



Staff Report to Council

Report From: Rebekah Msuya-Collison, Chief Administrative Officer/Deputy Clerk

Meeting Date: October 6 2025

Report: CAO- 13-2025
2023-2026 Council Priorities – Q3 2025 Workplan

Recommendation

That South Huron Council receives Staff Report CAO#13-2025: 2023-2026 Council Priorities – Q3 2025 Workplan for information.

Report Overview

Purpose of Report	For Information
Council Priority Alignment	2023-2026 Council Priorities
Consultations	Senior Municipal Staff
Attachment(s) to Report	Council Priorities Update – Q3 2025

Report Highlights

- Collaborative development of Council Strategic Priorities with Council identifying strategic priorities and staff creating a detailed project workplan for each priority in response to the strategic priorities.
- This project tracker provides an update on progress made on 110 projects between June 16, 2025 and September 30, 2025. As of September 30, 2025, 42 projects have been completed, 60 projects are in progress and 8 projects have not been started.
- Of the 60 projects that are in progress, 44 are on track to be completed in

2025.

Context and Background

The Strategic Priorities Progress Tracker is presented to South Huron residents and Council to track the progress of Council decisions in an accessible, accountable and transparent way. The tracker outlines key initiatives and actions on how Council and staff will achieve these priorities. The progress tracker will ensure consistent updating and reporting across all five identified strategic priorities:

- Planning For and Managing Sustainable Growth
- Master Fire Services Plan
- Recreation/Community Amenities
- Infrastructure Investment/Asset Management Plan
- Community Safety and Well-Being.

Discussion and Staff Recommendation(s)

Council priorities provide the information necessary to:

- Assist in the allocation of financial, staff and other resources and the reallocation of resources to those areas that are most important to Council
- Provide direction to staff for the preparation of the operational and capital budgets
- Identify important policy areas for review

Within the progress tracker, there are different objectives identified under each priority and each objective further identifies action items. The strategic priorities that are included in this Plan reflect initiatives that are over and above the flow of important, ongoing work that is carried out by the Municipality in each of its departments. Ongoing assessment of the progress tracker helps inform future planning by reflecting on successes and areas for improvement.

This report is provided to Council for information. This is a living document that is reviewed and reported on to track progress on actionable steps. Please find attached updated Strategic Priorities 2023-2026 progress tracker.

Impact Analysis

Financial Impact

The projects listed in the Appendix were approved in the 2025 operating and capital budgets or carried forward from previous budget(s).

Operational Impact

The next report in Q1 2026 will provide Council information to the end of Q4 2025.

Linkages

- [Council Priorities 2023-2026](#)
- [Priorities Tracker – CAO#07-2025](#)

Respectfully submitted,

Rebekah Msuya-Collison, Chief Administrative Officer/Deputy Clerk

Report Approval Details

Document Title:	CAO-13-2025 - 2023-2026 Council Priorities - Q3 2025 Progress Tracker.docx
Attachments:	- Initiatives 2025 - 3rd Quarter - Final.docx
Final Approval Date:	Oct 2, 2025

This report and all of its attachments were approved and signed as outlined below:

Alex Wolfe - Oct 1, 2025 - 8:47 AM

Julia Warwick - Oct 1, 2025 - 12:17 PM

Rebekah Msuya-Collison - Oct 2, 2025 - 9:02 AM



Priority #1: Planning For and Managing Sustainable Growth

- Create a vision and strategy for managing development and planning for growth
- Drive economic growth and responsible development
- Building a strong and vibrant community by attracting, supporting, and retaining businesses and residents

Priority #2: Master Fire Services Plan

- Utilize plan as a strategic blueprint for the provision of local fire protection services
- Support emergency services to prepare our community for day-to-day safety and potential emergencies
- Ensure that South Huron is a safe community and residents receive timely access to emergency services and supports

Priority #3: Recreation/Community Amenities

- Provide adequate and quality amenities for South Huron's growing population
- Encourage policies, programs and services to be inclusive and reflect the needs of existing residents and newcomers
- Foster healthy lifestyles through planning for, sporting and providing a range of accessible, affordable, indoor, and outdoor recreation facilities, events, and opportunities

Priority #4: Infrastructure Investment/Asset Management Plan

- Maintain infrastructure and facilities that meet community needs and allow growth and development for prosperity
- Provide safe, efficient and sustainable transportation options
- Invest in building, improving, and maintaining quality infrastructure to meet the needs of, and to provide a high quality of life for, current and future generations

Priority #5: Community Safety and Well-Being

- Work together to increase safety, inclusivity, and resilience across our community
- Foster a connected and caring community

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.

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Priority #1: Planning For and Managing Sustainable Growth

Objective	1.1 Financial Sustainability: Ability to manage finances so the municipality can meet its spending commitments, both now and in the future					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Water & Wastewater Rate Study **	Infrastructure and Development/ESD (Don)	Operational	Study and Financial Plan	50%	Q4 2025	
DC Charges Background Study **	Finance/Building and Planning (Erin/Mike)	Operational	Study	80%	Q4 2025 – Q1 2026	Awarded to Watsons and Associates and final report Q3 2025. ** study was delayed due to Bill 17 and release of regulations
Water/Sewer/Transportation – Combined Funding report	Finance (Don/Erin)	Operational	Report for Budget Deliberations			
User Pay Review for Storm Sewers	Infrastructure and Development (Don)	Operational	Report for Budget Deliberations			
Review of Various Finance Policies – Reserves, Procurement and Collections	Finance (Erin/Kate)	Operational	Report	10%	Q3 2026	Policy review focus for 2026.
Objective	1.2 Infrastructure Planning: Ensure sufficient infrastructure is in place to service growth					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments

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Strategic Priorities 2023-2026 – Progress Tracker

Wastewater modelling program **	Infrastructure and Development/ESD (Don)	Operational	Program Validation	5%	2025	RFP closed on June 4, 2025 (I & I reduction and flow modelling)
Water and Wastewater Master Plan **	Infrastructure and Development/ESD (Don)	Operational	Plan			Plan approved by Council
OSIM Report (Bridges and Culverts)	Transportation Services (Don)	Operational	Report	90%	Q3 2025	Quotations received and awarded to GEI Engineering.
Columbarium	Clerk (Alex)	Operational	Installation	20%	Q4 2025	Tender awarded September 15 th
Landfill Expansion	Infrastructure and Development (Don)	Operational	Report	5%		CAZ zone discussions
Objective	1.3 Growth Management: Strengthen and update policy frameworks to support intentional, sustainable growth and a variety of housing and employment options to drive economic growth and responsible development					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Update and Review the Official Plan**	Building and Planning (Mike)	Operational	Updated Plan	100%		
Review and Update Zoning By-law**	Building and Planning (Mike)	Operational	Updated Plan	10%	Q1 2026	
Objective	1.4 Economic Development: Building a strong and vibrant community by attracting, supporting and retaining businesses and residents					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Community Improvement Plan **	Administration/Building and Planning (Mike, Scott and Rebekah)	Operational	CIP Package	70%	Q4 2025 – Q1 2026	

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Strategic Priorities 2023-2026 – Progress Tracker

Welcome Package/Product for Newcomers	Community Relations (Stacey)	Operational	Brochure drafted	85%	Q3 2025	Guide drafted – brochure style with QR codes. Waiting for Community Map to be live and coincide with Neighbourhood guide.
Neighbourhood Guide (by-laws, garbage, property standards)	Community Relations (Stacey)	Operational	Package Complete	85%	Q3 2025	Guide drafted and undergoing internal review
Tourism package– South Huron Destinations	Community Relations (Stacey)	Operational	Packages	15%	Q3 2025	1 to be developed in Q3, identified potential locations for 2-day trips in fall (low cost/family friendly dog friendly)
Participation in Task Forces/Round tables	Community Relations/Administration (Stacey and Rebekah)	Operational	Attendance	60%	2025	Chamber of Commerce, Exeter BIA, Huron County Economic Development, Huron Manufacturing Association, Community Futures, OFA etc.

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Open for Business - New and Existing Business Guide (building permits, fire inspections, by-laws)	Community Relations (Stacey) / Building Services (Mike)	Operational	Guide (PDF and Print)			
International Agri-food Worker Welcoming Communities Project	Community Relations (Stacey)	Operational	Multiple Deliverables (survey, video, events, training)	15%	Q2 2025 - Q4 2026	Grant approved. 2 year project. 1 community event completed. Survey is in progress.
Youth Tourism Experience Day (SLED)	Community Relations (Stacey)	Operational	Experience Day			
Physical Location Project (Access SLED)	Community Relations (Stacey)	Operational	High-Contrast Painting & Window Clings (Assistance)	50%	Q3 – Q4 2025	In progress.

Priority #2: Master Fire Services Plan

Objective	2.1 Community Risk Assessment (CRA): Mandated plan that assists the municipality and ifs Fire Service to make sound decisions on the level of fire protection it will provide it’s residents					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Annual Review of CRA	Emergency Services (Jeremy)	Operational	Report	10%	Q4 2025	Annual

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Annual Emergency Planning	Emergency Services (David/Jeremy)	Operational	Training, Review and Annual Exercise	10%	Q4 2025	ABCA Emergency event, Committee meeting. Exercise November
Objective	2.2 Fire Master Plan: strategic blueprint for the provision of local fire protection and rescue services					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Recommendation Dashwood Station Replacement **	Emergency Services (Jeremy)	Operational	Recommendation to Council	10%	2025	Cost estimate and design Q4 2025
Recommendation Huron Park Fire Station **	Emergency Services (Jeremy)	Operational	Recommendation to Council	50%	2025	Council declared surplus. Now disposition process in coordination with IO
Objective	2.3 Fire Administration: Maintain efficient and effective operations					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Annual Review and Update E & R Fire Services By-law	Emergency Services (Jeremy)	Operational	Updated By-law	10%	Q4 2025/ Q1 2026	
Review of Volunteer Firefighter compensation and employment status **	Emergency Services/Administration (Jeremy/Justin/Rebekah)	Operational	Review Complete	90%	Q4 2025	
Finalize Agreement with Lucan Biddulph for Ladder Truck	Emergency Services (Jeremy)	Operational	Agreement			

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Explore FPO Agreements with other Municipalities	Emergency Services (Jeremy)	Operational	Agreement	10%	Q4 2025	Investigating Options
Review and Update of Burn By-law	Emergency Services (Jeremy)	Operational	Updated By-law			
Input equipment into Asset Management Plan	Emergency Services (Jeremy)	Operational	AMP Tracking	0%	Q4 2025	Ongoing as purchased
Fire Hose Replacement	Emergency Services (Jeremy)	Capital	Replacement			
PPE Replacement	Emergency Services (Jeremy)	Capital	Replacement	10%	Q4 2025	Ordered
Generator Replacement (Exeter Fire Station)	Emergency Services (Jeremy)	Capital	Replacement	10%	Q4 2025	Tender Awarded September 15, 2025
Replacement of Self-Contained Breathing Apparatus	Emergency Services (Jeremy)	Capital	Replacement	5%	2026-2027	Reviewing Options
Air Purification Systems	Emergency Services (Jeremy)	Capital	Purchase			Dashwood and Exeter
Gear Extractor & Gear Dryer	Emergency Services (Jeremy)	Capital	Purchase			Dashwood
Objective	2.4 Communication and Engagement: Continue to provide communications and engagement					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Public outreach to promote fire education and Community Emergency Planning	Emergency Services/Administration (Jeremy/Mike)	Operational	Outreach Complete	75%	Q1-Q4 2025	Annual

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Priority #3: Recreation Community Amenities

Objective	3.1 Facilities and Parks: Infrastructure to support healthy and active lifestyles for diverse ages, abilities, and interests					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Port Blake Revitalization Project**	Community Services (Jeremy/Amanda)	Capital	Project Completion	90%	Q4 2025	Operationalizing final steps.
Centralia Park Amenities Project**	Community Services (Jeremy/Amanda)	Capital	Project Completion			
KW Pool Upgrades**	Community Services (Perth South)	Capital	Project Completion	100%		
Dashwood Community Centre Playground Equipment**	Community Services (Jeremy/Amanda)	Capital	Installation	75%	Q3 2025	RFP Awarded Playground Equipment to be installed late October
SHRC Playground Equipment (New)	Community Services (Jeremy/Amanda)	Capital	Installation	75%	Q3 2025	RFP Awarded Playground Equipment to be installed late October
SHRC Upgrades**	Building Services (Mike)	Capital	Completion	98%	Q4 2025	As-built drawings required.
Cemetery Fence Project (Phase 1)	Community Services (Amanda)	Capital	Completion			
Vesting of Queen’s Park (Timbit Park)	Clerk (Alex)	Operational	Deed			

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SHRC Roof Replacement**	Community Services (Jeremy/Amanda)	Capital	Replacement	100%		
SHRC Kitchen Exhaust Improvements**	Community Services (Jeremy/Amanda)	Capital	Installation	100%		
SHRC Rooftop Furnace Replacement	Community Services (Jeremy/Amanda)	Capital	Installation			
SHRC Ball Diamond 1 and 2 Light Standard Replacement	Community Services (Jeremy/Amanda)	Capital	Replacement	50%	Q4 2025	Work on this project is starting in the next couple weeks with a completion date of December 2025
Stephen Arena Supply and Install Mycom Compressor 1	Community Services (Jeremy/Amanda)	Capital	Replacement			
Exeter Cemetery Gator	Community Services (Jeremy/Amanda)	Capital	Replacement			
Community Services Gator (Port Blake)	Community Services (Jeremy/Amanda)	Capital	Replacement			
Objective	3.2 Planning, Policies, Programs and Services: Develop and implement policies and services that are inclusive, affordable and accessible					
Sponsorship/Naming Rights Program	Community Services (Amanda)	Operational	Program Approval	50%	Q4 2025	Draft program undergoing internal review.
Inventory of Community Spaces	Community Relations (Stacey)	Operational	Project Completion			

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Enhanced Community Events Calendar	Community Relations (Stacey)	Operational	Project Completion			Communications for public to utilize has begun.
Enhance Online Access	Community Services (Amanda)	Operational	Project Completion	25%	Q 2025	Continuous
Assembly of Occupancy Report	Community Services (Amanda)	Operational	Report	30%	Q3 2025	Preliminary report to Budget Deliberations
Exeter Dog Park Report	Community Services (Amanda/Erin/Alex)	Operational	Reports (2) costing & locations and follow-up report to Budget deliberations			
Inventory of Soccer Fields	Community Services (Amanda)	Operational	Report	0%	Q3 2025	
Lawn Bowling Facility Report	Community Services (Amanda)	Operational	Report	5%	Q3 2025	Met with representatives from Club for initial discussions.

Priority #4: Infrastructure Investment/Asset Management Plan

Objective	4.1 Manage Active Transportation Needs: Enhance core infrastructure network to support the objective of walkable, connected neighbourhoods and communities					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments

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Active Transportation Plan**	Infrastructure and Development/TSD (Don)	Operational	Plan Completion	90%	Q3 2025	Stakeholder and public consultation complete. Draft report received and under review.
Huron Shores Area Transit	TSD/CAO	Operational	Funded Program			Lambton Shores has received grant and staff continue to work with Lambton Shores and HSAT.
Objective	4.2 Maintain Asset State of Good Repair: Condition in which physical assets are performing at a full level of performance					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Dashwood Main Street Sidewalk**	TSD (Shane)	Capital	Project Completion	50%	2025	Joint project with Huron County – 2024 project completed (2 year project)
Main Street Dashwood Watermains Replacement**	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion			
Dashwood Main Street Streetlight Upgrades**	TSD (Shane)	Capital	Project Completion			
Huron Park Streetlighting**	Infrastructure and Development (Don)	Capital	Project Completion	0%	TBD	Pending Subdivision Agreement execution
Victoria Street East Reconstruction	Infrastructure and Development (Shane/Alyssa/Don)	Capital	Project Completion			

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Victoria Street Hydro Pole relocation**	Infrastructure and Development (Don)	Capital	Project Completion			
Main Street North Reconstruction**	Infrastructure and Development (Shane/Alyssa/Don)	Capital	Project Completion	99%	2025	Sidewalk extension on north side of Thames Road remains to be complete. Hydro pole & guy wire required to be relocated.
Main Street South Connecting Link Engineering	Infrastructure and Development (Shane/Alyssa/Don)	Capital	Engineer Awarded	10%	2025	Awarded Engineering on June 16, 2025. Awarded Geotechnical. Two-year project
Huron Park Sewage Pumping Station Upgrades Engineering**	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Engineer Awarded	10%	Q3 2025	Awarded Geotechnical
Thames Road West Watermain**	ESD (Alyssa)	Capital	Project Completion	0%	2025	Joint with Huron County
Thames Road West Sewer Replacement**	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	0%	2025	Joint with Huron County
Corbett Line Resurfacing (Crediton Road to Mount Carmel Drive)	Transportation (Shane)	Capital	Project Completion			
Huron Street West Resurfacing	Transportation (Shane)	Capital	Project Completion			

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Pedestrian Crossover on Main Street (near Parkette)	Transportation (Shane)	Capital	Project Completion	10%	Q4 2025	Design complete and submitted to MTO for approval.
Morrison Line Bridge (#3003)	Transportation (Shane)	Capital	Project Completion	90%	Q4 2025	Expected to be complete by September 30, 2025.
B-Line Structure Repairs (#1096)	Transportation (Shane)	Capital	Project Completion			
B-Line Structure Repairs (#1098) Engineering	Transportation (Shane)	Capital	Project Completion	10%	Q4 2025	Engineering awarded on June 15, 2025.
Shoulder Machine Attachment	Transportation (Shane)	Capital	Purchase			
One-Ton Truck	Transportation (Shane)	Capital	Replacement			
Roller Attachment	Transportation (Shane)	Capital	Purchase			
Gore Road Watermain Upgrade	Environmental Services (Aylssa)	Capital	Project Completion	10%	Q4 2025	Construction scheduled to commence September 22, 2025.
Grand Bend Line Watermain Upgrade	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	10%	Q4 2025	Engineering awarded June 16, 2025.
Exeter Sewage Lagoon Sand Filter Rehabilitation	Environmental Services (Aylssa)	Capital	Project Completion	10%	Q4 2025	Contract awarded. Work schedule to commence October 2025.

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Huron Park Sewage Pumping Station Equalization Tank	Environmental Services (Aylssa)	Capital	Project Completion	0%	Q4 2025	Project cancelled due to property acquisition issues.
I & I Reduction Program	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Study	10%	Q4 2025	Awarded Engineering June 16, 2025.
Exeter Trunk Sewer Rehabilitation	Environmental Services (Aylssa)	Capital	Project Completion	0%	Q4 2025	Work Plan being developed.
Pickup Truck #135	Environmental Services (Aylssa)	Capital	Project Completion			
Objective	4.3 Implement Asset Management Plan: Update of the AMP in accordance with O. Reg. 588/17.					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
2025 Asset Management Plan	Financial Services (Erin)	Operational	Plan Completed			
Objective	4.4 Municipal Digital Infrastructure: Foster an environment of innovation and good governance					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Cyber Security Initiatives	Strategic Initiatives/IT (Scott)	Operational	Training/Risk Mitigation	90%	Q1-Q4 2025	2025 Project Plan
SCADA Upgrades	ESD (Alyssa)	Capital	Upgrade	90%	Q1-Q4 2025	2025 Project Plan
Meter Replacement Program	ESD (Alyssa)	Capital	Program	50%	Q1-Q4 2025	2025 Project Plan
Records Information Management	Clerk (Alex)	Operational	Onboarding and Digitization	30%	Q1-Q4 2025	2025 Project Plan

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Active Subdivisions Page	Planning (Mike)	Operational	Active subdivision development page on website			

Priority #5: Community Safety and Well-Being

Objective	5.1 Community Partnerships and Services: Support community connections					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Volunteer Recognition Event	Community Relations (Stacey)	Operational	Event held			
Healthcare Portfolio/Physician Recruitment and Retention	Administration (Rebekah)	Operational	HHS Recruitment and Retention Committee and SHH Foundation Steering Committee, Mayor’s Task Force for Regional Health	75%	Q1-Q4 2025	Ongoing - participation
Objective	5.2 Community Safety and Well-being Plan: Legislated Plan focusing on social development, prevention and risk prevention					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Annual Review and Update	Community Relations (Stacey)	Operational	Reporting	0%	Q4 2025	Oversight Committee and working group collaborative task
CSWB Plan Review (5 years)	Community Relations (Stacey)	Operational	Regulated 5-Review			

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Create Education and Communication	Community Relations (Stacey)	Operational	Reporting	75%	Q4 2025	3 campaigns completed; 1 ready to action.
Welcome Week Community Event (New)	Community Relations (Stacey)	Operational	Event held - 130 attending and 17 local organizations promoting services and programs.			
Objective	5.3 Accessibility, Equity and Diversity: Programs and services that are inclusive, affordable, and accessible					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Imbed into Municipal Programs and Services	All Departments (Senior Management Team)	Operational	Annual Accessibility and Community Safety and Well-Being Reports	0%	Q4 2025	December 2025 Council reporting
Objective	5.4 Administer and Enforce municipal By-laws: Support a safe and livable community					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Taxicabs By-law Review	Clerk (Alex)	Operational	By-law Review	50%	Q4 2025	
Tidy Yards By-law Review	Clerk (Alex)	Operational	By-law	25%	Q4 2025	
Procedural By-law Review	Clerk (Alex)	Operational	Report and Recommendations	10%	Q4 2025 – Q1 2026	
Noise By-law Review	Clerk (Alex)	Operational	Report and Recommendations	0%	Q4 2025	Postponed Indefinitely
Animal Control By-law Review	Clerk (Alex)	Operational	Report and Recommendations	5%	Q4 2025	

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Remuneration By-law	Clerk (Alex)	Operational	Report and Recommendations			
Objective	5.5 Engagement: Enhance Transparency and Accountability					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Engagement Strategy	Strategic Initiatives/IT (Scott)	Operational	Action List and Report to Council	75%	Q1- Q4 2025	Public Consultations and Information awareness campaigns
Host Community and Stakeholder Sessions	Multiple departments (Senior Management)	Operational	Sessions Completed	75%	Q1-Q4 2025	Victoria Street Project, Dashwood Christmas lights and playground, Asset Management, Active Transportation, Building Tailgates
Objective	5.6 Advocacy: Continue to advocate to the Province and other stakeholders on matters which affect the community					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Intergovernmental meetings to advance Strategic Goals	Administration (Rebekah)	Operation	Meetings	75%		Ongoing - Conference Delegations ROMA and AMO submissions, CAO Stakeholder meetings

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