

Action Item and KPI Development Template

Pillar	Priority	Objective	Potential Action Items	Dept.	2026/27	2027/28	2028/29	2029/30
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 road map.	Protective Services	2026/27	2027/28		
			A.2. Climate Ready Plans & Processes (CRPP) - Climate Risk Assessment	Protective Services	2026/27	2027/28		
		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.	Operations	2026/27	2027/28	2028/29	2029/30
			B.2. Investigate joint waste related opportunities.	Operations	2026/27			
	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 economic development	Administration	2026/27			
			A.2. Implement energy usage tracking systems across major municipal facilities and identify opportunities for improved energy efficiency.	Operations	2026/27			
		B. Market our community to renewable energy companies for partnership and development	B.1. Explore options for ownership of more energy efficient streetlights	Administration	2026/27	2027/28		
	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 & plan, including equipment condition, staffing models, response times, and training gaps.	Protective Services	2026/27	2027/28		
			A.2. Fire Services - Training enhancement, PPE, fire service equipment, fire service analysis/need assessment/life safety equipment maintenance	Protective Services	2026/27	2027/28	2028/29	2029/30
		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.	Protective Services	2026/27	2027/28	2028/29	2029/30

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Pillar 2: Community	2.1 Community Pride	A. Promote and support multi-generational social and Parks & Recreationreational opportunities	A.1. Develop an annual multi-generational recreation program series.	Parks & Recreation	2026/27	2027/28	2028/29	2029/30	
			A.2. Ohio Ball field phase 4	Parks & Recreation	2026/27				
			A.3. Sandy Point Lighthouse upgrades	Administration	2026/27				
	A.4. Mobi Chair for Welkum Park		Parks & Recreation	2026/27					
	2.1 Community Pride	B. Host signature events that promote inclusivity and encourage shoulder season tourism	B.1. Develop and host municipally branded signature events, incorporating cultural and inclusive elements to represent diversity in our diverse community.		Economic Development	2026/27	2027/28	2028/29	2029/30
			C. Enhance visibility of community assets through targeted marketing to drive attraction and participation		Economic Development	Complete			
	2.2. Accessibility & Inclusion	A. Establish a plan to operationalize the Accessibility Plan	A.1. Implement & report upon accessibility plan.		Parks & Recreation	2026/27	2027/28	2028/29	2029/30
			A.2. Maintain the community accessibility advisory committee to support implementation of the accessibility plan.		Parks & Recreation	2026/27	2027/28	2028/29	2029/30
		B. Map key activities to implement the Equity and Anti-Racism Plan	B.1. Implement & report upon equity & antiracism plan.		Parks & Recreation	2026/27	2027/28	2028/29	2029/30
	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 Parks & Recreation events, residency placements, or visiting practitioner programs.		Economic Development	2026/27	2027/28	2028/29	2029/30
			A.2. Establish a Municipal Welcome Support Program for new healthcare professionals, offering relocation assistance, community orientation, and integration supports.		Economic Development	2026/27	2027/28	2028/29	2029/30
			A.3. Continue advocating through the NSH Stakeholders Committee to support 24/7 ER access.		Administration	2026/27	2027/28	2028/29	2029/30
			A.4. Healthcare Reserve - Reallocating Reserve		Economic Development	2026/27	2027/28	2028/29	2029/30
			A.5. Brighter Days Campaign		Economic Development	2026/27	2027/28		
		B. Advocate for community safety by collaborating with local RCMP and reviewing by-laws for effectiveness	B.1. Explore and review municipal by-laws and policies at the request of Council.		Administration	2026/27	2027/28	2028/29	2029/30
			C.1. Explore rural homelessness programs in other jurisdictions		Economic Development		2027/28		
		D. Sustain and expand food and water security partnerships	D.1. Explore water security options		Operations	2026/27	2027/28		
			D.2. Continue supporting food security initiatives.		Economic Development	2026/27	2027/28	2028/29	2029/30
		E. Identify strategic community partnerships to prioritize funding	E.1. Develop a partnership selection framework that prioritizes municipal investment in community groups.		Economic Development	2026/27			
	E.2. Woodland Multi-Use Trail Association support		Parks & Recreation	2026/27	2027/28	2028/29	2029/30		

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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. Continually identify and assess sites that may be important to economic & community development for referral to the Economic Growth Committee	Economic Development	2026/27	2027/28	2028/29	2029/30
			A.2. Buy-Back Agreement Industrial Park Lands	Economic Development	2026/27			
		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.	Economic Development	2026/27	2027/28	2028/29	2029/30
			B.2. Promote available municipal lands to investors, developers, and regional partners.	Economic Development	2026/27	2027/28	2028/29	2029/30
			B.3. Archaeological Assessment - Hartz point	Economic Development	2026/27	2027/28	2028/29	2029/30
			B.4. West Green Harbour 126 Shore Road - Property Line Agreement	Economic Development	2026/27	2027/28	2028/29	2029/30
		C. Position the municipality as a business-friendly community through marketing and collaboration	C.1. Continually promote and engage businesses and other government organizations to consider locating in the Municipality.	Economic Development	2026/27	2027/28	2028/29	2029/30
	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.	Economic Development	2026/27	2027/28	2028/29	2029/30
			A.2. Launch a Surplus Lands Program to make suitable municipally owned properties available for housing development, prioritizing affordable and mixed-income project.	Economic Development	2026/27	2027/28	2028/29	2029/30
			A.3. Introduce e-permitting tools to streamline planning and building approvals, improving predictability and reducing Administrative barriers for housing projects.	Operations	2026/27			
			A.4. Housing grants program	Economic Development	2026/27	2027/28		
			A.5. Brownfield Redevelopment Project	Economic Development	2026/27			
		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.	Economic Development		2027/28		
			B.2. Integrate housing needs findings into updates to zoning, development standards, and growth management policies to better support attainable, diverse housing options.	Economic Development	2026/27	2027/28	2028/29	2029/30
	3.2. 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.	Economic Development	2026/27	2027/28	2028/29	2029/30
			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.	Economic Development	2026/27	2027/28	2028/29	2029/30
		B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals	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.	Economic Development	2026/27	2027/28	2028/29	2029/30
			C.1. Market our local connectivity to increase local workforce and economic development by promoting online work and learning opportunities.	Economic Development	2026/27	2027/28	2028/29	2029/30
		C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work						

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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	2026/27	2027/28	2028/29	2029/30	
			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.	Various	2026/27	2027/28	2028/29	2029/30	
			A.3. Inform the public on major infrastructure maintenance projects.	Various	2026/27	2027/28	2028/29	2029/30	
		B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure	B.1. Continually review budget allocations for essential amenities and infrastructure.	Various	2026/27	2027/28	2028/29	2029/30	
			B.2. Maintain a financial planning tool or template to ensure consistent tracking of capital and operating requirements.	Finance	2026/27	2027/28	2028/29	2029/30	
			B.3. Admin Building - Impliment Hearing Accessibility Upgrades-baffles, electronics, new glass?	Administration	2026/27				
			B.4. Admin Building - Explore drainage Issues	Operations	2026/27				
			B.5. Admin Building - Impliment signage	Operations	2026/27				
			B.6. Waste - C&D Site Water Monitoring Plans & Assessment	Operations	2026/27				
			B.7. Waste - New Waste Diversion Vehicle	Operations		2027/28			
			B.8. Public Works - Decommission Windmill	Operations		2027/28			
			B.9. Public Works - STP Solids Removal	Operations				2028/29	
			B.10. Parks & Recreation Department Vehicle	Operations				2028/29	
			B.11. Tom Tigney & Roseway Bridge inspections	Parks & Recreation	2026/27				
	B.12. Trails Bush Clearing	Parks & Recreation	2026/27				2026/27		
	B.13. Trails Grading	Parks & Recreation	2026/27				2026/27		
	B.14. Bridge Inspections	Parks & Recreation					2029/30		
	4.2. Planning & Development	A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)	A.1. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)	Parks & Recreation	2026/27				
			B. Perform a feasibility study to assess possibility of a new multi-purpose community recreation facility	Parks & Recreation		2027/28			
		C. Undergo built-infrastructure upgrades, including new developments and retrofits	C.1. Sewage - Rebuild Back up pump for Venrez	Operations	2026/27				
			C.2. Sewage - Planting & Commissioning Polishing Wetland	Operations	2026/27	2027/28			
			C.3. Sewage - Sewer plant bathroom (OH&S requirement)	Operations	2026/27				
			C.4. Sewage - Sewer Treatment Plant aerators assessment and replacement	Operations	2026/27				
			C.5. Sewage - Sewer Treatment Plant new shredder macerator	Operations	2026/27				
			C.6. Sewage - New lift station pump at Venrez station	Operations	2026/27				
			C.7. Sewage - SCADA system	Operations	2026/27				
			C.8. Sewage - Portable sampler for polishing wetland	Operations	2026/27				
			C.9. Sewage - Sewage Treatment Plant (STP) Gas Detection Unit	Operations	2026/27				
			C.10. Sewage - Sewage Treatment Plant (STP) - Complete construction of polishing wetland pond	Operations	2026/27				
			C.11. Public Works - Repair & improve dog kennel	Operations	2026/27				
			C.12. Public Works - Public Works Building Upgrades to comply with OH&S	Operations	2026/27				
			C.13. Public Works - Equipment purchases	Operations	2026/27				
			C.14. Public Works - Purchase sea can for storage - Household Hazerdous Waste (HHW)	Operations	2026/27				
C.15. Public Works - Tractor Attachments			Operations	2026/27					
C.16. Public Works - Water Supply Repare			Operations	2026/27					
C.17. Waste - C&D Site improvements & safety rails			Operations	2026/27					
C.18. Waste - C&D Site Container Purchases			Operations	2026/27					
C.19. Waste - Household Hazerdous Waste (HHW) upgrades	Operations	2026/27							
C.20. Sewer - Sewer Pipe Replacement Clover-Commission	Operations		2027/28						
C.21. Sewer - Sewer Pipe Replacement Hero Road	Operations		2027/28						
C.22. Sewer - RV Anderson Recommended Updgrades to Sewer*abandon Mayflower	Operations		2027/28						
C.23. Sewer - Suspended solids analyzer	Operations		2027/28						
C.24. Public Works - RFP for Public Works Building Design	Operations		2027/28						
C.25. Sewer - Sewer Pipe Replacement Commission Street	Operations				2028/29				
C.26. Sewer - Repaving Commission Street - JClass Road	Operations				2028/29				
C.27. Interior Painting Common Areas-414 Woodlawn	Operations				2028/29				
C.28. Sewer pipe replacement to Roseway Hospital	Operations					2029/30			
C.29. Public Works - Public Works Building - Roofing, Doors, Locks	Operations					2029/30			
C.30. Jordan River Bridge rehabilitation	Parks & Recreation	2026/27							
C.31. Jordan Youth Park Upgrades	Parks & Recreation	2026/27							
C.32. Welkum Park Gazebos Repairs	Parks & Recreation		2027/28						
C.33. Interpretive Sites Upgrades	Parks & Recreation		2027/28						

Pillar 5: Governance	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	2026/27	2027/28	2028/29	2029/30
			A.2. Three year Actuarial Report	Finance		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 into council's budget deliberations.	Finance	2026/27	2027/28	2028/29	2029/30
			B.2. Develop an accessible financial briefing package for council and residents that explains model assumptions, projected scenarios, and budget implications.	Finance	2026/27	2027/28	2028/29	2029/30
	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 quarterly strategic plan updates (which are available to the public).	Various	2026/27	2027/28	2028/29	2029/30
			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.	Parks & Recreation	2026/27		
		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.	Administration	2026/27	2027/28	2028/29	2029/30
			C.2. Maintain a consistent advocacy presence with other levels of government to advance key community priorities.	Administration	2026/27	2027/28	2028/29	2029/30
	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.	Administration	2026/27			
			A.2. Advocate with the amalgamation committee to educate the amalgamation process and issues to the residents.	Administration	2026/27			
		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.	Administration	2026/27			
			B.2. Municipality Efficiency Funding is being explored to support a study of countywide curbside waste collection to determine if Efficiency can be gained through utilization of a shared service.	Administration	2026/27			
	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.	Administration	2026/27			
			A.2. Establish a process for annually reviewing internal workload and staff capacity to align resources with emerging community needs.	Administration	2026/27			
			A.3. By-Law Enforcement/Public Works Supervisor - Succession Planning Overlap	Administration/Operations	2026/27			
			A.4. Economic Development Officer and training	Administration	2026/27			
			A.5. Municipal Engineering Services	Administration	2026/27			
		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.	Administration	2026/27	2027/28	2028/29	2029/30
			B.2. Maintain a roster of pre-qualified consultants for specialized work, expediting procurement when resources or capabilities are limited.	Administration	2026/27	2027/28	2028/29	2029/30
			B.3. Explore New Waste Contract	Operations		2027/28		
C. Explore possibility to make operations more efficient for the benefit of residents		C.1. Identify opportunities to streamline workflows, reduce duplication, and improve the resident experience across municipal services.	Administration	2026/27	2027/28	2028/29	2029/30	
		C.2. Union and Non-Union Agreement Negotiations	Administration	2026/27			2029/30	
	C.3. OHS Maintenance and Risk Mitigation	Protective Services	2026/27					
	C.4. Next Elections	Administration		2028/29				
	C.5. IT Hardware (Tablets)	Administration	2026/27					