

SPECIAL COUNCIL MEETING AGENDA
Held on Wednesday, June 10, 2026, at 4:00 PM
In-Person Town Hall Council Chambers 2nd Floor

Teleconference Toll Free Number – 1-833-311-4101
Access Code: 2633 325 8842

Video Conference Link: [Click Here](#)
Access Code: 2633 325 8842

1.	Call Meeting to Order
2.	Disclosure of Pecuniary Interest & General Nature Thereof
3.	Public Question/Comment (Only Addressing Motion(s) or Reports on the Agenda)
4.	2026 to 2031 Strategic Plan Milestones – Suzanne Gibson (Suzanne Gibson & Associates), Facilitator
	1. Strategic Plan 2026 to 2030 Milestones Review
5.	Questions from the Media
6.	Confirmation By-law
	<ul style="list-style-type: none"> • Confirm the proceedings of Council for the special meeting held on Wednesday, June 10, 2026
7.	Next Meetings: Wednesday, June 17, 2026 at 5:00 PM
8.	Adjournment

PRIORITY 1: PROVIDE QUALITY CORE SERVICES AND INFRASTRUCTURE

Strategy 1: Review, prioritize and deliver core services based on responsible and viable service levels.

Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Review and Prioritize Municipal Services	Council orientation is completed, and initial analysis of core services, including cost, reach, and impact, is in place.	<p>Council is fully onboarded and aligned on its mandate, roles, and governance approach for service decision-making (2026/27).</p> <p>A comprehensive Municipal Service Inventory is completed, categorizing services and establishing a framework for prioritization and decision-making, as follows:</p> <ul style="list-style-type: none"> • <u>Legislated</u> (Priority 1): required by law and must be delivered. • <u>Vital</u> (Priority 2): non-legislated services deemed essential to public wellbeing. • <u>Important</u> (Priority 3): services that add significant value but are not essential. • <u>Services Delivered as Resources Permit</u> (Priority 4): discretionary services that enhance quality of life when funding is available. <p>A service matrix and decision framework is established to guide service levels, costs, and budget decisions.</p> <p>Risk analysis has informed decision-making, identifying consequences if service levels are reduced or contracted.</p> <p>A decision framework is in place, using the inventory and matrix to guide service priorities, levels of service, and budget development, with annual refinements. (Completed June 2027).</p>	<p>An annual Municipal Service Review cycle is established, and Council completes it prior to budget deliberations each year to confirm service priorities and levels of service.</p> <p>Decisions are informed by evidence, including:</p> <ul style="list-style-type: none"> • updated cost and revenue data • prior-year performance • risk assessments • external trends and legislative changes <p>Municipal service priorities are adjusted where needed to reflect:</p> <ul style="list-style-type: none"> • evolving community needs, • financial context and affordability, • service risks and mitigation requirements, and • strategic focus areas identified by Council. <p>A culture of continuous improvement is established, with staff identifying opportunities to enhance service delivery, partnership models, and cost efficiency over the rest of the strategic planning period.</p>	<p>A strategic annual Municipal Service Review cycle is fully embedded to prioritize service delivery.</p> <p>A culture of continuous improvement is fully integrated into service delivery work.</p>	<p>The annual core service review process is fully embedded.</p> <p>Service decisions are transparent and evidence-informed.</p> <p>Service levels balance legislation, need, and affordability.</p> <p>Resources are focused on highest-value services.</p> <p>Metrics include:</p> <ul style="list-style-type: none"> • total investment in core services • number and type of services delivered and level of service • number of residents served • number of partners involved in delivering services • annual changes in tax funding • FIR benchmarking • feedback from residents, service users, and partners <p>Cost-per-person metrics will not be used as a primary indicator due to the impact of economies of scale in a small municipality.</p>

PRIORITY 1: PROVIDE QUALITY CORE SERVICES AND INFRASTRUCTURE

Strategy 1: Review, prioritize and deliver core services based on responsible and viable service levels.

Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Municipal Services Delivery	<p>Municipal services are being delivered in alignment with the 2026 budget, with initial data collection in place to support future review and prioritization.</p> <p>Appendix 'A' Inventory of Services identify mandated and other municipal services delivered directly and in partnership.</p>	<p>Municipal services are being delivered in alignment with the 2027 review and prioritization process.</p> <p>Departments and partners are strengthening data collection and performance tracking to support evaluation and improvement.</p>	<p>Municipal services remain aligned with Council-approved priorities and service levels.</p> <p>Data tracking and evaluation practices are being applied more consistently to support service improvement and decision-making.</p> <p>Engineering reports related to shoreline erosion are completed, and Council has prioritized next-step actions for the following two years.</p>	<p>Services are consistently aligned with Council priorities, service levels, and budget.</p> <p>Data is used consistently to evaluate and improve service delivery.</p> <p>Service decisions are evidence-informed and transparent.</p> <p>The Municipal Service Review reflects updated service categories and levels for the next planning period.</p> <p>Approved shoreline erosion stabilization work is implemented.</p>	<p>Municipal services are consistently aligned with Council-approved priorities, service levels, and budget direction.</p> <p>Consistent data collection and performance tracking supports the improvement of service prioritization and delivery.</p> <p>Metrics include:</p> <ul style="list-style-type: none"> • % of municipal services delivered in alignment with approved budget and Council priorities • % of services aligned with defined service levels (as per updated review) • Number of variances between planned and actual service delivery (tracked annually) • % of departments using standardized performance tracking measures • Number of services with defined performance indicators and baseline data • Number of service adjustments informed by collected data • Progress against identified shoreline mitigation milestones (year-over-year)

PRIORITY 1: PROVIDE QUALITY CORE SERVICES AND INFRASTRUCTURE

Strategy 2: Prioritize the implementation of the 10-year Asset Management Plan.					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Asset Management Planning	Gananoque is fully in compliance with O. Reg 533/17 in alignment with its Asset Management Planning work.	<p>The 2025–2034 Asset Management Plan is reviewed against the Core Service Inventory to confirm alignment with priority services.</p> <p>The Asset Management Inventory is updated to reflect changing service needs and levels.</p> <p>The Long-Term Financial Plan is refreshed using prior-year actuals and projected service requirements.</p> <p>AODA compliance is being tracked through the Multi-Year Accessibility Plan.</p> <p>If new provincial asset management requirements are introduced (through OREG), Council will adopt an updated Asset Management Plan and submit it to the Province, and post it publicly on the website.</p> <p>The Stormwater Master Plan is completed (by the end of 2026).</p> <p>Stormwater Management has commenced in 2026 and is ongoing.</p> <p>Subject to Council approval, the lining for the pilot wastewater project is completed.</p>	<p>Asset investments are aligned with core service priorities, and the Asset Management Inventory is being updated annually to reflect agreed service levels.</p> <p>The Asset Management Plan remains current and compliant, with any legislative updates incorporated into planning and reporting.</p> <p>The Long-Term Financial Plan is updated to support sustainable asset investment.</p> <p>Accessibility improvements are advanced, including in new builds.</p> <p>Stormwater management work is underway and being monitored for impact.</p> <p>Pending the success of the wastewater pipe lining pilot, the Municipality proceeds to do more work in this area in 2028, pending Council approval.</p>	<p>Council is aligned on long-term asset priorities, and asset planning is integrated with service needs, lifecycle management, and financial planning.</p> <p>The Asset Management Plan remains current and compliant, including any new legislative requirements.</p> <p>Asset decisions are supporting long-term reliability, affordability, and accessibility.</p> <p>The Long-Term Financial Plan is updated and endorsed during this five-year period (or earlier if required by the Province) to reflect new service needs and any updated provincial asset management.</p> <p>Assets are increasingly accessible including all new builds.</p> <p>The Stormwater Management work is ongoing and is being monitored for impact.</p> <p>The Municipality proceeds with wastewater pipe lining, subject to Council approval, based on ROI analysis.</p>	<p>Asset investments are fully aligned with core service priorities and lifecycle needs. Asset management supports long-term affordability, reliability, and accessibility.</p> <p>Financial planning enables predictable and sustainable infrastructure investment.</p> <p>Long-term financial planning creates predictability, supporting stable budgeting and transparent tax and water rate decisions.</p> <p>Asset investment is informed by the rate at which assets are consumed and opportunities to prolong their lifespan.</p> <p>Asset management remains current, compliant, and integrated with legislative and accessibility requirements.</p> <p>Metrics include:</p> <ul style="list-style-type: none"> • Annual tracking of asset consumption rates and the impact of lifecycle strategies on extending asset life • Alignment between asset spending and core service priorities identified through the Core Service Inventory • Use of the Long-Term Financial Plan to guide sustainable investment decisions and forecast future needs

PRIORITY 1: PROVIDE QUALITY CORE SERVICES AND INFRASTRUCTURE

Strategy 2: Prioritize the implementation of the 10-year Asset Management Plan.

Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Continuous Asset Management	<p>Asset management work is being delivered in alignment with the 2026 budget.</p> <p>The East End Pumping Station will be complete by the end of the 2026 year.</p> <p>OSIM (Ontario Structural Inspection Manual) will be completed on all Town owned bridges and applicable structures.</p>	<p>Municipal departments continue to manage roads, bridges, water, wastewater, storm sewer systems, fleet, buildings, and community facilities in alignment with the Asset Management Inventory.</p> <p>Asset Management Building Condition Assessments to be conducted on all Town-owned buildings to be completed by 2027, in compliance with the five (5) year cycle.</p>	<p>Asset management continues to be prioritized in alignment with the Asset Management Inventory.</p> <p>Best practices and emerging technologies are being explored to support long-term infrastructure sustainability.</p> <p>The Twinning of Force Main is completed by the end of 2029.</p> <p>Lagoon remediation is complete by the end of 2029.</p> <p>OSIM (Ontario Structural Inspection Manual) will be completed on all Town owned bridges and applicable structures.</p>	<p>Municipal assets are being effectively managed and maintained in alignment with the Asset Management Inventory, supporting reliable infrastructure and service delivery.</p> <p>Innovative approaches and emerging technologies are being applied where appropriate to strengthen long-term sustainability.</p> <p>OSIM (Ontario Structural Inspection Manual) will be completed on all Town owned bridges and applicable structures.</p>	<p>Municipal assets are consistently managed to support reliable infrastructure and service delivery.</p> <p>Major infrastructure investments have strengthened system capacity and long-term sustainability</p> <p>Asset management practices incorporate innovation and emerging technologies.</p> <p>Key infrastructure projects are delivered as planned, strengthening system capacity, reliability, and long-term service sustainability.</p> <p>The Town is advancing more sustainable and forward-looking asset management practices, incorporating emerging technologies and best practices.</p> <p>Annual metrics are tracked including:</p> <ul style="list-style-type: none"> • Condition ratings • Cost of repairs • Progress against road needs study • Progress against OSIM report • Progress against ABSI reports • Useful life remaining

PRIORITY 1: PROVIDE QUALITY CORE SERVICES AND INFRASTRUCTURE

Strategy 3: Work with and fund partners to provide health care supports, culture, child care, social services, housing supports, ambulance services, environmental stewardship, and youth and seniors programming.

Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Partner-Delivered Services	Partner-delivered services are being provided in alignment with the 2026 budget. These include health care supports, culture, child care, social services, housing supports, land ambulance, environmental stewardship, and youth and seniors programming. (See Appendix A for partner-delivered services.)	<p>Partner-delivered services are being provided in alignment with the 2027 review and prioritization process.</p> <p>Departments and partners are strengthening data collection and performance tracking to support evaluation and continual improvement.</p> <p>The 2026 Regional Collaborative Initiative on Phragmites with Conservation Authority has commenced, with herbicide spraying and spading underway in designated zones.</p> <p><u>Shared Services</u> Shared service opportunities with neighbouring municipalities are explored to improve efficiency in areas such as procurement, administration, and data collection.</p>	<p>Partner-delivered services are delivered, refined and strengthened through improved coordination and evaluation.</p> <p>Service departments and partners are applying stronger data and evaluation practices to improve coordination and service delivery.</p> <p>The Regional Collaborative Initiative on Phragmites is proceeding in accordance with Council direction and initial evaluation, with the goal of reducing regrowth and supporting wetland restoration.</p> <p><u>Shared Services</u> At least one shared service opportunity is pursued, and any resulting agreements are being implemented and evaluated.</p> <p>Initial strategies are explored with UCLG and neighbouring municipalities to monitor and reduce greenhouse gas emissions and environmental impacts.</p>	<p>Partner-delivered services are being strengthened through improved coordination, evaluation, and alignment with Council-approved service priorities.</p> <p>Council has updated the Municipal Service Review to confirm priority categories and service levels for partner-delivered services for the next planning period.</p> <p><u>Shared Services</u> Gananoque continues to pursue shared service opportunities that improve efficiency and service quality.</p> <p>Regional environmental collaboration continues in alignment with partner agreement and Council direction.</p>	<p>Partner-delivered services are consistently aligned with Council priorities.</p> <p>Strong coordination and evaluation improve service quality and accountability.</p> <p>Shared service arrangements enhance efficiency and collaboration</p> <p>Collaborative initiatives support environmental and broader community outcomes.</p> <p>Metrics to be tracked include:</p> <ul style="list-style-type: none"> • Number and type of partner-delivered services • Number of residents served (where data is available) • Number of active partner organizations and formal agreements • Number of shared service initiatives implemented • Number of services with defined metrics and annual review in place • Progress of key shared initiatives (e.g., % completion of priority projects)

PRIORITY 2: CHAMPION A STRONG AND SUSTAINABLE LOCAL ECONOMY

Strategy 1: Support a strong and resilient business ecosystem.					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
<p>Business Retention, Expansion and Investment</p>	<p>In 2026, work has commenced on the development of a Business Retention and Expansion and Investment Attraction Plan (BR&E) to guide business support and investment attraction efforts.</p> <p>The online Business Network Directory is updated and is being strategically promoted.</p>	<p>The Town has established a coordinated approach to supporting local business and guiding future investment attraction.</p> <p>A Business Retention and Expansion and Investment Attraction Plan is developed and approved by Council.</p> <p>The plan is grounded in partnership with the Business Support Network (CFDC, Eastern Workforce Innovation Board, KEYS Job Centre), BIA, Chamber of Commerce, St. Lawrence College, neighbouring municipalities, and UCLG.</p> <p>A business gap analysis is completed to identify priority sectors and opportunities for targeted growth, informing business attraction strategies.</p> <p>The Business Retention and Expansion and Investment Attraction Plan (BR&E) establishes clear priorities, actions, and performance metrics to guide implementation and ongoing evaluation.</p> <p>The online Business Network Directory is refreshed, updated, and actively promoted as a central tool to connect and support local businesses.</p>	<p>The Town has implemented the BR&E Plan to strengthen the local business environment and support business retention, expansion, and attraction.</p> <p>Coordinated supports such as workshops, training, networking, and access to funding and expertise are in place through key partnerships.</p> <p>The Town is actively engaging businesses to identify needs and opportunities for growth.</p> <p>Targeted efforts to attract businesses aligned with priority sectors are underway.</p> <p>The Business Network Directory is continuously updated and actively used to support business visibility and connections.</p> <p>More small and medium-sized businesses are established, and existing businesses are beginning to expand.</p> <p>Businesses have reported improved access to supports, resources, and partnerships to help them succeed.</p>	<p>The local business ecosystem demonstrates sustained growth and resilience.</p> <p>Partnerships support coordinated and effective business services.</p> <p>The Business Retention and Expansion and Investment Attraction Plan (BR&E) is evaluated and refined based on data and business feedback.</p> <p>Gananoque is increasingly recognized as a supportive and investment-ready business environment.</p> <p>The Business Network Directory remains a core platform supporting business engagement, promotion, and connectivity.</p> <p>The local business ecosystem demonstrates sustained growth, with increased business activity, expansion, and investment.</p>	<p>Businesses are supported to start, grow, and expand, contributing to a more resilient and diverse local economy.</p> <p>The Town is increasingly positioned as a supportive and investment-ready community for targeted business growth.</p> <p>Business supports and decisions are informed by data, enabling continuous improvement and measurable impact.</p> <p>Metrics to be tracked include:</p> <ul style="list-style-type: none"> • OMAFRA and other relevant economic data sources • Number of new businesses, expansions, and closures • Number of business engagements and supports (e.g., visits, supports provided, event participation) • Number of businesses expanded • % change in commercial activity • Business Network Directory usage (traffic and engagement) • Partner feedback

PRIORITY 2: CHAMPION A STRONG AND SUSTAINABLE LOCAL ECONOMY

Strategy 2: Invest in tourism development, employment and industry growth to bolster long-term economic resilience.					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Tourism Development	<p>A 5-year Tourism Development Plan is developed to guide activities across the planning period, positioning Gananoque as a premier destination.</p> <p>The plan is grounded in best-practice research and supported by evaluation and continuous improvement.</p>	<p>The Tourism Development Plan is implemented, with a focus on:</p> <ul style="list-style-type: none"> • Expanding diverse attractions and experiences • Building partnerships with event promoters and community organizations • Increasing shoulder season programming • Coordinated destination marketing, including the Tourism 1000 Islands brand, Visitor Guide, and promotion of local tourism businesses • Enhancing waterfront infrastructure for live performances • Leveraging Municipal Accommodation Tax to support marketing and new attractions • Operating the Visitor Centre as a key tourism hub • Advancing Tourism Advisory Panel priorities • Strengthening data collection and performance tracking • Increasing Gananoque branding and awareness and promoting unique opportunities (e.g. Weddings) 	<p>The Tourism Development Plan is being actively delivered and refined, with expanded programming, strengthened partnerships, and increased marketing reach supporting tourism growth across seasons.</p>	<p>Programming, partnerships and marketing are sustained and optimized. Results from the current plan inform the development and approval of the next Tourism Development Plan.</p>	<p>Gananoque is a stronger year-round destination.</p> <p>Tourism activity has increased across seasons, supported by diverse experiences and strong partnerships.</p> <p>Tourism investment is coordinated and data-informed.</p> <p>Key Metrics include:</p> <ul style="list-style-type: none"> • Website and social media analytics (reach, engagement) • Visitor volumes and demographics (including daily counts) • Length of stay and places visited • Visitor origin and how visitors learned about Gananoque • Visitor Centre usage (inquiries, visits) • Feedback from visitors, accommodations, and tourism operators

PRIORITY 2: CHAMPION A STRONG AND SUSTAINABLE LOCAL ECONOMY

Priority 2: Invest in tourism development, employment and industry growth to bolster long-term economic resilience.					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Employment Lands and Industrial Growth	<p><u>Feasibility Work</u> The Town has confirmed the feasibility of employment land development opportunities, building on earlier analysis and identifying viable directions for attracting niche businesses.</p>	<p><u>Feasibility Work</u> Feasibility findings are refined and validated against infrastructure capacity, servicing constraints, and market conditions.</p>	<p><u>Conditions for Business Development</u> Policy and planning conditions are clarified to better support employment land development and investment attraction</p>	<p><u>BR&E Employment Lands Strategy</u> Employment lands are actively advancing to support investment and job creation.</p>	<p>The Town has a clear, market-aligned approach to employment land development, supported by a BR&E Employment Lands Strategy.</p> <p>The Town is positioned as investment-ready, with enabling policies, partnerships, and internal capacity in place to support development.</p> <p>Employment lands are being actively advanced, attracting investment, supporting business growth, and creating year-round jobs.</p>
	<p><u>Conditions for Business Development</u> Employment land policies and designations in the Official Plan and Development Permit By-law are reviewed to identify barriers and opportunities.</p>			<p>The Town is positioned as investment-ready with enabling policies and partnerships.</p>	
	<p><u>Improved Access from 401 Highway</u> The Town has explored improved access to Highway 401 with the Ministry of Transportation and, if viable, will undertake further feasibility work in future years</p>			<p><u>BR&E Employment Lands Strategy</u> A BR&E Employment Lands Strategy is developed to guide work over the next four years, subject to funding.</p>	

PRIORITY 2: CHAMPION A STRONG AND SUSTAINABLE LOCAL ECONOMY

Priority 2: Invest in tourism development, employment and industry growth to bolster long-term economic resilience.					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Employment Lands and Industrial Growth (cont'd)				<p><u>BR&E Employment Lands Strategy</u> The Town has strengthened internal capacity to support implementation of the BR&E Employment Lands Strategy and is actively pursuing identified opportunities</p> <p><u>BR&E Employment Lands Strategy</u> Key focus areas in the Strategy include:</p> <ul style="list-style-type: none"> • Grant funding and/or issue an Expressions of Interest to seek developers wishing to front fund the Herbert Street Extension. • Work with the Ministry to establish Investment Ready Certified sites. • Future development opportunities with King Street West. • Serviceable/developable employment lands with Visibility from Hwy 401. • Updated municipal land inventory to identify surplus land review. <p>Servicing relationships with adjacent municipalities or the Township</p>	<p>Key metrics include:</p> <ul style="list-style-type: none"> • Number of investment leads and inquiries • Number of new businesses established and existing businesses expanded • Number of jobs created • Growth in non-residential assessment base • Number of employment land sites advanced toward development <p>All metrics identified in the BR&E Employment Lands Strategy are tracked and reported on to monitor performance and refine efforts.</p>

PRIORITY 2: CHAMPION A STRONG AND SUSTAINABLE LOCAL ECONOMY

Strategy 3: Improve the conditions and opportunities for planned, responsible housing.					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Planned Responsible Housing	Stakeholder consultations have identified key barriers and opportunities related to housing development.	Housing opportunities identified through feasibility work and Expressions of Interest are being advanced, with a focus on affordable and attainable housing.	Housing opportunities are advanced and evaluated.	Conditions are in place to support continued housing development.	Enabling conditions support housing development.
	Surplus municipal lands are reviewed for housing potential, with a focus on infill and opportunities for affordable and attainable housing.	The Community Improvement Plan (CIP) is being reviewed and aligned to support housing priorities. Financial incentives and permitted tools are being considered to support housing development. County housing programs are being promoted, and the Town continues to support and invest in County-led housing and homelessness initiatives through Joint Services.	CIP incentives, including grants or loans where approved, are being implemented and assessed to inform future direction. Collaboration with the County continues to support secondary units, social housing, and the 10-Year Housing and Homelessness Plan.	Municipal tools, incentives, and partnerships are supporting long-term housing outcomes. Regional alignment is contributing to stable and supportive housing options and supports.	Municipal tools and partnerships are advancing housing. More diverse housing options support community well-being. Key Metrics include: <ul style="list-style-type: none"> • Number of new housing units created (including affordable/attainable) • Number of building permits issued • Uptake of CIP incentives and housing-related programs • Number of secondary units created (where data available) • Progress on County housing and homelessness initiatives (high-level tracking)

PRIORITY 3: CULTIVATE A HIGH-PERFORMING AND FUTURE-FOCUSED MUNICIPAL TEAM

Strategy 1: Invest in Our People					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
HR Supports and Capacity	Professional development is embedded in the employee review process, and annual staff goals are aligned with the 2026–2030 Strategic Plan priorities.	<p><u><i>HR Foundation</i></u> HR policies are updated to align with current practices and policy frameworks.</p> <p>A standardized onboarding program is in place for all new employees.</p> <p>Succession planning is established for key and high-risk positions, including the CAO, Treasurer, Clerk and Fire Chief.</p> <p><u><i>Staff Experience</i></u> Consistent staff recognition approaches are introduced.</p> <p>Staff surveys and exit interview protocols are in place.</p> <p><u><i>Workforce Structure</i></u> An organizational structure review is completed, and viable recommendations are implemented.</p>	<p>The organization’s people systems are strengthened, with a reviewed and approved salary grid.</p> <p>Increased Human Resources capacity is in place, pending Council approval.</p>	<p>A mature and sustainable workforce model is in place, supported by a full review of compensation and benefits across all divisions.</p> <p>A comprehensive assessment of HR capacity is completed to inform the next planning cycle.</p>	<p>The Town has a stable, skilled, and supported workforce aligned with service delivery needs.</p> <p>Modern HR practices support recruitment, retention, and leadership continuity.</p> <p>Staff are engaged, recognized, and equipped to deliver high-quality services.</p> <p>Key Metrics include:</p> <ul style="list-style-type: none"> • Staff retention and turnover rates • Time to fill vacancies • Staff survey results (engagement and satisfaction) • Completion of performance reviews and development plans

PRIORITY 3: CULTIVATE A HIGH-PERFORMING AND FUTURE-FOCUSED MUNICIPAL TEAM

Strategy 2: Modernize Systems, Corporate Infrastructure and Continuous Improvement					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Corporate Systems and Infrastructure	Core corporate systems and planning foundations are in place, including implementation of the Official Plan, iCity platform, aligned Council reporting, and annual reporting to Council.	Corporate systems and infrastructure are strengthened, including: <ul style="list-style-type: none"> • Review of the Development Permit By-law following the Official Plan • Implementation of new Town website, and Diligent Community, simultaneously to enhance public access to information (Website overhaul) • Ongoing monitoring of cybersecurity systems • Approval and initial implementation of an AI and an update of Social Media Policy. • Initial strengthening of data collection practices 	Continuous improvement is embedded, with a formal interim Strategic Plan review completed and adjustments made to guide future planning work over the next two years. A full inventory of corporate policies with a defined review schedule is complete.	Organizational performance is clearly demonstrated and communicated, with a final Strategic Plan report delivered to Council and shared publicly, highlighting achievements and outcomes.	Corporate systems are fully integrated and support efficient service delivery. Decision-making is data-informed and aligned with strategic priorities. Continuous improvement is embedded across the organization. Key Metrics include: <ul style="list-style-type: none"> • Number of corporate policies updated and maintained on schedule • System utilization rates (e.g., iCity, Diligent Community) • Completion of annual and strategic reporting • Progress against Strategic Plan milestones

PRIORITY 3: CULTIVATE A HIGH-PERFORMING AND FUTURE-FOCUSED MUNICIPAL TEAM

Strategy 3: Improve Communications and Access to Information					
Focus Area	Readiness Year	Year 1: 2027	Year 3: 2029	Year 5: 2031	Outcome Statements & Metrics
Communication	Foundational communication systems and tools are in place, aligned with corporate systems and reporting.	Communication systems and practices are strengthened, including: <ul style="list-style-type: none"> • Implementation of Diligent Community to improve public access to information • Staff feedback collected on internal communications effectiveness • Improved internal sharing of corporate policies • Updated Communications Policy and development of an AODA-compliant communications strategy 	Communication approaches are enhanced and modernized, including: <ul style="list-style-type: none"> • Updates to the Town's website (pending budget approval) • Review and improvement of external communication processes and protocols 	Communication capacity is aligned with service expectations, including: <ul style="list-style-type: none"> • Additional resources secured, if required, to support enhanced communication and access to information 	Communication is clear, accessible, and consistent across the organization. Residents have reliable access to information and municipal processes. Communication practices support transparency and engagement. Key Metrics include: <ul style="list-style-type: none"> • Website traffic and user engagement • Public access and usage of online platforms (e.g., Diligent Community) • Staff feedback on internal communications • Public feedback on access to information and communications