

Strategic Plan 2026-2030

7(a)

Update: July 2026





PILLAR 1: ENVIRONMENT

1.1: CLIMATE INITIATIVES

Objectives

- A. Update Climate Action Plan and map activities for implementation
- B. Explore energy efficient programs and incentives with direct benefits for both for the municipality and for residents

1.2: RENEWABLE ENERGY

Objectives

- A. Engage with NS Power to identify opportunities and challenges with existing power grid
- B. Market our community to renewable energy companies for partnership and development

1.3: EMERGENCY MANAGEMENT

Objectives

- A. Create a plan to modernize the Municipal Fire Services to increase efficiency and effectiveness
- B. Work with regional partners to create a robust Regional Emergency Management Organization (REMO), to become more responsive to environmental threats



PILLAR 2: COMMUNITY

2.1: COMMUNITY PRIDE

Objectives

- 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

2.2: ACCESSIBILITY & INCLUSION

Objectives

- A. Establish a plan to operationalize the Accessibility Plan
- B. Map key activities to implement the Equity and Anti-Racism Plan

2.3: COMMUNITY RESILIENCY

Objectives

- A. Advocate for local healthcare services and promote workforce attraction
- 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
- E. Identify strategic community partnerships to prioritize funding



PILLAR 3: ECONOMY

3.1: ECONOMIC DIVERSITY

Objectives

- A. Identify and assess under-utilized or previously developed sites within the municipality that could be revitalized to support community growth and development
- 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

3.2: HOUSING DEVELOPMENT

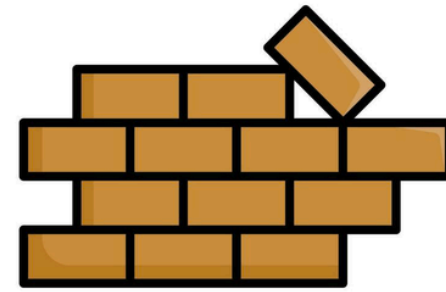
Objectives

- 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 landuse planning

3.3: WORKFORCE DEVELOPMENT

Objectives

- A. Work with local employers/ organizations to establish educational partnerships and grants for emerging and high-need industries
- B. Conduct a workforce and community needs assessment to determine how to best support recruitment and retention of working professionals
- C. Work with strategic partners to expand cellphone/broadband and technology infrastructure that enables remote and hybrid work



PILLAR 4: INFRASTRUCTURE

4.1: MAINTENANCE

Objectives

- A. Assess needs and develop a maintenance plan to ensure sustainability and longevity of essential amenities
- B. Determine capital, maintenance, and operational costs for recreational and essential infrastructure

4.2: PLANNING & DEVELOPMENT

Objectives

- A. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)
- B. Perform a feasibility study to assess possibility of a new multi-purpose community recreation facility
- C. Undergo built-infrastructure upgrades, including new developments and retrofits



PILLAR 5: GOVERNANCE

5.1: SUSTAINABLE FISCAL MANAGEMENT

Objectives

- A. Employ sustainable fiscal management practices
- B. Maintain and update economic models to inform budget discussions

5.2: RELATIONSHIP BUILDING

Objectives

- A. Promote accountability and trust by publicly reporting on progress toward key goals established in this plan
- B. Increase opportunities for meaningful collaboration and partnerships with local organizations on shared initiatives
- 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

5.3: MUNICIPAL RESTRUCTURING

Objectives

- A. Undertake a feasibility review with neighbouring municipalities to evaluate potential benefits, costs, and governance implications of amalgamation
- B. Collaborate with nearby municipalities to identify shared service opportunities and assess the potential structure and function of a joint services board

5.4: OPERATIONAL EFFICIENCIES

Objectives

- A. Evaluate staffing needs to ensure capacity for managing the volume and complexity of new projects and programs
- B. Continue to utilize contractors/consultants to fill gaps and ensure service efficiency
- C. Explore possibility to make operations more efficient for the benefit of residents

Appendix B - Strategic Plan 2026-2030

Pillar	Priority	Action Items	Department	Timeline				Status	July 2026 Update
				2026/27	2027/28	2028/29	2029/30		
Pillar 1: Environment	1.1 Climate Initiatives	A.1. Complete an updated Climate Action Plan, including a multi-year implementation road map.	Protective Services	x	x			🎯	Ongoing.
		A.2. Climate Ready Plans & Processes (CRPP) - Climate Risk Assessment	Protective Services	x	x			🎯	Ongoing, community engagement phase of project underway.
		B.1. Develop partnerships with external organizations to access grants or programs that support municipal operational efficiencies.	Operations	x	x	x	x	🎯	Ongoing.
		B.2. Investigate joint waste related opportunities.	Operations	x				🎯	Ongoing, attended SWANA conference and conducted consultation with R6.
	1.2 Renewable Energy	A.1. Conduct structured engagement with NS Power to document opportunities, challenges, and priority grid upgrades required to support economic development	Administration	x				⌚	Waiting for introduction from Nova Scotia Power to Nova Scotia's Independent Energy System Operator (IESO).
		A.2. Implement energy usage tracking systems across major municipal facilities and identify opportunities for improved energy efficiency.	Operations	x				✅	The LCC program together with Clean Foundation has developed a log of municipal energy usage across a variety of platforms-buildings, vehicles, waste etc.
		B.1. Explore options for ownership of more energy efficient streetlights	Administration	x	x			⌚	Initiated first steps with NSPI and consultant.
	1.3 Emergency Management	A.1. Conduct a comprehensive Fire Services needs assessment & plan, including equipment condition, staffing models, response times, and training gaps.	Protective Services	x	x			🎯	Ongoing. Fire training program scheduled for August to immediately address training gaps. Response analysis ongoing.
		A.2. Fire Services - Training enhancement, PPE, fire service equipment, fire service analysis/need assessment/life safety equipment maintenance	Protective Services	x	x	x	x	🎯	Maintenance, equipment purchases and services scheduled for all Municipal fire departments, to be completed over the summer. Needs analysis ongoing, preparing for Provincial assessments.
		B.1. Continually update the REMO emergency response plan.	Protective Services	x	x	x	x	🎯	Ongoing. REMO Coordinator hired, is reviewing plan, starts full-time in July.
Pillar 2: Community	2.1 Community Pride	A.1. Develop an annual multi-generational recreation program series.	Parks & Recreation	x	x	x	x	⌚	Summer programs schedule has been made and registration is now open.
		A.2. Ohio Ball field phase 4	Parks & Recreation	x				⌚	Funding approved by Council. Awaiting funding transfer request.
		A.3. Sandy Point Lighthouse upgrades	Administration	x				⌚	Funding approved by Council. Awaiting funding transfer request.
		A.4. Mobi Chair Pad for Welkum Park	Parks & Recreation	x				✅	Gravel pad has been installed. Next step is to install the shed for the mobi-chair.
		B.1. Develop and host municipally branded signature events, incorporating cultural and inclusive elements to represent diversity in our diverse community.	Economic Development	x	x	x	x	🎯	Planning is in full swing for Dock Street Days 2026
		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.	Economic Development	x				⌚	Staff continue to work on updates to our local business and community map directory. We now have an option for organizers to add their own events to our event calendar.
	2.2 Accessibility & Inclusion	A.1. Implement & report upon accessibility plan.	Parks & Recreation	x	x	x	x	⌚	Progress report based on plan actions has been developed. Will be updated as items are achieved.
		A.2. Maintain the community accessibility advisory committee to support implementation of the accessibility plan.	Parks & Recreation	x	x	x	x	⌚	Last meeting was held April 28th. Next meeting is scheduled for August 18th.
		B.1. Implement & report upon equity & antiracism plan.	Parks & Recreation	x	x	x	x	⌚	Progress report based on plan actions has been developed. Will be updated as items are achieved.

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Pillar 2: Community	2.3 Community Resiliency	A.1. Partner with local health organizations and educational institutions to host Parks & Recreation events, residency placements, or visiting practitioner programs.	Economic Development	x	x	x	x	🎯	Staff have successfully hosted, in partnership with local healthcare organizations, a career fair and participated in a local welcoming neighbours event. Efforts continue with appreciation and recognition gestures.
		A.2. Establish a Municipal Welcome Support Program for new healthcare professionals, offering relocation assistance, community orientation, and integration supports.	Economic Development	x	x	x	x	🎯	Work is complete on the design of a Shelburne Welcome Guide, final edits and printing are expected within the coming weeks.
		A.3. Continue advocating through the NSH Stakeholders Committee to support 24/7 ER access.	Administration	x	x	x	x	🎯	In Progress via quarterly meetings with the NSH, Shelburne municipalities and various community organizations
		A.4. Healthcare Reserve - Reallocating Reserve	Economic Development	x	x	x	x	🕒	Staff are working to establish guidelines for the use of reserve funds.
		A.5. Brighter Days Campaign	Economic Development	x	x			🕒	Support ongoing.
		B.1. Explore and review municipal by-laws and policies at the request of Council.	Administration	x	x	x	x	🕒	Ongoing
		C.1. Explore rural homelessness programs in other jurisdictions	Economic Development		x			🎯	Ongoing
		D.1. Explore water security options	Operations	x	x			🎯	Ongoing, several options are being explored.
		D.2. Continue supporting food security initiatives.	Economic Development	x	x	x	x	🎯	Ongoing.
		E.1. Develop a partnership selection framework that prioritizes municipal investment in community groups.	Economic Development	x				🎯	Reviewing our GTO policy is ongoing.
		E.2. Woodland Multi-Use Trail Association support	Parks & Recreation	x	x	x	x	🎯	
Pillar 3: Economy	3.1 Economic Diversity	A.1. Continually identify and assess sites that may be important to economic & community development for referral to the Economic Growth Committee	Economic Development	x	x	x	x	🎯	Discussions are ongoing.
		A.2. Buy-Back Agreement Industrial Park Lands	Economic Development	x				🎯	Sep-26
		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	x	x	x	x	🎯	Ongoing.
		B.2. Promote available municipal lands to investors, developers, and regional partners.	Economic Development	x	x	x	x	🎯	Ongoing. Staff are preparing RFP for the development and investment readiness of Hartz Point.
		B.3. Archaeological Assessment - Hartz point	Economic Development	x	x	x	x	🕒	Planned.
		B.4. West Green Harbour 126 Shore Road - Property Line Agreement	Economic Development	x	x	x	x	🕒	Surveyors working on this.
		C.1. Continually promote and engage businesses and other government organizations to consider locating in the Municipality.	Economic Development	x	x	x	x	🕒	Marketing efforts ongoing

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Pillar 3: Economy	3.2 Housing Development	A.1. Implement policies and supports to encourage development of affordable, mixed-income, and purpose-built housing.	Economic Development	x	x	x	x		
		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	x	x	x	x		
		A.3. Introduce e-permitting tools to streamline planning and building approvals, improving predictability and reducing Administrative barriers for housing projects.	Operations	x					PSD Citywide Software has been implemented and staff have updated forms and processes.
		A.4. Housing grants program	Economic Development	x	x				Ongoing
		A.5. Brownfield Redevelopment Project	Economic Development	x					
		B.1. Complete a Housing Needs Assessment to provide data and recommendations that inform land-use planning, policy updates, and partnership development.	Economic Development		x				
		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	x	x	x	x		
	3.3 Workforce Development	A.1. Collaborate with employers and post-secondary partners to enhance education and training opportunities in high-need sectors.	Economic Development	x	x	x	x		
		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	x	x	x	x		
		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	x	x	x	x		ongoing
		C.1. Market our local connectivity to increase local workforce and economic development by promoting online work and learning opportunities.	Economic Development	x	x	x	x		Finishing new marketing videos that focus on economic development, harbour and development lands.
Pillar 4: Infrastructure	4.1 Maintenance	A.1. Maintain a detailed inventory and condition assessment of essential municipal amenities (such as roads, sidewalks, parks, and recreation facilities).	Various	x	x	x	x		Ongoing
		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	x	x	x	x		Ongoing
		A.3. Inform the public on major infrastructure maintenance projects.	Various	x	x	x	x		Ongoing
		B.1. Continually review budget allocations for essential amenities and infrastructure.	Various	x	x	x	x		Ongoing
		B.2. Maintain a financial planning tool or template to ensure consistent tracking of capital and operating requirements.	Finance	x	x	x	x		Financial Model updated annually
		B.3. Admin Building - Impliment Hearing Accessibility Upgrades-baffles, electronics, new glass, signage	Administration	x					Expected completion in Summer 2026.
		B.4. Admin Building - Explore drainage Issues	Operations	x					Exploring a standing offer for engineering services.
		B.5. Admin Building - Impliment signage	Operations	x					Council has not approved a sign design. This item is in progress.
		B.6. Waste - C&D Site Water Monitoring Plans & Assessment	Operations	x					Water monitoring assessment to take place late summer and winter with the final monitoring plan to be provided after.

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Pillar 4: Infrastructure	4.1 Maintenance	B.7. Waste - New Waste Diversion Vehicle	Operations		x			🎯	
		B.8. Public Works - Decommission Windmill	Operations		x			🎯	
		B.9. Public Works - STP Solids Removal	Operations			x		🎯	
		B.10. Parks & Recreation Department Vehicle	Operations			x		🎯	
		B.11. Tom Tigney & Roseway Bridge inspections	Parks & Recreation	x				🕒	Request for Quotes was advertised. To be awarded upon evaluation of submissions.
		B.12. Trails Bush Clearing	Parks & Recreation	x				🕒	Will be meeting with contractor in June to determine schedule.
		B.13. Trails Grading	Parks & Recreation	x				🕒	Will be meeting with contractor in June to determine schedule.
		B.14. Bridge Inspections	Parks & Recreation				x	🎯	
	4.2 Planning & Development	A.1. Conduct a needs assessment to identify gaps in recreation facilities (parks, trails, amenities)	Parks & Recreation	x				🕒	A public survey about local recreation facilities was done and results to be made into a report. Further consultation will take place in the fall.
		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.	Parks & Recreation		x			🎯	
		C.1. Sewage - Rebuild Back up pump for Venrez	Operations	x				🎯	Anticipated to be completed by fiscal year end.
		C.2. Sewage - Planting & Commissioning Polishing Wetland	Operations	x	x			🎯	Construction and initial commissioning near completion.
		C.3. Sewage - Sewer plant bathroom (OH&S requirement)	Operations	x				🎯	Waiting for installation quotes.
		C.4. Sewage - Sewer Treatment Plant aerators assessment and replacement	Operations	x				🎯	RFP Planned for Fall 2026.
		C.5. Sewage - Sewer Treatment Plant new shredder macerator	Operations	x				🎯	On target, waiting for additional quotes.
		C.6. Sewage - New lift station pump at Venrez station	Operations	x				🎯	On target, waiting for additional quotes.
		C.7. Sewage - SCADA system	Operations	x				🚧	This item is delayed and may be postponed to a future fiscal year.
		C.8. Sewage - Portable sampler for polishing wetland	Operations	x				🎯	On target, waiting for additional quotes.
		C.9. Sewage - Sewage Treatment Plant (STP) Gas Detection Unit	Operations	x				🎯	Exploring local options for gas detection. One unit has been ordered.
		C.10. Sewage - Sewage Treatment Plant (STP) - Complete construction of polishing wetland pond	Operations	x				✅	The construction of the polishing wetland is complete. The final commissioning has not yet taken place.
		C.11. Public Works - Repair & improve dog kennel	Operations	x				🎯	Research is being completed.
		C.12. Public Works - Public Works Building Upgrades to comply with OH&S	Operations	x				🎯	Ongoing, waiting for water supply to be repaired.

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Pillar 4: Infrastructure	4.2 Planning & Development	C.13. Public Works - Equipment purchases	Operations	x				✓	Several new items have been purchased including hand tools.
		C.14. Public Works - Purchase sea can for storage - Household Hazardous Waste (HHW)	Operations	x				🎯	Quotes for Seacan complete, waiting for installation quotes.
		C.15. Public Works - Tractor Attachments	Operations	x				✓	Tractor attachments purchased.
		C.16. Public Works - Water Supply Repair	Operations	x				⚙️⚠️	This item is delayed.
		C.17. Waste - C&D Site improvements & safety rails	Operations	x				🎯	C&D site improvements are complete. The safety rails have been quoted and will be ordered and installed shortly.
		C.18. Waste - C&D Site Container Purchases	Operations	x				✓	Containers were purchased and are now in use.
		C.19. Waste - Household Hazardous Waste (HHW) upgrades	Operations	x				🎯	Research is being completed and quotes obtained.
		C.20. Sewer - Sewer Pipe Replacement Clover-Commission	Operations		x			🎯	
		C.21. Sewer - Sewer Pipe Replacement Hero Road	Operations		x			🎯	
		C.22. Sewer - RV Anderson Recommended Upgrades to Sewer*abandon Mayflower	Operations		x			🎯	
		C.23. Sewer - Suspended solids analyzer	Operations		x			🎯	
		C.24. Public Works - RFP for Public Works Building Design	Operations		x			🎯	
		C.25. Sewer - Sewer Pipe Replacement Commission Street	Operations			x		🎯	
		C.26. Sewer - Repaving Commission Street - JClass Road	Operations			x		🎯	
		C.27. Interior Painting Common Areas-414 Woodlawn	Operations			x		🎯	
		C.28. Sewer pipe replacement to Roseway Hospital	Operations				x	🎯	
		C.29. Public Works - Public Works Building - Roofing, Doors, Locks	Operations				x	🎯	
		C.30. Jordan River Bridge rehabilitation	Parks & Recreation	x				🕒	Tender for bridge design build awarded and contract signed. Work to begin on site late June.
		C.31. Jordan Youth Park Upgrades	Parks & Recreation	x				🕒	Estimates for upgrades obtained. Have to meet with contractor to determine costs for work.
		C.32. Welkum Park Gazebos Repairs	Parks & Recreation		x			🎯	
		C.33. Interpretive Sites Upgrades	Parks & Recreation		x			🎯	

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Pillar 5: Governance	5.1 Sustainable Fiscal Management	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	x	x	x	x	✓	Budget 2026/2027 completed. Quarterly Updates scheduled.
		A.2. Three year Actuarial Report	Finance		x			🎯	
		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	x	x	x	x	✓	Budget 2026/2027 completed. Quarterly Updates scheduled.
		B.2. Develop an accessible financial briefing package for council and residents that explains model assumptions, projected scenarios, and budget implications.	Finance	x	x	x	x	✓	Budget 2026/2027 completed. Quarterly Updates scheduled.
	5.2 Relationship Building	A.1. Provide council quarterly strategic plan updates (which are available to the public).	Various	x	x	x	x	🕒	Ongoing
		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	x				✓	Committee has been formed. First meeting was held June 9th.
		C.1. Enhanced public education on the roles and responsibilities of municipal, provincial, and federal governments.	Administration	x	x	x	x	🕒	Ongoing "More Than You Might Think" campaign on facebook, website and newsletter.
		C.2. Maintain a consistent advocacy presence with other levels of government to advance key community priorities.	Administration	x	x	x	x	🕒	Council continually advocates on behalf of residents. Please go to municipal website to see advocacy letters & responses.
	5.3 Explore Municipal Restructuring	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	x				🕒	Amalgamation steering committee is awaiting a response from the Nova Scotia Regulatory & Appeals Board on anticipated required reports in event amalgamation application is submitted.
		A.2. Advocate with the amalgamation committee to educate the amalgamation process and issues to the residents.	Administration	x				🕒	Amalgamation steering committee continues to make all meetings open to residents and publishes all meeting minutes and recordings on the municipal website.
		B.1. Identify shared service opportunities (such as shared staffing, equipment, or joint service boards) and develop implementation plans with partner municipalities.	Administration	x				🕒	The five municipal units of Shelburne county have formed a Municipal Joint Services Steering Committee and agreed on the terms of reference for meetings to proceed.
		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.	Operations	x				🎯	The application is almost ready for submission.
	5.4 Operational Efficiencies	A.1. Introduce a centralized complaint and service request tracking system to streamline workflows, improve responsiveness, and support evidence-based service improvements.	Administration	x				🕒	Research is being completed.
		A.2. Establish a process for annually reviewing internal workload and staff capacity to align resources with emerging community needs.	Administration	x				🕒	Ongoing. Discussion points incorporated into annual staff evaluations.
		A.3. By-Law Enforcement/Public Works Supervisor - Succession Planning Overlap	Administration/Operations	x				⏸	Anticipated to move to 2027/28 fiscal year. This funding allocation has been approved to be reallocated to PW due to extended staff leave.
		A.4. Economic Development Officer and training	Administration	x				✓	Services contracted and confirmed for this fiscal.

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Pillar 5: Governance	5.4 Operational Efficiencies	A.5. Municipal Engineering Services	Administration	x					Provincial standing offer options being explored.
		B.1. Identify municipal service areas where external expertise can increase efficiency or improve service quality.	Administration	x	x	x	x		Ongoing. Municipal Engineering Services. Communications.
		B.2. Maintain a roster of pre-qualified consultants for specialized work, expediting procurement when resources or capabilities are limited.	Administration	x	x	x	x		Ongoing. Completed for emergency snow removal and real estate services. Working on standing offers for construction, plumbing, electrical services.
		B.3. Explore New Waste Contract	Operations		x				On target, in conjunction with funding application.
		C.1. Identify opportunities to streamline workflows, reduce duplication, and improve the resident experience across municipal services.	Administration	x	x	x	x		Ongoing
		C.2. Union and Non-Union Agreement Negotiations	Administration	x			x		Anticipated meetings for early 2027.
		C.3. OHS Maintenance and Risk Mitigation	Protective Services	x					Ongoing. Supplies, educational and data storage options are being explored to enhanced program. Current program
		C.4. Next Elections	Administration		x				
		C.5. IT Hardware (Tablets)	Administration	x					Options being researched and ordered.