

# GMWC STRATEGIC PLAN 2024-2028

FOUNDATIONAL STATEMENTS			
THEMES	STRATEGIC PRIORITIES	EXPECTED RESULTS	INITIATIVES
<ul style="list-style-type: none"> <li>MISSION – To collect and treat wastewater in a reliable, cost-efficient and environmentally responsible manner.</li> <li>VISION - To be an outstanding environmental steward supporting regional planning, economic development and quality of life for the communities of Moncton, Dieppe and Riverview.</li> <li>VALUES – Teamwork, Accountability, Integrity, Results-oriented, Effective communications</li> </ul>			
GOVERNANCE	Board Accountability and Transparency	<ul style="list-style-type: none"> <li>Governance policies are reviewed regularly and up to date</li> <li>There is a shared understanding of TransAqua's accountability framework</li> </ul>	<ul style="list-style-type: none"> <li>Develop, adopt and promote the GMWC Accountability Framework Policy</li> </ul>
	Board Engagement	<ul style="list-style-type: none"> <li>High attendance by board members at meetings and open houses</li> <li>Board members receive appropriate orientation and training</li> </ul>	<ul style="list-style-type: none"> <li>Attend community events</li> <li>Explore Board member remuneration</li> <li>Implement onboarding practices for new commissioners</li> </ul>
	Board Diversity and Stability	<ul style="list-style-type: none"> <li>Board composition is reflective of the makeup of community</li> </ul>	<ul style="list-style-type: none"> <li>Update Board Skills Matrix proactively</li> <li>Identify and recommend potential future commissioners based on an evolving Board Skills Matrix</li> </ul>
RELATIONSHIPS	Stakeholder Outreach	<ul style="list-style-type: none"> <li>Relationships with stakeholders are demonstrably open and positive</li> </ul>	<ul style="list-style-type: none"> <li>Chair and commissioners meet with their respective municipal representatives biannually</li> <li>Staff holds regular Technical Committee meetings</li> <li>Staff meets annually with municipal CFOs</li> </ul>
	Public Awareness	<ul style="list-style-type: none"> <li>Improved awareness among members of the public for what we do, how we do it and what is expected of them</li> </ul>	<ul style="list-style-type: none"> <li>Update GMWC Communications Strategy</li> <li>Partner with Anglophone South and Francophone South school district</li> <li>Develop new public information items</li> <li>Provide public tours and open houses</li> <li>Create and promote a GMWC story narrative – celebrate success</li> <li>Hire a Communications &amp; Marketing Manager</li> </ul>
INNOVATION	Continuous Learning and Development	<ul style="list-style-type: none"> <li>TransAqua's workplace culture encourages creativity and open communication</li> <li>Innovative ideas and efforts are recognized and celebrated</li> </ul>	<ul style="list-style-type: none"> <li>Provide opportunities for learning and growth</li> <li>Increase employee engagement and empowerment</li> <li>Develop a Recognition Program</li> </ul>
	R & D Investments	<ul style="list-style-type: none"> <li>Dedicated and identifiable R&amp;D investments within the annual operating budget</li> <li>Balanced risk management approach</li> </ul>	<ul style="list-style-type: none"> <li>Identify energy management initiatives</li> <li>Explore alternative leachate treatment methods</li> <li>Conduct feasibility studies</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>Increased strategic collaboration with external organizations to improve knowledge transfer and build capacity</li> </ul>	<ul style="list-style-type: none"> <li>Explore partnerships with energy providers, municipalities, consultants, suppliers, vendors, start ups and research institutions (universities)</li> </ul>
SUSTAINABILITY	Environmental	<ul style="list-style-type: none"> <li>Demonstrable progress towards carbon neutrality</li> </ul>	<ul style="list-style-type: none"> <li>Explore regional energy management approach</li> <li>Update GHG inventory annually</li> <li>Explore carbon sinks / carbon credits</li> <li>Implement green energy projects</li> </ul>
	Financial	<ul style="list-style-type: none"> <li>Rate stability</li> </ul>	<ul style="list-style-type: none"> <li>Monitor investment opportunities</li> <li>Update cash flow analysis annually</li> <li>Update GMWC Business Plan annually</li> </ul>
	Operational	<ul style="list-style-type: none"> <li>Operational stability</li> <li>High employee retention</li> </ul>	<ul style="list-style-type: none"> <li>Adopt, implement and maintain employee retention strategy</li> <li>Maintain succession planning</li> <li>Provide employee training and education opportunities</li> <li>Complete annual employee satisfaction survey</li> </ul>
	Infrastructure	<ul style="list-style-type: none"> <li>Current and future infrastructure needs are understood and met</li> </ul>	<ul style="list-style-type: none"> <li>Update infrastructure deficit annually</li> <li>Explore tunnel redundancy or bypass solution</li> <li>Complete asset condition assessments</li> <li>Review regional wastewater treatment infrastructure planning annually</li> </ul>