

GMWC STRATEGIC PLAN 2024-2028

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