



Staff Report to Council

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

Meeting Date: April 20 2026

Report: **CAO- 05-2026**
 Q1 2026 Strategic Priorities Progress Tracker

Recommendation

That South Huron Council receives Staff Report CAO-05-2026 – Q1 2026 Strategic Priorities Progress Tracker be received, for information.

Report Overview

Purpose of Report	For Information
Council Priority Alignment	2023-2026 Council Priorities
Consultations	Senior Municipal Staff
Attachment(s) to Report	Q1 2026 Progress Tracker Council Workshop Summary Report

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 114 projects between January 1, 2026 to March 31, 2026. As of March 31, 2026, 7 projects have been completed, 74 projects are in progress, and 33 projects have not been started.

Context and Background

Council Strategic Priorities were developed by Council and reaffirmed at the Council workshop on March 23, 2026. The Council workshop summary report is attached to this report.

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)

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.

Impact Analysis

The projects listed in the Appendix were approved in the 2026 operating and capital budgets or carried forward from previous budget(s).

Linkages

- [Council 2022-2026 Priorities](#)

Respectfully submitted,

Rebekah Msuya-Collison, Chief Administrative Officer/Deputy Clerk

Report Approval Details

Document Title:	CAO005-2026 - Q1 2026 Strategic Priorities Progress Tracker.docx
Attachments:	<div>- March 23 2026 Council Workshop Meeting Summary Q1.docx</div> <div>- Initiatives 2026 - Q1 2026 F.docx</div>
Final Approval Date:	Apr 14, 2026

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

Alex Wolfe - Apr 9, 2026 - 3:07 PM

Julia Warwick - Apr 13, 2026 - 12:40 PM

Rebekah Msuya-Collison - Apr 14, 2026 - 9:41 AM

Council Workshop Summary Report

Council Workshop – March 23, 2026

Executive Summary

- Council reflected positively on the progress achieved during the current term, particularly in fiscal stewardship, infrastructure investment, governance practices, and staff–Council alignment.
- Council emphasized the importance of maintaining focus on completing approved priorities, managing operational capacity, and avoiding scope expansion late in the term.
- Affordability pressures, service sustainability, and economic development were identified as key considerations shaping future decisions.
- There was strong consensus that the priority-setting approach has improved clarity, accountability, and continuity, and should be sustained for future Councils.
- Clear guidance was offered for future Councils, including early priority-setting, sustained attention to economic development, and disciplined alignment between ambition, capacity, and resources.

What accomplishments are we most proud of?

Council Perspectives

- Strong stewardship of municipal finances, including advancing budgets that achieve key outcomes while maintaining manageable tax impacts.
- Consistent investment in core infrastructure (roads, water, wastewater), keeping pace with community needs.
- Noticeable growth in staff capacity, capability, and impact, supported by effective partnerships with neighbouring municipalities.
- Increased clarity and vision at the staff level, supported by Council’s direction.
- Introduction of annual priority-setting sessions in advance of budget deliberations, including clear criteria and measures—viewed as a significant improvement in governance practice.
- Meaningful, constructive conversations around the Council table that integrate priorities, affordability, and long-term sustainability.
- Tangible progress on facilities and recreation projects, with benefits distributed across the community.

- Willingness to engage in difficult discussions related to infrastructure, growth, and ensuring that development pays for development while balancing affordability for residents.
- Successful advancement of subdivisions and development projects.
- Effective grant writing resulting in significant external funding, enabling progress on infrastructure, recreation, and potential affordable housing initiatives.
- Improved follow-through and completion of projects, with a noticeable reduction in carry-forward items compared to previous years.
- Resolution and forward movement on the Dashwood Fire Hall, recognized as a complex and long-standing issue.

Staff Perspectives

- Appreciation for Council's clear vision and direction, which has supported focused work planning and improved reporting.
- Value in priority-setting sessions as both a check-in mechanism and an opportunity to showcase organizational achievements.
- Positive evolution of staff–Council partnerships, particularly through robust discussions on infrastructure and growth that balance current and future community needs.

What do we need to stay focused on?

- Completing remaining approved priorities within the current term.
- Avoiding new initiatives late in the term unless already budgeted.
- Clarifying committee and board mandates.
- Advancing outstanding policies and procurement clarity.
- Maintaining focus on core services and operational sustainability.

Looking to the future

- Heightened awareness of affordability pressures on residents.
- Recognition of advocacy opportunities with senior governments.
- Awareness of South Huron's relative development advantages.
- Monitoring grant and market conditions to support capital planning.

Service levels and sustainability

- Need for a clear inventory distinguishing mandatory and discretionary services.
- Evaluation of services through an equity lens.
- Review of service standards exceeding regulatory requirements.
- Structured staff-led option development to support Council decision-making.
- Recognition of efficiencies already achieved (e.g., elimination of dog tags freeing staff capacity).

- Strong support for a structured, non-debative brainstorming process led by staff, with Council providing direction once options and impacts are clearly outlined.

Development and affordability

- Strong subdivision approvals with slower building activity.
- Infrastructure funding remains essential to support growth.
- Concern about limited local employment opportunities and wage disparities driving younger residents to leave the community.
- Desire for clearer economic development priorities and outcomes.
- Discussion about the need to invest more intentionally in economic development.
- Strong support for encouraging mixed housing types to improve affordability.
- Affirmation that South Huron must remain open, responsive, and welcoming to development.

Effectiveness of the priority planning approach

- Annual workshops and quarterly reporting viewed as effective and valuable.
- Appreciation for the visibility it provides into progress over the Council term.
- Provides continuity and context across Council terms.

What would we do differently?

- More open round-table discussion formats with staff participation
- Continued attention to staff workload and capacity.

Guidance for future Councils

- Elevating economic development as a top priority.
- Using early-term exercises (e.g., facilitated brainstorming) to surface individual and shared priorities.
- Maintaining consistent reporting on priority progress.
- Investing in relationship-building with neighbouring municipalities, developers, and the broader community.
- Encouraging thoughtful risk-taking in service of long-term community goals.
- Holding a priority-setting session early in a new Council term.
- Avoiding the overlap of major capital projects with election cycles where possible.
- Sustaining momentum on economic development initiatives across terms.
- Expecting Councillors to actively engage with information provided by staff and consultants, including asking clarifying questions and ensuring data comparisons are current and meaningful.



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/Finance (Don/Julia)	Operational	Study and Financial Plan			
DC Charges Background Study **	Finance/Building and Planning (Julia/Mike)	Operational	Study	90%	Q2 2026	Draft study provided. Public meeting held and follow up to Special meeting.
Review of Reserves Policy ***	Finance (Julia)	Operational	Report	25%	Q3 2026	Policy review focus for 2026.
Review of Waste Management Billing	Infrastructure and Development (Don)	Operational	Report	10%	Q2 2026	
Review of Procurement Policy***	Finance (Julia)	Operational	Report	10%	Q3 2026	Research underway for new legislation and operational efficiencies.
Review of Collections Policy***	Finance (Julia)	Operational	Report	10%	Q3 2026	

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Strategic Priorities 2023-2026 – Progress Tracker

Objective	1.2 Infrastructure Planning: Ensure sufficient infrastructure is in place to service growth					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Wastewater modelling program **	Infrastructure and Development/ESD (Don/Alyssa)	Operational	Program Validation	10%	2026	Proposals received for I&I reduction and flow modelling. Awarded to BM Ross.
OSIM Report (Bridges and Culverts)***	Transportation Services (Jeff)	Operational	Report			
Columbarium***	Clerk (Alex)	Operational	Installation	99%	Q2 2026	Restoration in spring
Transportation Master Plan	Transportation Services (Jeff)	Operational	Plan			
Landfill Expansion – Stage 3 - Engineering	Infrastructure and Development (Don)	Capital	Engineered Design			
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
Review and Update Zoning By-law**	Building and Planning (Mike)	Operational	Updated By-law	95%	Q2 2026	Public meeting held. Updates to be provided at April 2026 Council meeting.

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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	Plan	95%	Q2 2026	Draft presented at April 7, 2026 meeting, consultation and public meeting to be set.
Welcome Package/Product for Newcomers***	Community Relations (Stacey)	Operational	Brochure	85%	Q2 2026	Brochure Drafted to follow format of Neighborhood guide – brochure style with QR codes.
Tourism package– South Huron Destinations ***	Community Relations (Stacey)	Operational	Packages	15%	Q2 2026	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/ Rebekah)	Operational	2026 Attendance	25%	Q1 to Q4 2026	
International Agri-food Worker Welcoming Communities Project***	Community Relations (Stacey)	Operational	Multiple Deliverables (survey, video, events, training)	50%	Q2 2025 - Q4 2026	Grant approved. 2 year project. Survey completed. Workshop completed. Video series, events and

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						resources planning in progress.
Youth Tourism Experience Day	Community Relations (Stacey)	Operational	Experience Day			Researching AG focus day
Physical Location Project (Access SLED)***	Community Relations (Stacey)	Operational	High-Contrast Painting & Window Clings (Assistance)	90%	Q1 2026	Window clings ordered for 12 businesses. No interest in high-contrast painting
Economic Development Forum	Community Relations/Administration (Stacey/Rebekah)	Operational	Event	15%	Q2 2026	Partnering with Huron Chamber for May 12th

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	Annual Review	10%	Q4 2026	
Annual Emergency Planning	Emergency Services (David/Jeremy)	Operational	Training, Review and Annual Exercise	10%	Q4 2026	Exercise and Training scheduled
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

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Recommendation Dashwood Station Replacement **	Emergency Services (Jeremy)	Operational	Recommendation to Council	60%	2026	Tender to be released Spring 2026.
Huron Park Fire Station **	Emergency Services (Jeremy)	Operational	Minister Decision	75%	2026	Consideration of Minister – all documents provided.
Objective	2.3 Fire Administration: Maintain efficient and effective operations					
Actions	Dept. Lead	Budget Type	Deliverable	Completion	Target Date	Comments
Review and Update E & R Fire Services By-law*	Emergency Services (Jeremy)	Operational	Draft By-law	10%	Q1-Q2 2026	
Explore Agreements and other opportunities to partner with other Municipalities	Emergency Services (Jeremy)	Operational	Agreement	10%	2026	
911 Addressing Review	Emergency Services (Jeremy)	Operational	Report	10%	Q4 2026	
Input equipment into Asset Management Plan	Emergency Services (Jeremy)	Operational	AMP Tracking	10%	Q4 2026	Ongoing as purchased
PPE Replacement	Emergency Services (Jeremy)	Capital	Replacement	10%	Q2 2026	
Squad Truck (Exeter Station)	Emergency Services (Jeremy)	Capital	Purchase	50%	2026-2027	
Air Cleaners – Apparatus Bays (Exeter Station)	Emergency Services (Jeremy)	Capital	Installation	10%	Q4 2026	
Air Compressor Replacement	Emergency Services (Jeremy)	Capital	Replacement	50%	Q3 2026	

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Strategic Priorities 2023-2026 – Progress Tracker

SCBA and PPE Washer (Exeter Station)	Emergency Services (Jeremy)	Capital	Purchase	50%	Q3 2026	
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 (Jeremy/Mike)	Operational	2026 Workplan	25%	Q4 2026	

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	Completion	90%	Q2 2026	Swing set, path and rope fence
Crediton Water Heater	Community Services (Amanda)	Capital	Installation	50%	Q2 2026	Work starting in April
Stephen Arena Water Heaters (2)	Community Services (Amanda)	Capital	Installation	10%	Q3 2026	Posting in mid-April
Centralia Pavilion	Community Services (Amanda)	Capital	Completion		Q4 2026	
SHRC Arena Floor Upgrade – Engineering	Community Services (Amanda)	Capital	Engineered Design	10%	Q3 2026	Reviewing Options
SHRC Ball Diamond 1 and 2 Light Standard Replacement***	Community Services (Jeremy/Amanda)	Capital	Installation	40%	Q2 2026	Electrical work completed, delivery of standards in Q2

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Strategic Priorities 2023-2026 – Progress Tracker

Stephen Arena Flooring Replacement	Community Services (Amanda)	Capital	Installation	25%	Q3 2026	Work starts Q2
SHRC Concrete Work	Community Services (Amanda)	Capital	Replacement	5%	Q3 2026	Working on Specs
MacNaughton Park Trail Resurfacing	Community Services (Amanda)	Capital	Completion		Q4 2026	
Dashwood CC – AC Unit and Furnace Replacement	Community Services (Amanda)	Capital	Installation		Q3 2026	
Town Hall Access Control	Community Services (Amanda)	Capital	Installation	15%	Q3 2026	
SHRC Access Control	Community Services (Amanda)	Capital	Installation	15%	Q3 2026	
SHRC Parking Lot Resurfacing - Engineering	Community Services (Amanda)	Capital	Engineered Design	10%	Q3 2026	
SHRC Sound System Replacement	Community Services (Amanda)	Capital	Installation	15%	Q3 2026	
KWCC Electronic Message Sign	Perth South	Capital	Installation	10%	Q3 2026	Pending MTO Approval
Cemetery Mower	Community Services (Amanda)	Capital	Purchase	10%	Q2 2026	
¾ T Pick Up Truck	Community Services (Amanda)	Capital	Purchase	50%	Q2 2026	
Electric Tow Behind Boom Lift	Community Services (Amanda)	Capital	Purchase		Q4 2026	

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Dump Trailer	Community Services (Amanda)	Capital	Purchase			
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	Report	80%	Q2 2026	
Assembly of Occupancy Report***	Community Services (Amanda)	Operational	Report(s)	50%	Q2 2026	Preliminary report to Budget Deliberations Stage 1 Work Completed at STA Stage 2 – Waiting on Drawings for STA
Inventory of Soccer Fields***	Community Services (Amanda)	Operational	Report	0%	2026	

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
Active Transportation Plan**	Infrastructure and Development/TSD (Don/Jeff)	Operational	Plan Completion	99%	Q2 2026	Draft report received and under review.
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

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Roof Replacement (Town Hall) – engineering	Community Services (Amanda)	Capital	Engineered Design			
AC Replacement (Town Hall)	Community Services (Amanda)	Capital	Replacement			
Dashwood Main Street Sidewalk**	Transportation Services (Jeff)	Capital	Project Completion	90%	Q3 2026	Joint project with Huron County – Final restoration
Sidewalk Replacement	Transportation Services (Jeff)	Capital	2026 Workplan			Preparing draft tender
Asphalt Maintenance Program	Transportation Services (Jeff)	Capital	2026 Workplan			Preparing Procurement package
Usborne Shed Maintenance	Transportation Services (Jeff)	Capital	Project Completion	25%	Q4 2026	Tube heaters replaced, obtaining quotes for roof repairs
Parr Line Resurfacing (Mount Carmel 4.54 km)	Transportation Services (Jeff)	Capital	Project Completion	10%	Q2 2026	Contract awarded on March 2, 2026.
Woodham Road Resurfacing (.3 km)	Transportation Services (Jeff)	Capital	Project Completion	10%	Q2 2026	Contract awarded on March 2, 2026.
B-Line (Replacement of Structure #1098)	Transportation Services (Jeff)	Capital	Project Completion	10%	Q2 2026	Contract awarded on March 16, 2026.
Kirkton Road (Repairs to Structure#1079) - Engineering	Transportation Services (Jeff)	Capital	Engineered Design		Q4 2026	Preparing draft engineering RFP
Airport Line (Repairs to Structure #1006) - Engineering	Transportation Services (Jeff)	Capital	Engineered Design		Q4 2026	Preparing draft engineering RFP
Pedestrian Crossover on Main Street (near Parkette)***	Transportation Services (Jeff)	Capital	Project Completion	5%	TBD	Design complete and submitted to MTO for approval.

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Huron Park Streetlighting**	Infrastructure and Development (Don)	Capital	Project Completion		TBD	Pending Subdivision Agreement registration
Streetlighting - Thames Road East (Pickard to east town limit) - engineering	Transportation Services (Jeff)	Capital	Engineered Design			Preparing draft engineering RFP
Main Street North Reconstruction**	Infrastructure and Development (Jeff/Alyssa/Don)	Capital	Project Completion	99%	Q2 2026	Sidewalk extension on north side of Thames Road remains to be completed. Hydro pole & guy wire required to be relocated.
Main Street South Connecting Link (Ausable River to Victoria Street)	Infrastructure and Development /ESD/TSD(Jeff/Alyssa/Don)	Capital	Project Completion (Year 1)	10%	Q4 2026	Contract awarded on March 2, 2026.
London Road South Trunk Sanitary Sewer	Infrastructure and Development /ESD (Don/Alyssa)	Capital	2026 Project Completion	5%	Q4 2026	Tender released and closes April 22, 2026
Exeter Water Tower Vertical Fill Pipe Replacement – Engineering	Infrastructure and Development /ESD (Don/Alyssa)	Capital	Engineered Design		Q4 2026	Draft RFP being prepared.
Huron Park Sewage Pumping Station Upgrades	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion (Year 1)	5%	Q4 2026	Draft Tender prepared
Thames Road West Watermain**- Engineering	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion		2026	Draft Engineering RFP prepared by Huron County

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Thames Road West Sewer Replacement** - Engineering	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion		2026	Draft Engineering RFP prepared by Huron County
South Road Watermain Extension (Corbett Line to Grand Bend Line) - Engineering	Environmental Services (Alyssa)	Capital	Engineered Design		Q4 2026	Preparing draft engineering RFP
Highway #21 Watermain Replacement (Waterworks Road to Kingsmere) - Engineering	Environmental Services (Aylssa)	Capital	Engineered Design		Q4 2026	Preparing draft engineering RFP
Andrew Street Reconstruction (John to Sanders) – Engineering	Transportation Services (Jeff)	Capital	Engineered Design		Q4 2026	Preparing draft engineering RFP
Victoria Street East Reconstruction – Surface Asphalt	Transportation Services (Jeff)	Capital	Project Completion		Q3 2026	2026 Work
Gore Road Watermain Upgrade***	Environmental Services (Aylssa)	Capital	Project Completion	85%	Q2 2026	Watermain complete and in service. Remaining work including final restoration to be completed in spring of 2026.
Grand Bend Line Watermain Upgrade	Infrastructure and Development/ESD (Don/Alyssa)	Capital	Project Completion	5%	Q4 2026	Tender being prepared for release.
Exeter Sewage Lagoon Sand Filter Rehabilitation Phase 1***	Environmental Services (Aylssa)	Capital	Project Completion	10%	Q3 2026	Contract awarded. Project delayed due to weather and

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						supply issues. Scheduled for June 2026.
Exeter Sewage Lagoon Sand Filter Rehabilitation Phase 2	Environmental Services (Aylssa)	Capital	Project Completion	10%	Q4 2026	Contract awarded on March 16, 2026
I & I Reduction Program	Infrastructure and Development/ESD (Don/Alyssa)	Capital	2026 Program		Q4 2026	Preparing 2026 workplan
CCTV Sewer Repairs	Environmental Services (Aylssa)	Capital	2026 Program		Q4 2026	Preparing 2026 workplan
Replacement of 82 Nelson St Parking Lot	Environmental Services (Alyssa)	Capital	Project Completion	10%	Q2 2026	Contract awarded on March 2, 2026
Grader Replacement	Transportation Services (Jeff)	Capital	Purchase	10%	Q2 2026	
Roadside Mower	Transportation Services (Jeff)	Capital	Purchase	10%	Q2 2026	
4WD Pickup Truck	Transportation Services (Jeff)	Capital	Purchase	10%	Q2 2026	
4WD Pickup Truck	Environmental Services (Aylssa)	Capital	Purchase	10%	Q2 2026	
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
2026 Asset Management Workplan	Financial Services (Julia)	Operational	2026 Workplan		2026	
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	2026 Program	10%	Q4 2026	

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SCADA Upgrades	Environmental Services (Alyssa)	Capital	2026 Program		Q4 2026	
Meter Replacement Program	Environmental Services (Alyssa)	Capital	2026 Program		Q4 2026	
Records Information Management	Clerk (Alex)	Operational	2026 Project Plan		Q4 2026	

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
Healthcare Portfolio/Physician Recruitment and Retention	Administration (Rebekah)	Operational	Meetings and Advocacy	15%	Q4 2026	HHS Recruitment and Retention, Mayor’s Task Force for Regional Health
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	2025 Reporting			
Annual Review and Update	Community Relations (Stacey)	Operational	2026 Reporting		Q1 2027	
Create Education and Communication	Community Relations (Stacey)	Operational	2026 Campaigns	15%	Q2 2026	
Welcome Week Community Event	Community Relations (Stacey)	Operational	2026 Event			

Note: The percentage of work completed is based on qualitative analysis of work or process completed for the projects.
White denotes that the project is not yet started
Blue denotes that the project is in progress
Green denotes that the project is completed
*Denotes 2023 carry forward projects ** denotes 2024 carry forward projects *** denotes 2025 carry forward projects



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 Report	15%	Q4 2026	
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			
Tidy Yards By-law Review***	Clerk (Alex)	Operational	By-law	50%	Q2 2026	
Procedural By-law Review***	Clerk (Alex)	Operational	Report and Recommendations	60%	Q2 2026	
Animal Control By-law Review	Clerk (Alex)	Operational	Report and Recommendations			
Parking By-Law***	Clerk (Alex) /Transportation Services (Jeff)	Operational	By-law Review			
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	2025 Action List and Report to Council			
Dog Park (Exeter) Consultation	Strategic Initiatives/IT (Scott)	Operational	Report to Council	10%	Q2 2026	

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Strategic Priorities 2023-2026 – Progress Tracker

Host Community and Stakeholder Sessions	Multiple departments (Senior Management)	Operational	2026 Sessions Completed	15%	Q4 2024	Connecting Link Open House, Dashwood Playground ribbon cutting etc.
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	2026 Meetings	25%	Q4 2026	Ongoing - Conference Delegations ROMA and AMO submissions, CAO Stakeholder meetings

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