

### Action Item and KPI Development Template

Pillar	Priority	Objective	Potential Action Items	Year
Pillar 1: Environment	1.1. Climate Initiatives	A. Update Climate Action Plan and map activities for implementation	A.1. Complete an updated Climate Action Plan, including a multi-year implementation roadmap.	
			A.2. Update the Coastal Management Strategy and identify priority education, planning, and policy measures to address coastal vulnerability.	
			A.3. Establish formal agreements or procurement pathways to enable the municipality to transition to 100% renewable energy by 2027, including the development of an annual reporting mechanism.	
		B. Explore energy efficient programs and incentives with direct benefits for both for the municipality and for residents	B.1. Develop partnerships with external organizations (e.g., Clean Foundation) to access grants or programs that support local environmental and energy-efficiency initiatives.	
			B.2. Initiate a joint waste-related research or pilot project with Divert NS (Region 6) to assess opportunities for improved waste diversion.	
			B.3. Convert all municipal streetlights to LED and track resulting reductions in electricity use and greenhouse gas emissions.	
	1.2. Renewable Energy	A. Engage with NS Power to identify opportunities and challenges with existing power grid	A.1. Conduct structured engagement with NS Power to document opportunities, challenges, and priority grid upgrades required to support renewable energy projects.	
			A.2. Implement energy usage tracking systems across major municipal facilities and identify opportunities for improved energy efficiency.	
		B. Market our community to renewable energy companies for partnership and development	B.1. Identify priority locations and expand public EV charging infrastructure.	
			B.2. Develop a municipal program to support homeowners in adopting renewable or energy-efficient technologies (e.g., tax incentives, retrofits, solar programs).	
			B.3. Convert all municipal streetlights to LED and track resulting reductions in electricity use and greenhouse gas emissions.	
			B.4. Pursue regional grants for energy management equipment, climate resilience projects, or community preparedness initiatives.	
1.3. Emergency Management	A. Create a plan to modernize the Municipal Fire Services to increase efficiency and effectiveness	A.1. Conduct a comprehensive Fire Services needs assessment, including equipment condition, staffing models, response times, and training gaps.		
		A.2. Develop a multi-year Fire Services modernization plan outlining capital investments, training enhancements, and operational improvements.		
		A.3. APS - SVFD Fire Truck Replacement #2	2029/30	
		A.4. APS - Fire Services operating reserve allotment	2026/27	
	B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO), to become more responsive to environmental threats	B.1. Develop a shared regional emergency response plan, with specific actions for environmental hazards such as floods, severe storms, and wildfires.		
		B.2. Create a regional resource inventory, identifying equipment, shelters, personnel, and communication tools available across municipal partners.		
B.3. Pursue regional grants for emergency management equipment, climate resilience projects, or community preparedness initiatives.				
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Pillar 2: Community	2.1 Community Pride	A. Promote and support multi-generational social and recreational opportunities	A.1. Develop an annual multi-generational recreation program series (e.g., community walks, arts workshops, intergenerational sports days) delivered through partnerships with local schools, libraries, and community centres.	
			A.2. Create a Community Space Enhancement Program that offers small municipal grants or material support to improve gathering spaces such as playgrounds, halls, beaches, or trails.	
			A.3. Partner with Indigenous, African Nova Scotian, and newcomer community groups to co-design culturally grounded event programming to be incorporated into annual municipal events.	
		B. Host signature events that promote inclusivity and encourage shoulder season tourism	B.1. Develop and host two municipally branded signature events (e.g., fall cultural festival, spring coastal arts celebration) featuring local creators, food producers, and underrepresented cultural groups.	
			B.2. Offer logistical and promotional support packages for community-led events occurring in shoulder seasons, including access to municipal venues, equipment, and marketing channels.	
			B.3. Partner with Indigenous, African Nova Scotian, and newcomer community groups to co-design culturally grounded event programming to be incorporated into annual municipal events.	
	C. Enhance visibility of community assets through targeted marketing to drive attraction and participation	C.1. Launch a coordinated marketing campaign that highlights local heritage sites, trails, waterfront assets, and cultural destinations, using digital storytelling and visitor itineraries.		
		C.2. Develop a unified wayfinding and interpretive signage program that promotes natural, cultural, and recreational assets throughout the municipality.		
		C.3. Create a municipal digital hub (microsite or interactive map) showcasing community amenities, local businesses, and event listings to support both resident engagement and tourism promotion.		
	2.2. Accessibility & Inclusion	A. Establish a plan to operationalize the Accessibility Plan	A.1. Develop an Accessibility Implementation Toolkit for municipal staff that includes design standards, checklists, procurement guidelines, and templates for inclusive public engagement.	
			A.2. Create a community accessibility advisory committee to support ongoing co-design of facilities, programs, and communications with residents who face accessibility barriers.	
		B. Map key activities to implement the Equity and Anti-Racism Plan	B.1. Develop and deliver cultural competency and anti-racism training for municipal staff, council, and key community partners, using local facilitators wherever possible.	
			B.2. A dedicated staff position or contracted role filled by a community member to lead initiatives focused on equity, inclusion, and anti-racism, with an annual workplan and progress report.	
			B.3. Implement inclusive communications practices, including multilingual materials, alternative formats, and dedicated outreach strategies to better connect with underserved groups.	
			B.4. Partner with local health organizations and educational institutions to host recruitment events, residency placements, or visiting practitioner programs.	
2.3. Community Resilience	A. Advocate for local healthcare services and promote workforce attraction	A.2. Establish a Municipal Welcome Support Program for new healthcare professionals, offering relocation assistance, community orientation, and integration supports.		
		A.3. Develop and implement a formal advocacy plan with provincial health authorities to support 24/7 ER access.		
		A.4. DED - Healthcare Reserve - Reallocating Reserve	2026/27-2029/30	
		A.5. ADM - Brighter Days Campaign	2026/27-2027/28	
		A.6. Support the expansion of local food access points by offering zoning flexibility, permitting assistance, or space for markets and mobile vendors.		
	B. Advocate for community safety by collaborating with local RCMP and reviewing by-laws for effectiveness	B.1. Conduct a comprehensive review of municipal by-laws related to noise, property standards, and high-risk behaviours to ensure clarity and enforceability.		
		B.2. Support the expansion of local food access points by offering zoning flexibility, permitting assistance, or space for markets and mobile vendors.		
	C. Foster partnerships and build community capacity to address risks of homelessness	C.1. Support the creation of a community-based outreach program offering navigation, harm-reduction supplies, and case management for residents at risk of homelessness.		
		C.2. Explore municipal support options, such as access to land, modular buildings, or facility use to enable community organizations to expand temporary housing or wraparound supports.		
D. Sustain and expand food and water security partnerships	D.1. Pilot a collaborative water security program that includes well-testing clinics, water literacy workshops, and coordinated emergency water distribution planning.			
	D.2. Support the expansion of local food access points by offering zoning flexibility, permitting assistance, or space for markets and mobile vendors.			
E. Identify strategic community partnerships to prioritize funding	E.1. Develop a partnership selection framework that prioritizes community initiatives aligned with resiliency, equity, and long-term community benefit.			
	E.2. DPR - Woodland Multi-Use Trail Association	2026/27-2029/30		
E.3. DPR - EDI Regional Coordinator	2026/27-2029/30			
Pillar	Priority	Objective	Potential Action Items	Year
		A. Identify and assess underutilized or previously developed sites within the municipality that could be revitalized to support community growth and development	A.1. Complete a comprehensive land and asset assessment to identify under-utilized, previously developed, or strategically located sites for potential revitalization, considering infrastructure needs, accessibility, environmental constraints, and mixed-use potential. A.2. Develop a revitalization framework to guide how identified sites can support community and economic development, including opportunities for housing, business expansion, and community amenities.	

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Pillar 3: Economy	3.1. Economic Diversity	B. Prepare and market municipal properties to attract investment through mapping, reviews, and targeted consulting  C. Position the municipality as a business-friendly community through marketing and collaboration	A.3. DED - Buy-Back Agreement Industrial Park Lands	2026/27
			B.1. Create a suite of business-friendly policy options, (such as property tax adjustments, incentives for revitalizing vacant properties, or reduced administrative barriers) to support investment and redevelopment.	
			B.2. Establish a coordinated outreach program to promote available municipal lands to investors, developers, and regional partners through WREN, the Chamber of Commerce, and economic development committees.	
	3.2. Housing Development	A. Develop a Community Improvement Plan to support housing development through various planning tools and financial incentives  B. Conduct a housing needs assessment to support decision making and guide land-use planning	A.1. Implement policies and supports to encourage development of affordable, mixed-income, and purpose-built rental housing.	
			A.2. Launch a Surplus Lands Program to make suitable municipally owned properties available for housing development, prioritizing affordable and mixed-income project.	
			A.3. Introduce e-permitting tools to streamline planning and building approvals, improving predictability and reducing administrative barriers for housing projects.	
	3.2. Workforce Development	A. Work with local employers/organizations to establish educational partnerships and grants for emerging and high-need industries	B.1. Complete a Housing Needs Assessment to provide data and recommendations that inform land-use planning, policy updates, and partnership development.	
			B.2. Integrate housing needs findings into updates to zoning, development standards, and growth management policies to better support attainable, diverse housing options.	
			B.3. DED - Land Acquisition	2026/27
		B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals	A.1. Collaborate with employers and post-secondary partners to develop scholarships, bursaries, and incentive programs (such as the Student Sponsorship Program at Roseway Hospital) to support education and training in high-need sectors.	
A.2. Partner with local businesses to create co-op placements, apprenticeships, and mentorship opportunities that build pathways from training to employment.				
A.3. Support employers in developing sector-specific skill-building initiatives, including short-term credential programs and on-the-job training delivered through local or regional training providers.				
C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work		B.1. Complete a workforce and community needs assessment that identifies barriers related to housing, childcare, transportation, and community services, along with opportunities to strengthen retention.		
		B.2. Establish a municipal welcome and integration program for new workers and families, offering orientation resources, community connections, and relocation support in partnership with local employers.		
		C.1. Collaborate with service providers and regional partners to expand reliable cellphone and broadband coverage in key residential and commercial areas.		
		C.2. Develop municipal supports (such as workspace grants, technology subsidies, or incentives for young entrepreneurs) to strengthen remote/hybrid work opportunities and local business creation.		
		C.3. Promote local workforce with shared digital workspaces that help residents access the tools needed for online work and learning.		
Pillar 4: Infrastructure	4.1. Maintenance	A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities	A.1. Complete a detailed inventory and condition assessment of essential municipal amenities (such as roads, sidewalks, parks, and recreation facilities).	
			A.2. Develop a multi-year maintenance plan outlining prioritized projects, lifecycle schedules, and required capital and operational resources to ensure sustainable upkeep of essential community infrastructure.	
			A.3. Establish an public education campaigns focused on infrastructure maintenance completed by the municipality (snow removal, waste, etc.).	
		B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure	B.1. Conduct a full cost analysis for essential amenities (including roads, sidewalks, parks, and recreation infrastructure) to support budgeting and funding allocation.	
			B.2. Create a financial planning tool or template to forecast long-term maintenance and replacement needs, ensuring consistent tracking of capital and operating requirements.	
			B.3. DO - Explore drainage Issues at 414 Woodlawn Drive	2026/27
			B.4. DO - Impliment signage for Administration Building	2026/27
			B.5. DO - Impliment Hearing Accessibility Upgrades-baffles, electronics, new glass?	2026/27
			B.6. DO - C&D Site (Dependant on Council decision)	2026/27
			B.7. DO - New Waste Diversion Vehicle	2027/28
			B.8. DPR - Tom Tigney & Roseway Bridge Inspections	2027/28
			B.9. DPR - Trails Bush Clearing	2028/29
			B.10. DPR - Trails Grading	2028/29
	B.11. DO - STP Solids Removal	2028/29		
	B.12. DO - Recreation Department Vehicle	2028/29		
	B.13. DPR - Bridge Inspections	2029/30		
	4.2. Planning & Development	A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)	A.1. Complete a comprehensive recreation needs assessment to identify gaps and opportunities across parks, trails, and amenities- including features such as ATV routes, dog parks, scenic	
			A.2. Develop an action plan based on assessment findings, outlining phased improvements, required partnerships, and potential locations for new or expanded recreational amenities.	
		B. Perform a feasibility study to assess possibility of a new multi-purpose community recreation facility	B.1. Conduct a full feasibility assessment for a multi-purpose community recreation facility, including capital and maintenance cost estimates, functional requirements, potential partnerships, and funding sources.	
			C.1. Upgrade key public spaces, such as installing permanent accessible public washrooms, extending facility hours, and enhancing amenities like parking, signage, picnic tables, water taps, and waste/recycling stations.	
		C. Undergo built-infrastructure upgrades, including new developments and retrofits	C.2. Complete a Rural Transit Feasibility Study to explore options for localized transit solutions (including integration with services like Sou'West Nova Transit and potential food delivery models) to support mobility and food independence.	
			C.3. DPR - Jordan River Bridge rehabilitation	2026/27
			C.4. DPR - Jordan Youth Park Upgrades	2026/27
			C.5. DO - Public Works building efficiency upgrades	2026/27
			C.6. DO - Rebuild Back up pump for Venrez	2026/27
			C.7. DO - Planting & Commissioning Polishing Wetland	2026/27-2027/28
			C.8. DO - RFP for Public Works Building Design	2027/28
			C.9. DPR - Welkum Park Gazebos Repairs	2027/28
C.10. DO - Sewer Pipe Replacement Clover-Commission			2027/28	
C.11. DPR - Interpretive Sites Roofs			2027/28	
C.12. DO - Sewer Pipe Replacement Hero Road			2027/28	
C.13. DO - RV Anderson Recommended Updgrades to Sewer*abandon Mayflower	2027/28			
C.14. DPR - Tom Tigney Trail Bridge	2028/29			
C.15. DO - Interior Painting Common Areas-414 Woodlawn	2028/29			
C.16. DO - Sewer Pipe Replacement Commission Street	2028/29			
C.17. DO - Public Works Building Roofing	2029/30			
C.18. DO - Sewer pipe replacement to Roseway Hospital	2029/30			
C.19. DO - C&D Site improvements & safety rails	2026/27			
C.20. DO - Sewer plant bathroom (OH&S requirement)	2026/27			
C.21. DO - Sewer Treatment Plant equipment replacement	2026/27			
C.22. DO - Sewer Treatment Plant aerators assessment and replacement	2026/27			
C.23. DO - Sewer Treatment Plant new shredder macerator	2026/27			
C.24. DO - Repair & improve dog kennel	2026/27			

			C.25. DO - Public Works Building OH&S	2026/27
			C.26. DO - Public Works equipment purchases	2026/27
			C.27. DO - Suspended solids analyzer	2026/27
			C.28. DO - SCADA system	2026/27
			C.29. DO - New lift station pump at Venrez station	2026/27
			C.30. DO - Portable sampler for polishing wetland	2026/27
			C.31. DO - Purchase sea can for storage - HHW - Waste	2026/27
			C.32. DO - HHW upgrades	2026/27
Pillar	Priority	Objective	Potential Action Items	Year
Pillar 5: Governance	5.1. Sustainable Fiscal Management	A. Employ sustainable fiscal management practices	A.1. Conduct an annual resident survey to understand perceptions of tax value and use results to guide communication, budgeting priorities, and service improvements.	
			A.2. Host citizen assemblies on key municipal issues (such as tax levels, service expectations, or infrastructure priorities) and publish summaries to ensure transparency and public understanding.	
			A.3. Maintain fiscal health by monitoring core indicators such as reserve levels, debt ratios, and long-term obligations, and linking them to decisions on grants, programs, and operational spending.	
			A.4. DF - 3 year Actuarial Report	2028/29
	B. Maintain and update economic models to inform budget discussions	B.1. Update long-term financial and economic forecasting models prior to each budget cycle and incorporate these models directly into council's budget deliberations.		
		B.2. Develop an accessible financial briefing package for council and residents that explains model assumptions, projected scenarios, and budget implications.		
		B.3. Integrate economic modelling into annual planning and reporting processes to ensure evidence-based decision-making across all municipal departments.		
	5.2. Relationship Building	A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan	A.1. Publish a yearly public progress report on the strategic plan, summarizing achievements, ongoing work, and challenges in accessible formats both online and in print.	
			A.2. Host an annual community update session (virtual or in-person) to walk residents through progress, invite questions, and gather feedback on emerging priorities.	
		B. Increase opportunities for meaningful collaboration and partnerships with local organizations on shared initiatives	B.1. Establish the Equity and Anti-Racism Committee (or equivalent) as a standing committee of council with a formal terms of reference, and integrate its recommendations into municipal planning and reporting.	
			B.2. Expand municipal partnership opportunities by developing a collaboration framework that identifies potential partners, shared goals, and methods for co-delivering community initiatives.	
			B.3. Create an open call for partnership proposals from community organizations on issues such as equity, culture, environment, and community well-being.	
		C. Maintain a consistent municipal voice in advocating for community priorities that fall outside the municipality's direct jurisdiction, and educate residents on government roles	C.1. Deliver regular public education sessions or communication campaigns explaining the roles and responsibilities of municipal, provincial, and federal governments, and how the municipality advocates on residents' behalf.	
	C.2. Maintain a consistent advocacy presence with other levels of government, using position statements, briefing notes, and coordinated messaging to advance key community priorities.			
	C.3. Develop accessible educational materials (videos, infographics, guides, etc.) to help residents understand advocacy efforts and how policy decisions at other levels affect local services.			
	5.3. Municipal Restructuring	A. Undertake a feasibility review with neighbouring municipalities to evaluate potential benefits, costs, and governance implications of amalgamation	A.1. Complete a full amalgamation feasibility review with neighbouring municipalities, evaluating financial, governance, and service delivery implications and presenting findings through joint public sessions.	
			A.2. Establish a joint working group with partner municipalities to oversee the feasibility process, share data, and coordinate public communications.	
			A.3. Develop clear public education materials explaining the amalgamation process, potential impacts, and next steps for community consideration.	
		B. Collaborate with nearby municipalities to identify shared service opportunities and assess the potential structure and function of a joint services board	B.1. Identify shared service opportunities (such as shared staffing, equipment, or joint service boards) and develop implementation plans with partner municipalities.	
			B.2. Establish a regional shared services framework outlining governance structures, cost-sharing models, staffing implications, and service standards.	
	B.3. Review advisory committee structures to create designated representation opportunities for diverse communities, including African Nova Scotian and other historically excluded groups.			
5.4. Operational Efficiencies	A. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs.	A.1. Introduce a centralized complaint and service request tracking system to streamline workflows, improve responsiveness, and support evidence-based service improvements.		
		A.2. Establish a process for annually reviewing internal workload and staff capacity to align resources with emerging community needs.		
		A.3. ADM - By-Law Enforcement/Public Works Supervisor - Succession Planning Overlap	2026/27	
		A.4. ADM - Communication staff person	2026/27	
	B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency	B.1. Develop a contracting strategy that identifies municipal service areas where external expertise can increase efficiency or improve service quality.		
		B.2. Maintain a roster of pre-qualified consultants for specialized work, expediting procurement when resources or capabilities are limited.		
		B.3. Document and evaluate consultant-delivered services to inform future decisions on contracting vs. internal capacity building.		
	C. Explore possibility to make operations more efficient for the benefit of residents	B.4. DO - Explore New Waste Contract	2027/28	
		C.1. Expand communication channels beyond Facebook to include options such as a reinstated local newspaper column, a municipal email newsletter, and mailed bulletins to improve reach and accessibility.		
		C.2. Carry out an internal process review to identify opportunities to streamline workflows, reduce duplication, and improve the resident experience across municipal services.		
C.3. ADM - Union and Non-Union Agreement Negotiations	2026/27 & 2029/30			
C.4. ADM - OHS Maintenance and Risk Mitigation	2026/27			
C.5. ADM - Election	2028/29			