

## Council Priority Outcome Areas

Economic Development					
The Town of Amherst is an attractive place for businesses and entrepreneurs.					
Priority Short Name	Priority Outcome	Past Initiatives	Present Initiatives		Future Initiatives
Business Growth & Sustainability	A business climate that drives and sustains growth in investment and employment through improved competitiveness, minimized barriers and leveraged strengths.	- <b>2018 SP: Economic Growth/Sustainability</b> - <b>2018 SP: Marketing Program</b> - 2014 Joint Community Economic Development Strategy	- New By-law C-9 - Community Economic Dashboard - Business Retention & Expansion visits		- Update Joint CED Strategy
Labour Pool Capacity	The area labour pool has the quantity and skills that local employers require.		- ID gaps in market - Biz Connector mandate		- Marketing to Telecommuters - Student Trade Shows - Recruit immigrants
Tourism Development	Amherst is an attractive destination and service centre for visitors.	-Heritage Day Fair -Historic Walking/Carriage Tours - Murals	- Beautification - Entrance Signage -Online Marketing -Amherst Map ItineraryProgramming	- Festivals & Events -Visitor Guide -Regional Ads -PromoVideos	-Cumberland Tourism Strategy - Mystery Town Tour app - Downtown visitor centre - Professional photo and video assets
Downtown Vibrancy & Investment	Downtown Amherst is a great place to live work and play.	-2010 Centre First Strategy & 2011 Public Space Investments -Gritty to Pretty	- Summer Night Markets		- Outdoor furniture and mosquito trap
Encouraging Entrepreneurial Spirit	Residents have the confidence to take and support intelligent business risks.	-BDO -Biz Connector -CED Partners - Buy local initiatives - CCUBIC courses			-Biz Connector midterm agreement review
Supply of industrial, commercial and residential lands	There is sufficient industrial, commercial, and residential lands available to provide economic opportunities		- Vacant commercial space inventory		-Potential MPS review - Housing review

## Demographics

The Town of Amherst proactively understands, manages, and addresses the impact its changing demographic profile

Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Good Data	Clear understanding of the demographic and business profile of the community		- Community Economic Dashboard	-Update 2015 Population Projection Report
Senior Population Needs	The social, housing, and transportation needs of seniors are met.	<b>-2018 SP: Ageing Population/Seniors Needs</b>	-Seniors Strategy	-Mentoring younger generation -Investigate new engagement approaches
Housing Price & Inventory – long term Sustainability	The housing stock meets the needs of residents of all stages in life and socio-economic backgrounds.	-2015 Housing Report -Existing Supporting MPS Policy	-Staff working with developer to facilitate new housing	- Real estate market review
Pure Population Decline	Service delivery is appropriate to the town's socioeconomic and demographic makeup	-2003 Socioeconomic Report - 2016 Cumberland Vital Signs Report	-Operating & Capital budgets	-LT planning

## Community Wellbeing

Amherst is an inclusive, welcoming community in which people feel safe to live work and play

Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Inclusivity	Citizens of all ages, abilities, ethnicities, and identities are valued and feel part of the community through mutual respect and equal access to services, resources, and opportunities.	-Active Transportation	-AYTC -Free WiFi -Free Community Events -Communications and communications officer which increases knowledge of events to all people	-Social Justice line in RFDs -Comm. Engagement – creative approaches -Volunteer Fair
Economic Wellbeing	Citizens have present and future financial security.	- Economic Development Initiatives	-Poverty Reduction Advisory Circle -NSCC grant	
Physical Health	Physical and mental health needs are met through a variety of recreation and social opportunities, and adequate healthcare services.	-Maintain Healthcare Services, including Mental Health - Active Transportation Plan	-Recreation Master Plan -Medical Professional Recruitment -AT Programming/Education -Outdoor skating Venue	-Update Active Living Strategy
Mental Health	Mental health is supported through promotion of inclusivity, economic and	-Mental Health -support to YMCA	-Active Living Strategy	-Communicate availability of existing services

	physical health, and access to mental health services.	- no /low fee recreation programs		
Community Appearance	Public and private property and spaces are well maintained and show a sense of pride in their appearance.		-Bylaw Enforcement -Mural Restoration -Tree Protection Policy -Prov Communities in Bloom -Hanging Baskets & Landscaping -Decorative Lighting -Street Banner Program -Lions Park Phase I	-Lions Park Phase II -National Comm In Bloom -Update Tree Strategy & Policy -Expand street banner program -Increase stakeholder partnerships -Expand decorative lighting -Expand hanging basket program
History/Culture	The historical and cultural storey of Amherst is widely understood and celebrated.	-Awareness of Cultural/Community History - Authentically Amherst – Arts Culture and Heritage Strategy	-Heritage Day Fair -Armoury Building	- Acadian Day celebration
Community Confidence	Citizens have a positive perception of their community.	-Community Confidence & Perception of Itself -Lack of Confidence in Community – Social Asset Inventory	-‘A’ Fresh Start Initiative -Live, Work, Play Initiatives -Family First Initiatives -Summer student hiring/training -Stakeholder partnerships -Volunteer Recognition	- Communication of Services received from Taxes -Community events (100s)

<b>Environmental Stewardship</b> The Town of Amherst is proactive in energy management, sustainability, and environmental risk management.				
Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
<b>Adaption</b> <i>Initiatives and measures to reduce vulnerability of natural and human systems against actual or expected climatic effects</i>	Amherst builds resiliency in its land use policies, infrastructure investments, and emergency readiness	<b>-2018: Isthmus Floor Risk</b> -2013 Municipal Climate Change Adaption Plan	-Advocating Senior Government -Edible Landscapes -Earth Day Events	-Tree Policy
<b>Mitigation</b> <i>Technological change and substitution that reduce resource inputs and emissions per unit of output. With respect to climate change, this means implementing policies to reduce GHGs and enhance sinks.</i>	Amherst plays an active role increasing community energy efficiency and the shift to green energy	<b>-2018 SP: Net Zero/Community Energy Strategy</b> -AT Plan -Anti-idling Policy -Appropriate land use policies	-NSPI Smart Grid project -PACE Program -Solar for Comm. Buildings -Community Energy Strategy -Annual tree planting	

<b>Sustainability</b> <i>Social sustainability encompasses human rights, labor rights, and corporate governance. In common with environmental sustainability, social sustainability is the idea that future generations should have the same or greater access to social resources as the current generation, while there should also be equal access to social resources within the current generation.</i>	Meeting our own needs without compromising the ability of future generations to meet their own needs	-Appropriate land use policies -Sustainability policies in the MPS	-Inclusion of Social Equity consideration in all Council RFDs	
---	--	---	---	--

Administrative Priority Areas

Financial Responsibility				
Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Financial Sustainability	Amherst remains a financially sustainable town, able to meet its commitments and provide services in financially sustainable way.	-10-Yr Operating & Capital projections - Financial Condition Indicators	-10-Yr Operating & Capital projections -Financial Condition Indicators (FCI) & Municipal Reports	-10-Yr Operating & Capital projections - Service Capacity Review -FCI and Municipal Reports

Sustainable Infrastructure Management				
The Town of Amherst provides services that meet the community’s needs in an efficient and financially sustainable way.				
Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Capital Asset Management	Evidence based, fiscally responsible, sustainable, investments in capital assets which align with Council priorities and established service levels while meeting senior government regulations.		-Vehicle Replacement Plan -Paser System -Procurement Plan - Capital asset management plan -IT Services Strategic Plan	

<b>Service Delivery Excellence</b> The Town of Amherst meets the needs of people it services, resulting in greater satisfaction with, and confidence in, the corporation				
Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Service Capacity	Sufficient capacity exists to provide services of which Council approves.		-Understanding service downloading from other levels of Gov't	
Customer Service	Established customer service level standards that meet the needs of citizens in a fiscally responsible manner.		-Service Capacity Review -Service level standards -Snow & Ice Management Policy -Customer Request Tracking	-Development of performance standards
Organizational Capacity	Sufficient capacity exists to provide services of which Council approves.		-Intermunicipal benchmarking	-Performance Management

<b>Health and Safety</b> Workplace safety is the First Priority.				
Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Workplace Safety	Employees and contractors working for the Town are firmly committed to a safe workplace.	Creation and implementation of: <ul style="list-style-type: none"> <li>- Health &amp; Safety policy and procedure</li> <li>- A new employee Health &amp; Safety training/orientation program</li> <li>- Work permit program</li> <li>- Departmental health &amp; safety committees</li> <li>- Health &amp; safety measurements</li> </ul>	<ul style="list-style-type: none"> <li>-Pursuing Certificate of Recognition (H&amp;S management)</li> <li>- Health and Safety Policy and Procedure</li> <li>- Work Permit procedure</li> <li>- A new employee Health &amp; Safety training/orientation program</li> <li>- Departmental health &amp; safety committees</li> <li>- Health &amp; safety measurements</li> <li>- Working Minds</li> </ul>	

## People = “A” Team

The Town of Amherst is A great place to work.

Priority Short Name	Priority Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Succession Planning	Identification of future leaders within the organization and transfer of skills / knowledge for future roles and responsibilities	-	-Training -Professional development -Development of M1 & M2 meetings -Mentoring by department heads and managers	-Updating policies/procedures to aid in decision-making for all staff
Professional Development	People are trained well enough so they can leave, but treated well enough so they don't want to.		-Skills development (ex. Lean 6 Sigma)	

## Parking Lot

Issues that need more discussion

Issue	Potential Outcome	Past Initiatives	Current Initiatives	Future Initiatives
Community Sportsplex	A sports facility that meets the needs of area residents.	-2011-12 Sport Complex investigation		
Conference Centre	Local capacity to host regional conferences	-Cumberland Credit Union Business Innovation Centre		
Library Building	A library that meets the needs of area residents	-1990s repurposing of Acadia Street School into 4 Fathers Library	Immediate \$350,000 investment required for HVAC system plus additional \$200,000 in years for other upgrades (windows, doors, bathrooms etc.)	
Armouries	A sustainable use and ownership model are in place.			
MPS Review	An up to date policy statement that reflects current conditions and guides future development.			-Potential MPS review