | 3,100             |
| Regional Solid Waste - VWRM          | 550,121              | 680,303               | ( 130,182 )       |
| Transit services - KTA               | 417,040              | 294,427               | 122,613           |
| Transit services - KPPT              | 15,000               | -                     | 15,000            |
| Valley Community Fibre               | 1,500                | 2,000                 | ( 500 )           |
| REMO                                 | 20,763               | 11,975                | 8,788             |
| Regional Development - REN           | 25,000               | 25,500                | ( 500 )           |
| Annapolis Valley Regional Library    | 34,239               | 30,300                | 3,939             |
| Kings Region Cooperative Initiatives | 25,000               | 76,460                | ( 51,460 )        |
| Education                            | 1,169,279            | 1,059,855             | 109,424           |
| Assessment services                  | 84,780               | 78,500                | 6,280             |
|                                      | <u>15,313,271</u>    | <u>14,746,747</u>     | <u>566,524</u>    |
| Net Department Surplus (Deficit)     | <u>\$ 1,673,272</u>  | <u>\$ 1,641,764</u>   | <u>\$ 31,508</u>  |
| <b>RESERVE USAGE</b>                 |                      |                       |                   |
| Transfer from Operating Reserves     | 314,974              | 30,000                | 284,974           |
| Contribution to Operating Reserves   | ( 5,000 )            | -                     | ( 5,000 )         |
| Contribution to Capital Reserves     | ( 1,983,246 )        | ( 1,820,300 )         | ( 162,946 )       |
|                                      | <u>( 1,673,272 )</u> | <u>( 1,790,300 )</u>  | <u>117,028</u>    |
| Net Surplus (Deficit)                | <u>\$ 0</u>          | <u>\$ ( 148,536 )</u> | <u>\$ 148,536</u> |

**Wolfville Water Utility**  
**2026-27 Operating Budget**  
**Summary for Nova Scotia Regulatory and Appeals Board (NSRAB)**

|                                 | <b>2026-27</b>    |                   |                       | <b>2025-26</b>    |                   |
|---------------------------------|-------------------|-------------------|-----------------------|-------------------|-------------------|
|                                 | <b>Budget</b>     | <b>PY Budget</b>  | <b>YOY Change</b>     | <b>Forecast</b>   | <b>Budget</b>     |
| <b>OPERATING REVENUES</b>       |                   |                   |                       |                   |                   |
| Metered Sales                   | 1,020,000         | 1,046,600         | (26,600)              | 1,019,601         | 1,046,600         |
| Fire Protection Charges         | 524,633           | 524,600           | 33                    | 524,633           | 524,600           |
| Sprinkler Service               | 11,000            | 11,000            | -                     | 11,000            | 11,000            |
| Miscellaneous Revenue           | 13,000            | 12,000            | 1,000                 | 16,578            | 12,000            |
|                                 | <b>1,568,633</b>  | <b>1,594,200</b>  | <b>( 25,567 )</b>     | <b>1,571,812</b>  | <b>1,594,200</b>  |
| <b>OPERATING EXPENSES</b>       |                   |                   |                       |                   |                   |
| Power & Pumping                 | 181,000           | 239,560           | (58,560)              | 256,757           | 239,560           |
| Water Treatment                 | 235,925           | 192,000           | 43,925                | 197,903           | 192,000           |
| Transmission & Distribution     | 240,395           | 340,600           | (100,205)             | 407,369           | 340,600           |
| Administration                  | 501,705           | 203,220           | 298,485               | 284,479           | 203,220           |
| Depreciation                    | 190,000           | 210,000           | (20,000)              | -                 | 210,000           |
| Property Taxes                  | 60,000            | 55,145            | 4,855                 | 55,145            | 55,145            |
|                                 | <b>1,409,025</b>  | <b>1,240,525</b>  | <b>168,500</b>        | <b>1,201,653</b>  | <b>1,240,525</b>  |
| Net Operating Surplus (Deficit) | <b>\$ 159,608</b> | <b>\$ 353,675</b> | <b>\$ ( 194,067 )</b> | <b>\$ 370,159</b> | <b>\$ 353,675</b> |
| <b>NON-OPERATING REVENUES</b>   |                   |                   |                       |                   |                   |
| Interest/Penalties on Arrears   | 3,000             | 3,000             | -                     | 3,000             | 3,000             |
| Job Cost Billings               | 6,500             | 13,000            | (6,500)               | 6,500             | 13,000            |
| Investment Income               | 20,000            | 20,000            | -                     | 20,000            | 20,000            |
|                                 | <b>29,500</b>     | <b>36,000</b>     | <b>( 6,500 )</b>      | <b>29,500</b>     | <b>36,000</b>     |
| <b>NON-OPERATING EXPENSES</b>   |                   |                   |                       |                   |                   |
| Debenture Interest              | 38,240            | 39,080            | (840)                 | 40,000            | 39,080            |
| Debenture Principal             | 62,657            | 62,700            | (43)                  | 62,657            | 62,700            |
|                                 | <b>100,897</b>    | <b>101,780</b>    | <b>( 883 )</b>        | <b>102,657</b>    | <b>101,780</b>    |
| Net Surplus (Deficit)           | <b>\$ 88,211</b>  | <b>\$ 287,895</b> | <b>\$ ( 199,684 )</b> | <b>\$ 297,002</b> | <b>\$ 287,895</b> |

## Appendix 2: Five-Year Capital Investment Plan

| <b>5-Year Capital Investment Summary</b>           | <b>2026-27</b>              | <b>2027-28</b>       | <b>2028-29</b>       | <b>2029-30</b>      | <b>2030-31</b>      |
|--|-----------------------------|----------------------|----------------------|---------------------|---------------------|
| IT   | 241,306                     | -                    | 35,000               | 25,000              | -                   |
| Buildings  | 685,000                     | 1,040,000            | 60,000               | -                   | -                   |
| Fire Services                                      | 254,220                     | 1,876,000            | 48,500               | 3,324,250           | 24,250              |
| Parks & Recreation                                 | 1,400,100                   | 3,295,000            | 330,000              | 700,000             | 300,000             |
| Fleet  | 1,235,000                   | 668,000              | 320,000              | 265,000             | -                   |
| Stormwater Management                              | 950,000                     | 950,000              | -                    | -                   | -                   |
| Transportation                                     | 5,105,000                   | 5,120,000            | 5,225,000            | 2,575,000           | 2,550,000           |
| Sewer  | 5,945,057                   | 4,956,500            | 3,061,250            | 945,000             | 195,000             |
| Water  | 2,141,421                   | 1,027,100            | 957,700              | 40,000              | 40,000              |
| <b>5-Year Capital Investment Plan Yearly Total</b> | <b>\$ 17,957,103</b>        | <b>\$ 18,932,600</b> | <b>\$ 10,037,450</b> | <b>\$ 7,874,250</b> | <b>\$ 3,109,250</b> |
| <b>5-Year Total</b>                                | <b><u>\$ 57,910,653</u></b> |                      |                      |                     |                     |

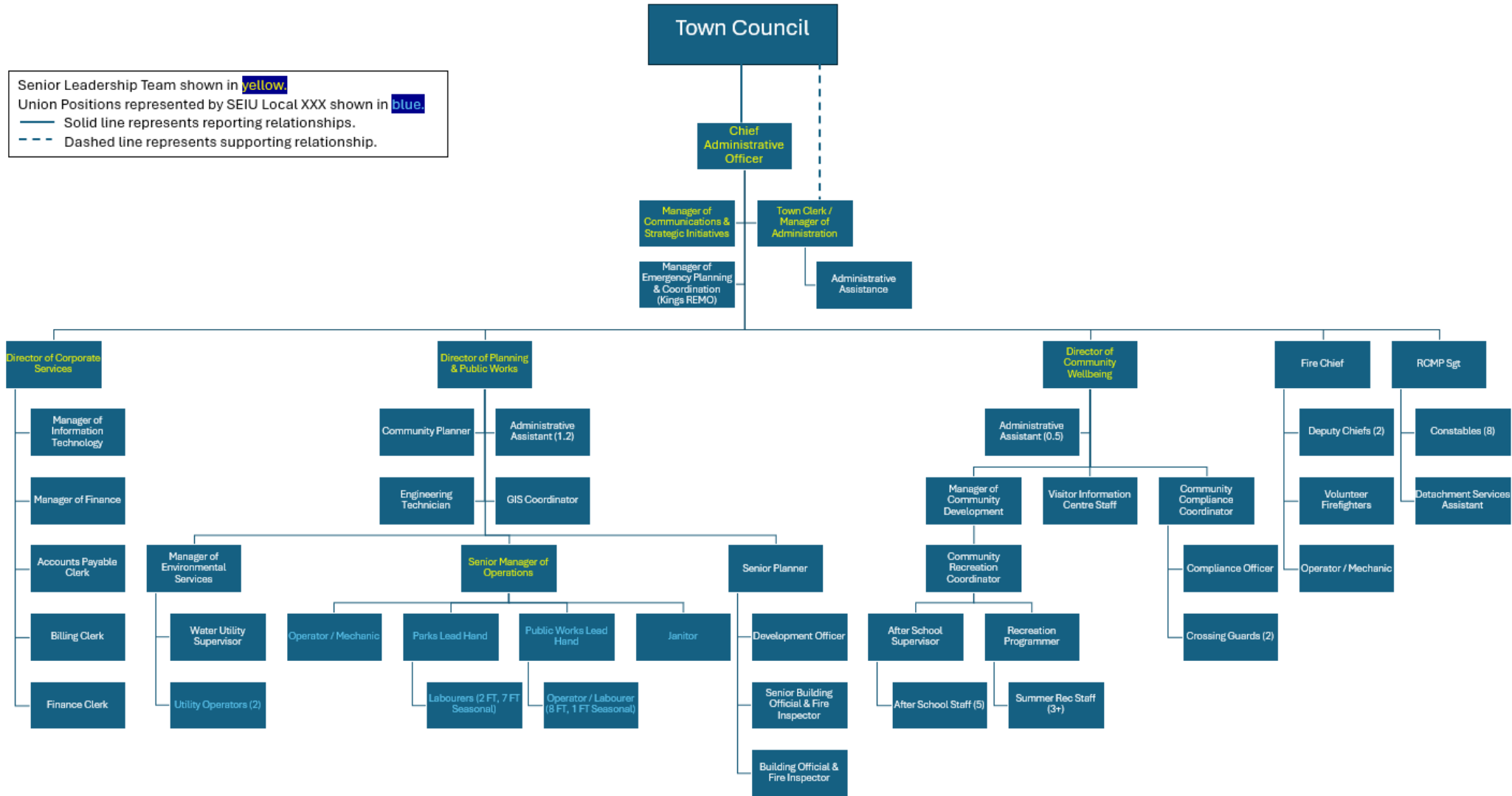
The Capital Investment Plan prioritizes community mobility and water & sewer capacity, of specific note:

- Over \$5 million in road investments including:
  - Repaving east Main Street,
  - Repaving University Avenue from Main Street to Perkin Way,
  - Replacing asphalt curb and sidewalk with concrete on West Main Street between Highland Avenue & University Avenue,
  - A complete rebuild of Earnscliffe Avenue.
- Approximately \$1.4 million in parks and trails investments including:
  - Completion of the concrete work on the downtown portion of the Harvest Moon Trail,
  - Addition of a floating dock at Waterfront Park,
  - Renewal of the mountain bike skills park at Reservoir Park and improvements to a series of community parks.
- Over \$8 million in water and sewer investments including:
  - Replacement of a portion of water transmission line along west Main Street,
  - Sewer Treatment Plant De-Sludging, and
  - Completion of Sewer Treatment Plant upgrades.

For more information on the Town’s Capital Investment Plan, please feel free to review the detailed budget documents on the website or [get in touch with us by clicking this link](#) or give us a call at 902.542.5767.

# Appendix 3: Organizational Chart

Senior Leadership Team shown in yellow.  
 Union Positions represented by SEIU Local XXX shown in blue.  
 — Solid line represents reporting relationships.  
 - - - Dashed line represents supporting relationship.



## Glossary of Terms & Acronyms

| Term / Acronym                                  | Definition  |
|---|---|
| <b>AMANS</b>                                    | Association of Municipal Administrators of Nova Scotia. A provincial organization that supports and advocates for municipal administrators across Nova Scotia.  |
| <b>Assessment Roll</b>                          | The official list of all properties in a municipality and their assessed values, as determined by the Property Valuation Services Corporation (PVSC). The assessment roll is used to calculate property taxes.  |
| <b>Asset Management</b>                         | A systematic process for managing the lifecycle of physical infrastructure — such as roads, water pipes, and buildings — to maximize value, manage risk, and plan for future capital investment.  |
| <b>AT (Active Transportation)</b>               | Modes of travel that are human-powered, including walking, cycling, and other non-motorized forms of movement.  |
| <b>AVRL (Annapolis Valley Regional Library)</b> | A regional library system serving communities across the Annapolis Valley, including the Wolfville Memorial Library branch.   |
| <b>AVTC (Annapolis Valley Trails Coalition)</b> | A regional organization that oversees and promotes trail networks in the Annapolis Valley, including the Harvest Moon Trailway.   |
| <b>Business Development Area Rate</b>           | A special tax rate applied to commercial properties to fund local economic development and business promotion activities, administered through the Wolfville Business Development Corporation (WBDC).   |
| <b>CAO (Chief Administrative Officer)</b>       | The administrative head of a municipal government in Nova Scotia. The CAO is Council's only direct employee and serves as the primary link between elected Council and Town staff. The CAO is responsible for day-to-day operations, implementation of Council decisions, and providing professional advice to Council. |
| <b>CAP (Capped Assessment Program)</b>          | A Nova Scotia program administered by the Property Valuation Services Corporation (PVSC) that limits annual assessment increases on residential properties. In 2026/27, 81% of Wolfville's residential properties fall under the CAP, with assessments increasing by a capped 2.6%.                                     |
| <b>Committee of the Whole</b>                   | A meeting format in which all members of Town Council sit as a single committee to discuss matters in a less formal setting than a regular Council meeting. The CAO provides monthly reports to the Committee of the Whole.   |
| <b>Community Capacity Grant</b>                 | A grant program offered by the Town to support community organizations and events that build local capacity, foster inclusion, and enhance quality of life.   |

| Term / Acronym   | Definition  |
|--|---|
| <b>Deed Transfer Tax</b>   | A tax applied when property changes ownership, calculated as a percentage of the sale price.  |
| <b>Development Agreement</b>                                     | A legal contract between the Town of Wolfville and a property owner or developer that sets out specific conditions for the use or development of a property, above and beyond standard zoning requirements.   |
| <b>Development Permit</b>  | A formal authorization issued by the Town that approves a land use or development as complying with the Land Use Bylaw and Municipal Planning Strategy.   |
| <b>Fire Protection Rate</b>                                      | A separate property tax rate applied to fund fire protection services, distinct from the general residential and commercial tax rates.  |
| <b>Fire Smart Communities</b>                                    | A national program that helps communities reduce their risk from wildfire through education, community planning, and landscaping practices.   |
| <b>FOIPOP (Freedom of Information and Protection of Privacy)</b> | Nova Scotia legislation that governs public access to government records and the protection of personal information held by public bodies, including municipalities.  |
| <b>GIS (Geographic Information System)</b>                       | A technology platform used to collect, manage, analyze, and present data tied to geographic locations. The Town uses GIS to support planning, infrastructure management, bylaw enforcement, and financial decision-making.  |
| <b>Grant-in-Lieu of Taxes</b>                                    | A payment made by a tax-exempt organization (such as a university or federal government entity) to a municipality in place of property taxes. Acadia University's grant-in-lieu is a significant revenue source for the Town.   |
| <b>HAF (Housing Accelerator Fund)</b>                            | A federal government program administered through the Canada Mortgage and Housing Corporation (CMHC) that provides funding to municipalities to accelerate housing supply and support planning reforms. Wolfville received HAF funding to support amendments to its Municipal Planning Strategy and Land Use Bylaw. |
| <b>IMSA (Inter-Municipal Services Agreement)</b>                 | A formal agreement between two or more municipalities to share or co-deliver a service.   |
| <b>IT (Information Technology)</b>                               | The systems, software, hardware, and networks used to manage and process information.   |
| <b>KPPT (Kings Point to Point Transit)</b>                       | A transit service operating in Kings County that provides flexible, pre-booked transportation for residents who need to travel between.   |

| Term / Acronym   | Definition  |
|--|---|
| <b>Lift Station (Sanitary Sewer)</b>                   | A pumping facility used in the sewer system to move wastewater from lower to higher elevations when gravity flow is not possible.   |
| <b>LUB (Land Use Bylaw)</b>                            | A municipal bylaw that regulates how land and buildings may be used within the Town. The LUB sets out zoning, permitted uses, development standards, and other requirements. It is implemented in conjunction with the Municipal Planning Strategy.   |
| <b>MGA (Municipal Government Act)</b>                  | The primary provincial legislation governing municipalities in Nova Scotia. It establishes the powers, responsibilities, and structure of municipal governments, including requirements for financial reporting, planning, and governance.  |
| <b>MOU (Memorandum of Understanding)</b>               | A formal but non-binding agreement between two or more parties that outlines shared intentions, roles, and responsibilities for a specific initiative or relationship. The Town has MOUs with partners such as Acadia University and the Kings Regional Recreation Facility initiative.   |
| <b>MPS (Municipal Planning Strategy)</b>               | A policy document that guides land use planning and development within the Town of Wolfville. The MPS establishes the Town's vision for future development and is implemented through the Land Use Bylaw (LUB) and other planning tools.  |
| <b>MPSA (Municipal Policing Services Agreement)</b>    | An agreement between a municipality and the RCMP in which the municipality directly contracts for policing services. Under an MPSA, the municipality has greater input into staffing and financial aspects of policing compared to a Provincial Policing Services Agreement (PPSA). Wolfville transitioned to an MPSA on April 1, 2024. |
| <b>NSFM (Nova Scotia Federation of Municipalities)</b> | The provincial association representing municipal governments in Nova Scotia.   |
| <b>One-Time Capital Grant</b>                          | A grant provided by the Town for a specific, non-recurring capital project undertaken by a community organization or institution.   |
| <b>One-Time Operating Grant</b>                        | A grant provided by the Town to support a specific, non-recurring operating need of a community organization, such as a special event or program.   |
| <b>PAC (Planning Advisory Committee)</b>               | A formal advisory committee of Town Council made up of councillors and community members. The PAC provides recommendations to Council on planning, land use, and heritage matters in accordance with the Municipal Government Act and Heritage Property Act.  |

| Term / Acronym   | Definition   |
|--|--|
| <b>PIIDPA (Personal Information International Disclosure Protection Act)</b> | Nova Scotia legislation that restricts public bodies from allowing personal information to be accessed outside of Canada without authorization.  |
| <b>PVSC (Property Valuation Services Corporation)</b>                        | An independent provincial agency responsible for assessing the value of all properties in Nova Scotia for municipal taxation purposes. PVSC delivers annual assessment rolls to municipalities and administers the Capped Assessment Program (CAP).  |
| <b>RCMP (Royal Canadian Mounted Police)</b>                                  | Canada's national police force. In Wolfville, the RCMP provides municipal policing services under a Municipal Policing Services Agreement (MPSA), with costs shared between the Town (70%) and the Government of Canada (30%).   |
| <b>REMAC (Regional Emergency Management Advisory Committee)</b>              | A multi-municipal advisory committee that supports emergency preparedness and response across participating communities in Kings County, including the Towns of Berwick, Kentville, and Wolfville, and the County of Kings. REMAC provides executive direction during a declared State of Local Emergency. |
| <b>REMO / Kings REMO (Kings Regional Emergency Management Organization)</b>  | A regional organization that coordinates emergency planning, preparedness, and response activities across Kings County, including the Town of Berwick, Town of Kentville and the Municipality of the County of Kings. The Town of Wolfville is the managing partner of Kings REMO.                         |
| <b>Reserve (Financial)</b>   | Funds set aside by the Town for future capital expenditures or unforeseen costs. The Town maintains various reserves, and contributions to reserves are included in the annual operating budget.   |
| <b>SEIU Local 2 (Service Employees International Union Local 2)</b>          | The union representing the Town's Public Works and Parks operations staff. SEIU Local 2 is a labour union that negotiates collective agreements on behalf of its members.  |
| <b>SLT (Senior Leadership Team)</b>  | The Town's senior management group, composed of department directors and senior staff who support the CAO in organizational planning, decision-making, and coordination across departments.  |
| <b>Source Water Protection Plan</b>  | A plan developed to identify and reduce risks to the quality and quantity of drinking water at its source (e.g., wells, reservoirs).   |
| <b>SPP (Strategic Partnership Program)</b>                                   | The Town of Wolfville's grant program that provides multi-year funding to community organizations whose work aligns with the Town's strategic priorities.  |

| Term / Acronym   | Definition  |
|--|---|
| <b>Tidal Transit (formerly Kings Transit Authority)</b>  | A regional public transit service operating bus routes across Kings County, including service to Wolfville. The Town funds Tidal Transit through its operating budget as part of its commitment to integrated mobility.   |
| <b>Town and Gown</b>                                     | A traditional expression describing the relationship between a university and the surrounding community. "Town" refers to local residents and businesses; "Gown" refers to the academic community. The Wolfville Acadia Town and Gown Committee brings together representatives of both to address shared concerns.   |
| <b>Urban Forest</b>                                      | The collective trees and tree canopy within a municipality. The Town manages approximately 1,510 urban forest trees and integrates tree care into its parks and public works operations.  |
| <b>VCFN (Valley Community Fibre Network)</b>             | A regional organization that provides fibre-optic internet infrastructure to communities in the Annapolis Valley. The Town participates in VCFN to support reliable, high-speed connectivity for residents and businesses.  |
| <b>VWRM (Valley Waste Resource Management)</b>           | A regional solid waste authority serving municipalities across the Annapolis Valley, including Wolfville. VWRM manages waste collection, composting, recycling, and diversion programs on a regional basis.   |
| <b>Wastewater Treatment Plant</b>                        | A facility that treats sewage and wastewater before it is safely discharged. The Town operates one wastewater treatment plant as part of its sewer system.  |
| <b>Water Utility</b>                                     | The Town-owned enterprise responsible for treating and distributing safe drinking water to residents and businesses. The Wolfville Water Utility operates under a separate budget from the general operating budget and includes a water treatment plant, reservoir, two wells, 1,662 water meters, and 55 km of water pipe.  |
| <b>WBDC (Wolfville Business Development Corporation)</b> | An organization that supports economic development and business growth in Wolfville. The Town partners with WBDC to promote the local economy, support entrepreneurs, and attract investment.   |
| <b>WFD (Wolfville Fire Department)</b>                   | The Town's fire department, established in 1890. The WFD is a department of the Town of Wolfville, staffed by volunteer firefighters and one paid Operator/Mechanic. It responds to fires, motor vehicle collisions, medical emergencies, and hazardous materials incidents, and provides fire services to surrounding communities under an Inter-Municipal Services Agreement. |