

## Action Item and KPI Development Template

Pillar	Priority	Objective	Potential Action Items	Year	Dept.
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.		Ops/Eco Dev
			A.2. Update the Coastal Management Strategy and identify priority education, planning, and policy measures to address coastal vulnerability.		Eco Dev
			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.		Ops
		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 to access grants or programs that support municipal operational efficiencies. See 1.2.B.2 for homeowner initiatives		Ops
			B.2. Investigate joint waste related opportunities.		Ops
	1.2. Renewable Energy	A. Engage with NS Power to identify opportunities and challenges with existing power grid	A.1. Implement energy usage tracking systems across major municipal facilities and identify opportunities for improved energy efficiency.		Ops
		B. Market our community to renewable energy companies for partnership and development	B.1. Identify priority locations and expand public EV charging infrastructure.	Complete	Ops
			B.2. Develop a municipal program to support homeowners in adopting renewable or energy-efficient technologies (e.g., tax incentives, retrofits, solar programs).		various
	B.3. Explore options for ownership of more energy efficient streetlights			Adm	
	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.		Prot Serv
			A.2. Develop a multi-year Fire Services modernization plan outlining capital investments, training enhancements, and operational improvements.		Prot Serv
A.3. SVFD Fire Truck Replacement #2			2029/30	Prot Serv	
A.4. Fire Services operating reserve allotment			2026/27	Prot Serv	
B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO), to become more responsive to environmental threats		B.1. Continually update the REMO emergency response plan.			Prot Serv
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Pillar 2: Community	2.1 Community Pride	A. Promote and support multi-generational social and recreational opportunities B. Host signature events that promote inclusivity and encourage shoulder season tourism C. Enhance visibility of community assets through targeted marketing to drive attraction and participation	A.1. Develop an annual multi-generational recreation program series.		Rec
			B.1. Develop and host municipally branded signature events, incorporating cultural and inclusive elements to represent diversity in our diverse community.		Com Dev
			C.1. 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.		Com Dev
	2.2. Accessibility & Inclusion	A. Establish a plan to operationalize the Accessibility Plan B. Map key activities to implement the Equity and Anti-Racism Plan	A.1. Implement & report upon accessibility plan. A.2. Maintain the community accessibility advisory committee to support implementation of the accessibility plan.		Rec/Admin
			B.1. Implement & report upon equity & antiracism plan.		Rec/Admin
	2.3. Community Resilience	A. Advocate for local healthcare services and promote workforce attraction	A.1. Partner with local health organizations and educational institutions to host recruitment events, residency placements, or visiting practitioner programs.		Comm Dev
			A.2. Establish a Municipal Welcome Support Program for new healthcare professionals, offering relocation assistance, community orientation, and integration supports.		Comm Dev
			A.3. Continue advocating through the NSH Stakeholders Committee to support healthcare services		Admin
			A.4. Healthcare Reserve - Reallocating Reserve	2026/27-2029/30	Eco Dev
			A.5. Brighter Days Campaign	2026/27-2027/28	Eco Dev
		B. Advocate for community safety by collaborating with local RCMP and reviewing bylaws for effectiveness C. Foster partnerships and build community capacity to address risks of homelessness D. Sustain and expand food and water security partnerships	B.1. Explore and review municipal bylaws and policies at the request of Council (for example noise, property standards & high risk behaviours)		Admin/Ops
			C.1. Explore a position for a Crisis Navigator with neighbouring Municipal units		Comm Dev/ Admin
	E. Identify strategic community partnerships to prioritize funding	D.1. Explore a collaborative water security program.		Ops/Prot Serv	
		D.2. Continue supporting food security initiatives.		Comm Dev/Admin	
		E.1. Develop a partnership selection framework that prioritizes community initiatives aligned with resiliency, equity, and long-term community benefit.		Admin/GTO	
E.2. Woodland Multi-Use Trail Association		2026/27-2029/30	Admin/Rec		
E.3. EDI Regional Coordinator		2026/27-2029/30	Admin/Rec		
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Pillar 3: Economy	3.1. Economic Diversity	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.		Eco Dev
			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.		Eco Dev
			A.3. Buy-Back Agreement Industrial Park Lands	2026/27	Eco Dev
		B. Prepare and market municipal properties to attract investment through mapping, reviews, and targeted consulting	B.1. Explore 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.		Eco Dev
			B.2. Promote available municipal lands to investors, developers, and regional partners.		Eco Dev
			C.1. Launch a community/business/municipality communication platform to support ongoing collaboration, share updates on economic initiatives, and highlight opportunities for investment or partnerships.		Eco Dev/Admin
	3.2. Housing Development	A. Develop a Community Improvement Plan to support housing development through various planning tools and financial incentives	A.1. Implement policies and supports to encourage development of affordable, mixed-income, and purpose-built housing.		Eco Dev
			A.2. Launch a Surplus Lands Program to make suitable municipally owned properties available for housing development, prioritizing affordable and mixed-income project.		Eco Dev
			A.3. Introduce e-permitting tools to streamline planning and building approvals, improving predictability and reducing administrative barriers for housing projects.		Eco Dev/Ops
		B. Conduct a housing needs assessment to support decision making and guide land-use planning	B.1. Complete a Housing Needs Assessment to provide data and recommendations that inform land-use planning, policy updates, and partnership development.		Eco Dev
B.2. Integrate housing needs findings into updates to zoning, development standards, and growth management policies to better support attainable, diverse housing options.			Eco Dev/Admin		
B.3. Land Acquisition	2026/27		Eco Dev		

	3.3. Workforce Development	A. Work with local employers/organizations to establish educational partnerships and grants for emerging and high-need industries	A.1. Collaborate with employers and post-secondary partners to enhance education and training opportunities in high-need sectors.		Eco Dev	
		B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals	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.		Eco Dev Comm Dev	
		C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work	C.1. Promote local workforce with shared digital workspaces that help residents access the tools needed for online work and learning.		Comm Dev/Admin	
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Pillar 4: Infrastructure	4.1. Maintenance	A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities	A.1. Maintain a detailed inventory and condition assessment of essential municipal amenities (such as roads, sidewalks, parks, and recreation facilities).		Various	
			A.2. Maintain a multi-year maintenance plan outlining prioritized projects, lifecycle schedules, and required capital and operational resources to ensure sustainable upkeep of essential community infrastructure.		Various	
			A.3. Inform the public on major infrastructure maintenance projects.		Various	
		B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure	B.1. Continually review budget allocations for essential amenities and infrastructure.		Various	
			B.2. Maintain a financial planning tool or template to forecast long-term maintenance and replacement needs, ensuring consistent tracking of capital and operating requirements.		Various	
			B.3. Explore drainage Issues at 414 Woodlawn Drive	2026/27	Ops	
			B.4. Implement signage for Administration Building	2026/27	Ops/Admin	
			B.5. Implement Hearing Accessibility Upgrades-baffles, electronics, new glass?	2026/27	Admin	
			B.6. C&D Site (Dependant on Council decision)	2026/27	Ops	
			B.7. New Waste Diversion Vehicle	2027/28	Ops	
			B.8. Tom Tigney & Roseway Bridge inspections	2027/28	Rec	
			B.9. Trails Bush Clearing	2028/29	Rec	
			B.10. Trails Grading	2028/29	Rec	
	A. Conduct a needs assessment to identify gaps in recreation facilities (parks, dog park, trails, amenities)	B.11. STP Solids Removal	2028/29	Ops		
		B.12. Recreation Department Vehicle	2028/29	Rec/Ops		
		B.13. Bridge Inspections	2029/30	Rec		
		A.1. Develop an action plan based on assessment findings, outlining phased improvements, required partnerships, and potential locations for new or expanded recreational amenities.		Rec		
		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.		Rec	
			C.1. Jordan River Bridge rehabilitation	2026/27	Rec	
		C. Undergo built-infrastructure upgrades, including new developments and retrofits	C.2. Jordan River Bridge rehabilitation	2026/27	Rec	
			C.3. Jordan Youth Park Upgrades	2026/27	Rec	
			C.4. Public Works building efficiency upgrades	2026/27	Ops	
	C.5. Rebuild Back up pump for Venrez		2026/27	Ops		
	C.6. Planting & Commissioning Polishing Wetland		2026/27-2027/28	Ops		
	C.7. RFP for Public Works Building Design		2027/28	Ops		
	C.8. Welkum Park Gazebos Repairs		2027/28	Rec		
	C.9. Sewer Pipe Replacement Clover-Commission		2027/28	Ops		
	C.10. Interpretive Sites Roofs		2027/28	Rec		
	C.11. Sewer Pipe Replacement Hero Road		2027/28	Ops		
	C.12. RV Anderson Recommended Upgrades to Sewer*abandon Mayflower		2027/28	Ops		
	C.13. Tom Tigney Trail Bridge		2028/29	Rec		
	C.14. Interior Painting Common Areas-414 Woodlawn		2028/29	Rec		
	C.15. Sewer Pipe Replacement Commission Street		2028/29	Ops		
C.16. Public Works Building Roofing	2029/30		Ops			
C.17. Sewer pipe replacement to Roseway Hospital	2029/30		Ops			
C.18. C&D Site improvements & safety rails	2026/27		Ops			
C.19. Sewer plant bathroom (OH&S requirement)	2026/27		Ops			
C.20. Sewer Treatment Plant equipment replacement	2026/27		Ops			
C.21. Sewer Treatment Plant aerators assessment and replacement	2026/27		Ops			
C.22. Sewer Treatment Plant new shredder macerator	2026/27	Ops				
C.23. Repair & improve dog kennel	2026/27	Ops				
C.24. Public Works Building OH&S	2026/27	Ops				
C.25. Public Works equipment purchases	2026/27	Ops				
C.26. Suspended solids analyzer	2026/27	Ops				
C.27. SCADA system	2026/27	Ops				
C.28. New lift station pump at Venrez station	2026/27	Ops				
C.29. Portable sampler for polishing wetland	2026/27	Ops				
C.30. Purchase sea can for storage - HHW - Waste	2026/27	Ops				
C.31. HHW upgrades	2026/27	Ops				
<b>Pillar</b>	<b>Priority</b>	<b>Objective</b>	<b>Potential Action Items</b>	<b>Year</b>	<b>Dept.</b>	
	5.1. Sustainable Fiscal Management	A. Employ sustainable fiscal management practices	A.1. 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.		Finance	
			A.2. Three year Actuarial Report	2028/29	Finance	
		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.		Finance Finance	
	5.2. Relationship Building	A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan	A.1. Provide council regular strategic plan updates (which are available to the public). Timing still to be determined.		Various	
			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.		Rec/Admin
			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. Enhanced public education on the roles and responsibilities of municipal, provincial, and federal governments. C.2. Maintain a consistent advocacy presence with other levels of government to advance key community priorities.		Admin Admin

Pillar 5: Governance	<b>5.3. Municipal Restructuring</b>	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.		Admin
			A.2. Establish a joint working group with partner municipalities to oversee the feasibility process, share data, and coordinate public communications.		Admin
			A.3. Advocate with the amalgamation committee to educate the amalgamation process and issues to the residents.		Admin
		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.		Admin
			B.2. Establish a regional shared services framework outlining governance structures, cost-sharing models, staffing implications, and service standards.		Admin
			B.3. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs.		Admin
	<b>5.4. Operational Efficiencies</b>	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.		Admin
			A.2. Establish a process for annually reviewing internal workload and staff capacity to align resources with emerging community needs.		Admin
			A.3. By-Law Enforcement/Public Works Supervisor - Succession Planning Overlap	2026/27	Admin/Ops
			A.4. Communication staff person	2026/27	Admin
		B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency	B.1. Identify municipal service areas where external expertise can increase efficiency or improve service quality.		Admin
			B.2. Maintain a roster of pre-qualified consultants for specialized work, expediting procurement when resources or capabilities are limited.		Admin
			B.3. Evaluate consultant-delivered services to inform future decisions on contracting vs. hiring new internal capacity.		Admin
			B.4. Explore New Waste Contract	2027/28	Ops
		C. Explore possibility to make operations more efficient for the benefit of residents	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.		Admin
			C.2. Identify opportunities to streamline workflows, reduce duplication, and improve the resident experience across municipal services.		Admin
			C.3. Union and Non-Union Agreement Negotiations	2026/27 & 2029/30	Admin
			C.4. OHS Maintenance and Risk Mitigation	2026/27	Ops/Prot Serv
			C.5. Election	2028/29	Admin