



2025-2031 Strategic Plan Milestones

Priority A: Provide Core Services				
Strategy 1: Implement proactive asset and financial management strategies to optimize current and future assets and infrastructure.				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Asset and Financial Management	<p>The Nation has updated its asset management plan and established its desired levels of service. (Exec Team and Council)</p> <p>A multi-year budget structure is being developed internally. (Finance)</p> <p>A reserve and reserve fund policy is approved. (Finance)</p> <p>A debt management policy is approved. (Finance)</p> <p>An investment policy is approved. (Finance)</p> <p>Additional revenue sources are explored including grants and other funding opportunities. (Finance and ET)</p> <p>Grant application policies, guidelines and procedures are reviewed and established. (Clerk and Finance)</p>	<p>The asset database update is underway in CityWide to improve accuracy and reliability of information. (Finance)</p> <p>A multi-year budget structure has been implemented. (Finance)</p> <p>The municipality has a dedicated asset management resource employee. (Finance)</p> <p>Based on the 2024 Asset Management Plan, the funding gap has been reduced by at least 20%. (Council)</p> <p>Full life cycle costing is integrated into capital planning for core assets, with consideration of environmental realities. (Finance)</p>	<p>The City-wide asset database is up-to-date and supports strategic decision making. (ET)</p> <p>Based on the 2024 Asset Management Plan, the funding gap has been reduced by at least 40%. (Council)</p> <p>Full life cycle costing is integrated into capital planning for both core and non-core assets, with consideration of environmental realities. (Finance)</p> <p>An update has been made to the asset management plan as per provincial legislation. (Finance and Exec Team)</p>	<p><u>Outcome:</u> The Nation manages its finances with foresight and confidence. Strong policies, reliable data, and sustainable funding allow Council to plan ahead, reduce risk, and invest wisely in the municipality's future.</p> <p><u>Metrics:</u></p> <p>Improved fund management year-to-year.</p> <p>Having implemented multiple policies and plans, The Nation has reduced large-scale budget fluctuations, within the municipality's control.</p> <p>The Asset Management Plan has been updated pursuant to provincial legislation.</p> <p>That a comprehensive and up-to-date inventory of municipal assets is readably available to assist in the decision-making process.</p> <p>Growth in municipal reserves is monitored year-over-year.</p> <p>Total number and value of new external funding sources are reported.</p> <p>All key operational financial indicators are tracked annually.</p>



2025-2031 Strategic Plan Milestones

Priority A: Provide Core Services				
Strategy 2: Develop, update and implement plans and policies				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Community Profile Study	<p>The Nation has reviewed the options for the development of a demographic profile and has identified the most effective approach, while optimizing internal resources. The Nation completed the initial phase by mapping available demographic data and datasets that Council and management can use to enhance planning and development activities. (ET and Council)</p> <p>The Nation has promoted its self-regulating public business directory, available on the municipal website, where business owners can add, update, or remove their listings, and residents can easily access local business information. (Comms)</p>	<p>The Nation developed a comprehensive demographic profile that is available on its website. (Planning)</p> <p>The Nation has explored the benefits of establishing a comprehensive business registry (exclusive of permitting framework) to support economic development planning. (Economic Development Portfolio)</p> <p>A retail demand study has been completed if grant monies received to support initiative. (Economic Development Portfolio)</p> <p>As data is collected, it informs planning processes and infrastructure investments that support residential and commercial and industrial growth. (Economic Development Portfolio)</p>	<p>If the cost-benefit analysis was favourable, a business registry was established to support planning and economic development purposes. (Economic Development Portfolio)</p> <p>The Nation developed a comprehensive demographic profile that is available on its website. (Comms and Exec Team)</p> <p>There is an annual data review that continually informs and guides planning. (Planning)</p>	<p><u>Outcome:</u> The Nation builds a strong foundation for the future by using verified data to strengthen planning based on community needs.</p> <p><u>Metrics:</u></p> <p>These demographic profile initiatives have been completed on time and undertaken, where appropriate.</p>



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Priority A: Provide Core Services				
Strategy 2: Develop, update and implement plans and policies				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Planning and Policies	<p>Council-defined core services and levels of service are incorporated into operations. (Exec Team and Council)</p> <p>The road assessment is complete. (Public Works)</p> <p>The transportation master plan, which is focused on urban areas, is complete including strategies for community safety and active transportation. (Public Works and Engineering)</p> <p>The water and wastewater master plans are completed. (Water and Sewer)</p> <p>Fleet management optimization is explored. (Finance)</p>	<p>A building conditions assessment is undertaken of all key buildings. (Engineering and Finance)</p> <p>A fleet management strategy has been implemented. (Finance)</p>	<p>A review cycle has been established for all key plans and their costs will be budgeted for incrementally across the planning cycle. (Exec Team)</p>	<p><u>Outcome:</u> The Nation develops clear policies and plans to guide growth and support services.</p> <p><u>Metrics:</u> Levels of service are monitored and part of The Nation’s ongoing reporting structure. Once we have levels of services established, service expectations and budgets will determine changes moving forward, unless legislation has an impact.</p> <p>Savings and efficiencies from fleet and building assessments are measured. Following the building assessment, investments in maintenance and repairs are made, where appropriate, to extend the building’s lifespan and ensure its long-term functionality.</p>



2025-2031 Strategic Plan Milestones

Priority A: Provide Core Services				
Strategy 3: Strengthen our services through collaboration				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Service Collaboration with Neighbouring Municipalities	Potential service collaboration opportunities with neighbouring municipalities have been investigated and direction has been given on the top 3 priorities on which to move forward. (Exec Team and CAO)	<p>The Nation has formalized the most promising shared services agreements and evaluated impacts. (Exec Team and CAO)</p> <p>The Nation has continued to investigate new collaboration opportunities. (Exec Team and CAO)</p>	<p>All viable shared services have been implemented. (Exec Team and CAO)</p> <p>The Nation has continued to investigate new collaboration opportunities. (Exec Team and CAO)</p>	<p><u>Outcome:</u> By working together—with neighbouring municipalities—The Nation delivers better services, shares resources wisely, and strengthens local connections.</p> <p><u>Metrics:</u></p> <p>Number of service collaboration opportunities identified, prioritized and implemented.</p> <p>Service level improvements from collaborations.</p> <p>Measured cost savings.</p>



2025-2031 Strategic Plan Milestones

Priority A: Provide Core Services				
Strategy 3: Strengthen our services through collaboration				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Collaboration with Community Leaders	<p>Stand-alone community centres are transitioned to a community-owned model, supported by municipal agreements. (Recreation and CAO)</p> <p>Partnerships with community groups and community-led programming are being developed to strengthen services.</p> <p>Work has been undertaken with the municipal Accessibility Committee to improve access for facilities and services. (Clerk and Recreation)</p> <p>Collaboration with school boards is undertaken to leverage public resources. (Recreation and CAO)</p>	<p>The parks and recreation master plan has been updated. (Recreation)</p> <p>An internal multi-year recreation operational plan is developed. (Recreation)</p> <p>Community-led programming and partnerships have been developed to attract people from all age groups to our east and west multi-use facilities. (Recreation)</p> <p>Partnerships with school boards are leveraged to maximize public resources. (Recreation and CAO)</p>	<p>The use of recreational facilities, amenities and programs are optimized. (Recreation)</p>	<p><u>Outcome:</u> Collaboration becomes a powerful tool for delivering more with less. Through community-led programs, The Nation builds relationships and enhances the resident experience.</p> <p><u>Metrics:</u> Operational plan metrics to be tracked year-to-year (as per the plan).</p> <p>Increased community-led programming initiatives.</p> <p>Accessibility improvements made in collaboration with the Accessibility Advisory Committee.</p> <p>Facility usage, survey results and qualitative feedback from recreational users inform service planning east and west.</p>



2025-2031 Strategic Plan Milestones

Priority A: Provide Core Services				
Strategy 4: Create conditions that facilitate business sector investments and diversify retail opportunities				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Economic Development	<p>Phase 2 of Innovation Park has been launched, and land is available for purchase. (Planning, Engineering and Public Works)</p> <p>The Nation has fostered an environment conducive to development by investing in infrastructure, within the scope of its mandate. (Exec Team)</p> <p>An inventory of municipally owned land with their development potential is in place. (Planning)</p> <p>The Nation explores partnerships with interested third parties to advance development and implements viable partnerships.</p>	<p>Infrastructure in Phase 2a has been completed; lots in phase 2a have been sold. Phases 2b and c are ongoing. (Planning, Engineering and Public Works)</p> <p>The Municipality continued fostering an environment conducive to development by investing in appropriate infrastructure, within the scope of its mandate. (Exec Team)</p> <p>A strategy for municipal-led land development (outside Innovation Park) is approved by Council. (Exec Team and Council)</p>	<p>Phases 2b and c have been completed. (Planning, Engineering and Public Works)</p> <p>The Nation has examined the value of subsequent phases. (Planning, Engineering and Public Works)</p> <p>The Nation has succeeded in fostering an environment conducive for development through proper infrastructure investments (within scope of its mandate). (Exec Team)</p> <p>At least one project identified in the municipal-led land development strategy is underway. (Exec Team)</p>	<p><u>Outcome:</u> The Nation becomes a destination for meaningful investment by creating space for business and residential growth by investing in infrastructure and unlocking land potential.</p> <p><u>Metrics:</u></p> <p>Growth in commercial and industrial tax base is tracked.</p> <p>Increase in number of new businesses.</p> <p>Private sector investment leveraged.</p>



2025-2031 Strategic Plan Milestones

Priority B: Communicate and Inform our Community				
Strategy 1: Develop, implement, and invest in an external communications plan				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
External Communications	<p>The Nation has redesigned and launched its website which allows for ease of access to timely and current information regarding municipal services, updates, and governance. (Comms and Exec Team)</p> <p>An external communications plan is developed and approved by Council. The plan investigates tools such as website, alert system, social media, newsletter, flyers, posters, public relations, new technologies, and so on. (Comms, Exec Team and Council)</p>	<p>The external communications plan is implemented resulting in ease of access to information for residents and partners. (Comms)</p> <p>An evaluation of The Nation’s communications’ human resources capacity is undertaken to ensure the municipality meets service level expectations. (CAO and HR)</p>	<p>The website has been updated to meet current trends, evolving needs, and technology opportunities. (Comms)</p> <p>If required, additional human resources are allocated to support communication initiatives and maintain the service levels outlined in the Communications Plan. (CAO and HR)</p>	<p><u>Outcome:</u> Residents are able to stay informed and connected through clear, timely, accessible, and bilingual communication across all platforms.</p> <p><u>Metrics:</u></p> <p>Public inquiries and satisfaction with communications are monitored.</p> <p>Social media and website usage analytics are monitored.</p> <p>Tracking of public inquiries related to specific information needs.</p> <p>Increase in percentage of people using online billing, payments, recreational facility reservations, and other emerging software.</p> <p>The municipality will reduce its reliance on paper-based communications, used internally and externally.</p>



2025-2031 Strategic Plan Milestones

Priority B: Communicate and Inform our Community				
Strategy 2: Streamline internal communications				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Internal Communications	<p>SharePoint has been launched to strengthen interdepartmental collaboration and improve communication and information sharing between staff and Council. (Clerk)</p> <p>eScribe is fully in use across the organization for Council, Board and Committee meeting management. (Clerk)</p> <p>A staff survey is undertaken to evaluate the effectiveness of internal communications (to be undertaken on an ongoing basis every 2 years). (CAO and HR)</p> <p>The Nation is exploring options for an internal notification system and identifying the most effective approach to enhance communication with Council and staff. (Clerk and Comms)</p>	<p>SharePoint is fully functional and in use by staff and Council. (Clerk)</p> <p>Microsoft Teams technology is fully optimized across the organization. (Clerk, CAO and Engineering)</p> <p>The management team has standardized the communication tools and protocols used to communicate effectively. (Exec Team)</p> <p>If viable, an internal notification system is in place. (Clerk and Comms)</p>	<p>Protocols are embedded and staff have full access to information. (Exec Team)</p>	<p><u>Outcome:</u> Staff stay connected and informed. Communication flows easily across departments, supporting teamwork and better service delivery.</p> <p><u>Metrics:</u> Survey results from staff provide feedback on internal communications strategies, improvements are measured, and adjustments are made.</p>



2025-2031 Strategic Plan Milestones

Priority C: Strengthen our Organization				
Strategy 1: Continually evaluate and invest in our workforce				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Workforce Investment	<p>An initial assessment is done of the municipality's staffing structure to look for efficiencies and to ensure business continuity. (CAO, HR and Exec Team)</p> <p>The Human Resource policies and procedures have been reviewed and updated. This includes a cost-of-living policy. (CAO and HR)</p> <p>A staff survey is undertaken to secure feedback on the employee experience (to be undertaken on an ongoing basis every 2 years). (CAO and HR)</p> <p>Strategic priorities and milestones are embedded in staff portfolios and tied to annual performance reviews. (CAO, HR and Exec Team)</p> <p>The staff performance review matrix has been reviewed and updated. (CAO and HR)</p> <p>An exit interview policy and protocol are introduced into the municipality. (CAO and HR)</p>	<p>The organizational chart has been reviewed along with a restructure if required. (CAO and HR)</p> <p>The HR plan has been reviewed and updated with a focus on aligning human resources to financial capacity. (CAO and HR)</p> <p>A leadership development program has been launched for staff. (CAO and Exec Team)</p> <p>Mentoring and coaching programs are in place, as determined by operational needs. (CAO and Exec Team)</p> <p>A competitive compensation review is undertaken for all staff positions. (CAO and HR)</p> <p>A review of compensation benefits is undertaken. (CAO and HR)</p>	<p>The Nation has created and developed plans to disseminate knowledge transfer. (CAO and HR)</p> <p>Step-down work options have been designed and implemented to facilitate smooth transitions for employees retiring. (HR and Exec Team)</p> <p>A full assessment of The Nation's human resource capacity has been undertaken to inform the next cycle of planning. (CAO, HR and Exec Team)</p>	<p><u>Outcome:</u> The Nation is a sought-after workplace place. We support professional growth by investing in our employees which in turn improves the customer experience.</p> <p><u>Metrics:</u></p> <p>Staff satisfaction survey provides key feedback against set metrics.</p> <p>Exit interviews inform ongoing improvements.</p> <p>An increased number of staff participate in mentoring and leadership initiatives.</p> <p>The 2029/2033 HR plan and organizational structure is adjusted based on growth, operational needs and financial capacity.</p>



2025-2031 Strategic Plan Milestones

Priority C: Strengthen our Organization				
Strategy 2: Enhance efficiency through modernization				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Modernization	<p>Technology platforms are put in place to support operational needs including SharePoint, eScribe, etc. (Clerk and Exec Team)</p> <p>The Nation continues to promote current online services. (Comms and Exec Team)</p> <p>The Nation explores options to improve and automate online services and develops a strategy. Key areas of focus include digitized HR processes, Administrative Monetary Program System (AMPS), permits and applications, Recreation booking systems, speed cameras, etc. (Exec Team)</p>	<p>Microsoft Teams technology is full optimized to strengthen operations and communications resulting in cost efficiencies. (Exec Team)</p> <p>Viable online service options are implemented and being used by residents and staff. (Exec Team)</p>	<p>The Nation is continuously evaluating, updating and modernizing systems to enhance the resident experience and find staff efficiencies, based on Return on Investment (ROI) analysis. (Exec Team)</p>	<p><u>Outcome:</u> Technology makes everyday tasks easier. Operations are streamlined for greater efficiency, providing residents with quick and convenient access to services.</p> <p><u>Metrics:</u> Return on investment assessments conducted for all major digital upgrades.</p> <p>Continual system upgrades tied to organizational priorities.</p> <p>Resident uptake of online services monitored.</p> <p>Reduction in paper-based processes measured.</p> <p>Resident feedback on new systems is monitored and adjusted accordingly.</p>



2025-2031 Strategic Plan Milestones

Priority C: Strengthen our Organization				
Strategy 3: Implement a reporting process				
	Year 1: 2025/26	Year 3: 2028/29	Year 7: 2031	Outcome Statement and Metrics
Strategic Plan Reporting	<p>Regular Council reports will tie into strategic priorities and strategies. (CAO and ET)</p> <p>An annual report is submitted to Council in May each year to report on the status of the plan reaffirm the strategic priorities before the budget process begins. (CAO)</p>	<p>Ongoing yearly reports continue to inform Council of the strategic plan progress. (CAO)</p> <p>In the spring of 2029 (mid-point), Council will undertake an interim review of the strategic plan and make adjustments accordingly to guide the final 4 years. (CAO and Council)</p>	<p>A final report of the 7-year plan is submitted to Council recognizing key accomplishments and it will be communicated with residents. (CAO and Comms)</p> <p>A strategic plan is developed and approved to guide the next four years. (CAO and Council)</p>	<p><u>Outcome:</u> Reporting is not a checkbox — it's how we stay accountable and on track. Council sees where we are, where we're going, and what's needed to get there.</p> <p><u>Metrics:</u> Strategic planning report presents focused key metrics and key performance indicators as identified through this milestones document as well as from more detailed plans that emerge over the planning cycle. A key focus will be on core services and their levels as approved by Council.</p>