

Strategic Plan 2026-2030

9(a)

Update: October 2026



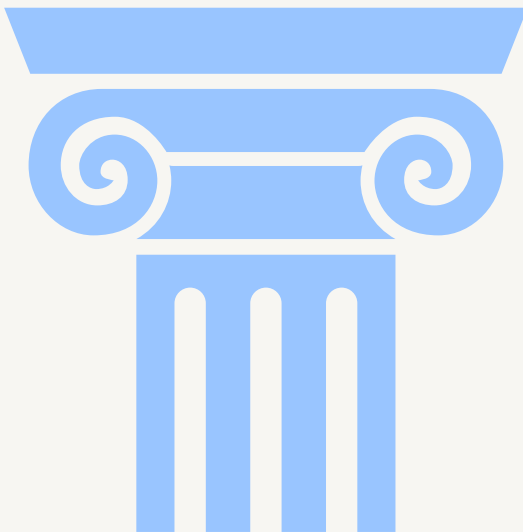
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ENVIRONMENT



PRIORITIES

- 1.1 Climate Initiatives
- 1.2 Renewable Energy
- 1.3 Emergency Management



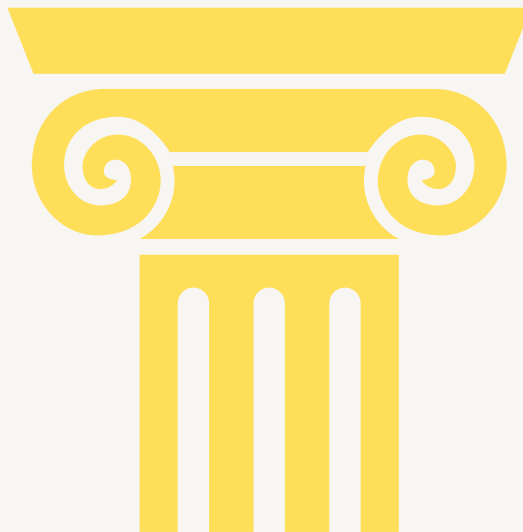
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COMMUNITY



PRIORITIES

- 2.1 Community Pride
- 2.2 Accessibility & Inclusion
- 2.3 Community Resiliency



3

ECONOMY



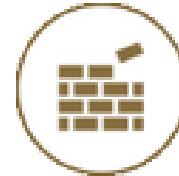
PRIORITIES

- 3.1 Economic Diversity
- 3.2 Housing Development
- 3.3 Workforce Development



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INFRASTRUCTURE



PRIORITIES

- 4.1 Maintenance
- 4.2 Planning & Development



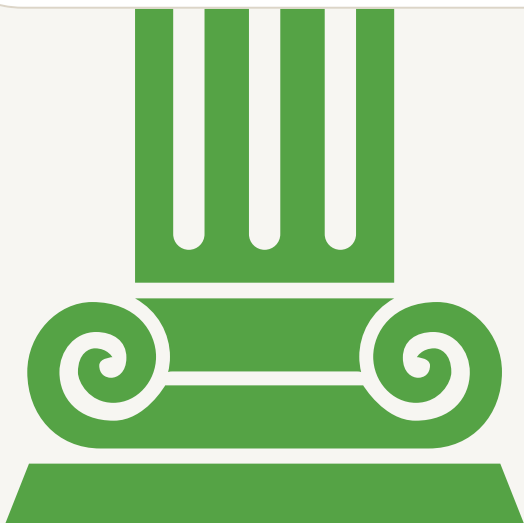
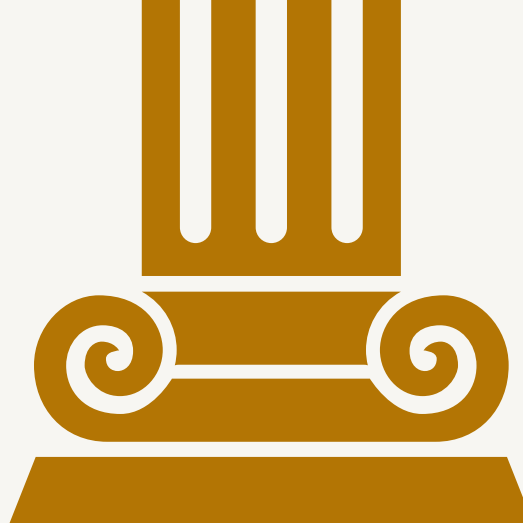
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GOVERNANCE



PRIORITIES

- 5.1 Sustainable Fiscal Management
- 5.2 Relationship Building
- 5.3 Explore Municipal Restructuring
- 5.4 Operational Efficiencies





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

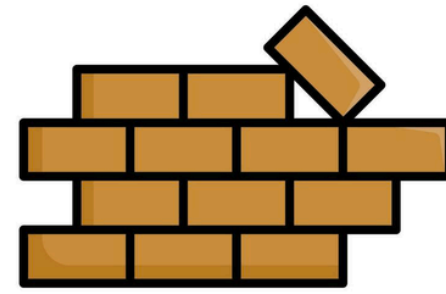
Objectives

- 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	October 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, JCAP draft underway.
		A.2. Climate Ready Plans & Processes (CRPP) - Climate Risk Assessment	Protective Services	x	x				Ongoing, Community engagement complete, JCAP draft 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 ACWWA conference as well as 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					Engaging with NS Power, IESO, SW CAO's & Dept of Energy
		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				Fire training program started in August to immediately address training gaps. Response analysis ongoing, operational cost analysis underway. Policy/procedure project underway.
		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 partially completed for all Municipal fire departments, to be completed by end of calendar year. Needs analysis ongoing, preparing for Provincial assessments and risk assessments (mandated).
		B.1. Continually update the REMO emergency response plan.	Protective Services	x	x	x	x		In-progress- plan review underway with newly formed planning committee. Tasks completed within plan: Public education and outreach program establishment. DEM focus on training for municipalities, courses to be scheduled (ICS). New REMO website under construction. Focus on integration of GSAR.
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. Funds transferred.
		A.4. Mobi Chair Pad for Welkum Park	Parks & Recreation	x					Gravel pad has been installed as well as 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		Pumpkin Regatta weekend was a huge success. Sou'west nova transit accommodated almost 500 riders with access to the event venue.
		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 is actively working with local business reps and the Chamber to collaborate on our next video marketing campaign.

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Pillar 2: Community	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 Sept 22nd. Next meeting in scheduled for Nov. 24th.
		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.
	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, printing and distribution of a Shelburne Welcome Guide.
		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. Currently developing new dog bylaw.
		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		Funding approved by Council. Awaiting funding transfer request.
		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. A first public consultation is underway for community input into development preferences on Hartz Point. Survey closes October 30, 2026.
Pillar 3: Economy	3.1 Economic Diversity	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	🕒	completed.
		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				🎯	Environmental Assessment currently underway at the former Boy School property. Once report is received an RFP will be issued for demolition of buildings.
		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			🎯	
	3.3 Workforce Development	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	🎯	
		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	🕒	Using new marketing videos that focus on economic development, harbour and development lands to create ads that will reach targetted populations.
								🎯	Ongoing
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	🎯	C&D Site Upgrades announced. New polishing pond announced.
		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				✅	Completed Summer 2026.
		B.4. Admin Building - Explore drainage Issues	Operations	x				⚠️	Exploring a standing offer for engineering services. Provincial procurement has taken place, waiting for announcement.
		B.5. Admin Building - Impliment signage	Operations	x				✅	New exterior signage has been installed.
		B.6. Waste - C&D Site Water Monitoring Plans & Assessment	Operations	x				🎯	First water monitoring assessment has taken place, wet season monitoring planned for fall/winter 2026-2027 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				🕒	RFQ awarded and live load rating inspections have been completed. Awaiting final reports.
		B.12. Trails Bush Clearing	Parks & Recreation	x				🕒	Jordan River Trail eastern section completed. Tom Tigney Trail up next.
		B.13. Trails Grading	Parks & Recreation	x				🕒	Jordan River Trail will be done first followed by Tom Tigney Trail
		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			✅	Polishing wetland is now complete and in operation.
		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				✅	New sampler has been purchased and is currently in use.
		C.9. Sewage - Sewage Treatment Plant (STP) Gas Detection Unit	Operations	x				✅	Gas detection unit has been purchased and installed.
		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				🎯	Two quotes received. Ready to start project implementation.
		C.12. Public Works - Public Works Building Upgrades to comply with OH&S	Operations	x				🎯	Ongoing. Water supply repair completed.

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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				✓	New seacan delivered and installed. Propane storage solution has been ordered.
		C.15. Public Works - Tractor Attachments	Operations	x				✓	Tractor attachments purchased.
		C.16. Public Works - Water Supply Repair	Operations	x				⌚	The water supply line has been repaired. Currently investigating alternative solutions such as a reservoir system.
		C.17. Waste - C&D Site improvements & safety rails	Operations	x				✓	C&D site improvements and safety upgrades are now complete.
		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				⌚	The seacan is in place and in use. Propane storage solution has been ordered.
		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				⌚	Superstructure has been completely removed. Currently working on rehabilitation of the piers and abutments
		C.31. Jordan Youth Park Upgrades	Parks & Recreation	x				⌚	Met with contractor to determine actual costs. Looking at options on how to move forward.
		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				✓	Last committee meeting was held Sept. 29th. Currently looking at training options for staff and councils.
		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. Recently reviewed priorities with NS Dept. of Public Works.
	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 Provincial Government on a date to meet with the steering committee to discuss funding of required reports.
		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 completed application was submitted prior to the last Divert meeting, currently awaiting a response from the funder.
	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. Had a presentation on software used by other units in September for consideration.
		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, along with internal RFP and standing offer options
		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. Development Consultant.
		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 and training programs have been purchased/ explored, third-party services have been used to identify additional gaps in policy for safety system improvement.
		C.4. Next Elections	Administration		x				
		C.5. IT Hardware (Tablets)	Administration	x					Options being researched and ordered.