



MUNICIPAL DISTRICT OF ST. STEPHEN

— LIFE IS SWEETER HERE —

2026–2030

STRATEGIC PLAN

A clear direction. A practical path. A stronger community.



AUGUST 2026

Our direction for 2026–2030

The Municipal District of St. Stephen is a community with a proud history, a strong identity and significant opportunity. Council has established four strategic pillars to focus municipal decisions, guide investment and provide a transparent basis for measuring progress through April 2030.

OUR STRATEGIC FRAMEWORK



INFORM • ENGAGE • CONNECT

Communications

Transparent information and accessible municipal services.



GOVERN • PREPARE • STEWARD

Effective Government

Integrity, fiscal discipline, preparedness and organizational capacity.



PLAN • PROTECT • RENEW

Infrastructure

Safe water, resilient assets and long-range investment.



SUPPORT • INCLUDE • BELONG

Community Safety and Wellness

A safe, healthy, active and welcoming community.

COUNCIL'S COMMITMENT We will make choices, set priorities and use public resources responsibly. We will explain what is being advanced, what has changed and what results are being achieved.

Turning direction into results

This plan combines Council's public priorities with an implementation roadmap. It identifies what the municipality intends to produce, when the work is expected to advance and how Council and the public will be kept informed.

4 STRATEGIC PILLARS	14 COUNCIL PRIORITIES	177 DEFINED DELIVERABLES	APRIL 2030 END-OF-PLAN REVIEW
------------------------	--------------------------	-----------------------------	----------------------------------

How to read this plan

- **Part I — Strategic direction** — Explains the four pillars, the outcomes Council is seeking and the major decision windows.
- **Part II — Delivery and accountability** — Explains how annual budgets, work plans, quarterly reporting and public annual reports will control implementation.
- **Appendix A — Delivery schedule** — Retains the full set of deliverables and assigns each to a realistic planning period from Fall 2026 through April 2030.

Contents

- 1. How the plan was developed
- 2. Delivery roadmap
- 3. Communications
- 4. Effective Government
- 5. Infrastructure
- 6. Community Safety and Wellness
- 7. Accountability and Reporting
- 8. Looking to April 2030
- Appendix A — Delivery schedule

1. How the plan was developed



Following the 2026 municipal election, Council and senior administration participated in a facilitated strategic-planning process. The work identified four pillars and a set of high-level priorities reflecting community needs, municipal responsibilities and the organization's realistic capacity.

Administration then translated those priorities into specific deliverables that can be scoped, budgeted, assigned, completed and reported. The resulting roadmap is deliberately sequenced: urgent legal, safety, cyber, water, financial and governance controls begin first; evidence-heavy strategies and long-range plans follow as reliable information and organizational capacity become available.

A LIVING PLAN Council may adjust priorities as conditions change. Material changes will be explained publicly and reflected in annual work plans, budgets and progress reporting.

FROM DIRECTION TO DELIVERY

01

COUNCIL DIRECTION

Council establishes the outcomes, priorities and public value the municipality is expected to pursue.

02

ADMINISTRATIVE TRANSLATION

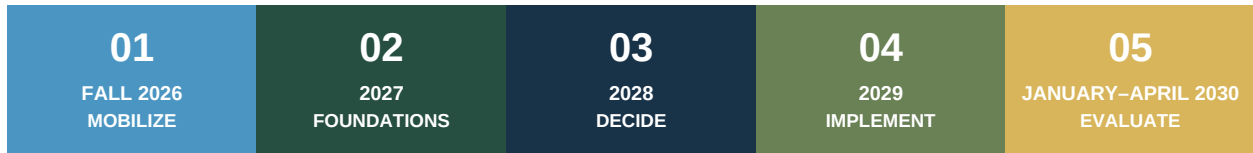
Administration converts that direction into scoped deliverables, decision points and a realistic sequence of work.

03

REVIEW AND ADAPTATION

Council receives progress reports and adjusts priorities through annual work plans, budgets and public reporting.

2. Delivery roadmap



Fall 2026 — Mobilize and protect

Establish governance, ownership, risk controls and the 2027 work program. Begin urgent human resources, cybersecurity, safety, emergency, fiscal, bylaw, water and communications work.

2027 — Establish the foundations

Complete inventories, baselines, compliance controls, core policies and technical investigations. Deliver the first complete statutory annual report.

2028 — Develop plans and make key decisions

Complete engagement and analysis. Bring forward water Phase 1 recommendations, service-level choices, priority policy decisions and investment scenarios.

2029 — Integrate and implement

Approve major long-range strategies, connect them to the 2030 budget and begin authorized implementation.

January–April 2030 — Evaluate and transition

Report results, identify outstanding commitments and provide advice for the next Council planning cycle.

ANNUAL AUTHORIZATION The roadmap identifies intended timing. Expenditure, procurement, staffing changes, borrowing, land transactions and service-level changes remain subject to the annual budget and applicable Council authority.

3. Communications



STRATEGIC PILLAR

Communications

OUR GOAL

To build a transparent, informed, and connected community by strengthening how the Municipal District of St. Stephen communicates with residents, partners, and stakeholders.

What success looks like

Communication Strategy

Residents receive timely, consistent and accessible municipal information through clear channels, with defined authority for official responses and measurable communication standards.

Principal Council decision window: 2027 — strategy and policy direction.

Digital Profile

The municipality maintains a secure, accessible and sustainable digital presence that makes priority information and services easier to find and use.

Principal Council decision window: 2028 — phased modernization plan and budget.

Annual Report

A complete, plain-language and legally compliant annual report is published on time each year, including financial, strategic and municipal service-request reporting.

Principal Council decision window: 2027 — reporting framework; annual thereafter.

Roles and Responsibilities

Council, administration and the public have a practical understanding of governance, operations, reporting relationships and the proper path for inquiries and service matters.

Principal Council decision window: 2027 — governance protocol and public model.

4. Effective Government



STRATEGIC PILLAR

Effective Government

OUR GOAL

Govern with integrity, transparency, and fiscal responsibility, ensuring the Municipal District of St. Stephen operates efficiently and makes sound, long-term decisions on behalf of residents.

What success looks like

Bylaw Review

The municipality has a verified bylaw inventory, current online repository, risk-based review program and permanent maintenance cycle.

Principal Council decision window: 2027 — risk-based program; annual bylaws thereafter.

Fiscal Responsibility

Council decisions are informed by long-range forecasts, reserve and debt rules, lifecycle costs, utility affordability and transparent measures of financial condition.

Principal Council decision window: 2027–2028 — fiscal frameworks and utility analysis.

Municipal Emergency Management Plan

The municipality maintains a current, exercised and continuously improved emergency-management and business-continuity system.

Principal Council decision window: 2027 — updated plan; 2028 exercise corrections.

Human Resources Strategy

The municipality has a capable, qualified and safety-conscious workforce supported by current position requirements, credential controls, cyber training and a formal occupational health and safety program.

Principal Council decision window: 2027 — corporate human resources strategy and controls.

5. Infrastructure



STRATEGIC PILLAR

Infrastructure

OUR GOAL

Ensure a resilient, sustainable infrastructure foundation that supports the long-term growth, safety, and quality of life of the St. Stephen community.

What success looks like

Phase 1 — Water System Strategic Infrastructure Plan

Immediate water-system risks are reduced, core investigations and system intelligence are complete, and Council has a defensible recommendation for the next phase of source and infrastructure investment.

Principal Council decision window: 2028 — Phase 1 close-out and Phase 2 direction.

Thirty-Year Infrastructure Plan

Council has a risk-based, financially informed long-range capital program connecting service expectations, asset condition, growth, climate resilience and the preferred water-system direction.

Principal Council decision window: 2029 — long-range plan and capital program.

Asset Management Plan

Asset condition, criticality, service levels and lifecycle cost guide maintenance, renewal, budgeting and major-equipment decisions.

Principal Council decision window: 2028–2029 — service levels and corporate plan.

6. Community Safety and Wellness



STRATEGIC PILLAR

Community Safety and Wellness

OUR GOAL

To cultivate a safe, healthy, and welcoming community where all residents of St. Stephen feel supported, connected, and proud to call home.

What success looks like

Community Safety and Wellness Plan

Municipal and community partners work from agreed roles, evidence-based outcomes, assigned commitments and a recurring public reporting process.

Principal Council decision window: 2029 — plan and partner commitments.

Parks and Recreation Strategy

Council has a costed and prioritized ten-year direction for parks, trails, facilities and programs based on condition, utilization, accessibility, community need and regional opportunities.

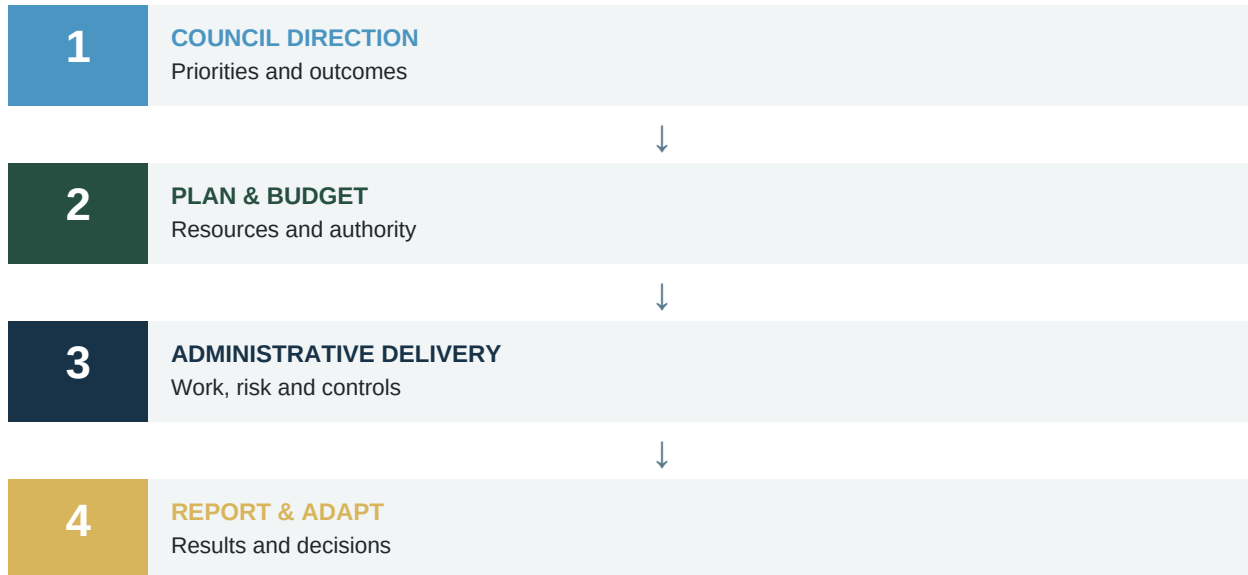
Principal Council decision window: 2029 — strategy and ten-year priorities.

Housing Strategy

Council has a realistic municipal action plan grounded in housing need, lawful municipal tools, serviced capacity, partnerships, affordability and measurable outcomes.

Principal Council decision window: 2029 — strategy, targets and implementation plan.

7. Accountability and Reporting



The Strategic Plan sets direction; it does not bypass municipal governance. Council retains authority over outcomes, policy, service levels, budgets and other reserved decisions. Administration is accountable for professional advice, realistic sequencing, authorized delivery, risk management and candid reporting.

The accountability cycle

- **Annual work planning** — Each autumn, administration will recommend a limited set of funded commitments for the following year.
- **Quarterly reporting** — Council will receive a concise dashboard identifying status, completed milestones, next steps, budget position, risks, dependencies and decisions required.
- **Annual public reporting** — Progress will be reported through the municipal annual report alongside the information required by the Local Governance Act and Annual Report Regulation.
- **Change control** — Material changes to outcomes, service levels, policy, budget, schedule or risk will return to Council with the reason, impact and revised path.
- **Completion and benefits** — Significant deliverables will be formally accepted and later reviewed to determine whether the intended benefit was achieved.

8. Looking to April 2030



A four-year strategic plan cannot resolve every long-range municipal issue. It can, however, establish disciplined priorities, improve the information available to Council, reduce organizational risk, and leave the municipality with stronger systems and clearer investment choices.

The end-of-plan record

- **Results** — What was completed and the evidence of completion.
- **Benefits** — What changed for residents, services, risk, governance, finances or organizational capacity.
- **Commitments in progress** — Authorized work extending beyond April 2030, including its owner, schedule and financial implications.
- **Exceptions** — What was deferred, rescope or not completed, and why.
- **Residual risks** — Legal, safety, financial, operational, environmental, privacy, cyber and reputational issues requiring continued attention.
- **Next-cycle advice** — Lessons, data gaps and recommended questions for the next Council strategic-planning process.

OUR STANDARD FOR SUCCESS Success is not measured by the length of the project list. It is measured by whether Council's priorities were converted into authorized work, delivered within capacity, reported honestly and carried forward without losing institutional knowledge.

Appendix A — Delivery schedule

This appendix is the administrative roadmap supporting the public Strategic Plan. It preserves the complete set of proposed deliverables and assigns each deliverable to the period in which it is expected to be substantially developed, completed or brought to Council. Recurring work continues after the initial target period.

PROJECT REFERENCE SYSTEM

Each deliverable has a permanent three-part reference: **pillar.priority.deliverable**. For example, 3.2.04 identifies Infrastructure, the Thirty-Year Infrastructure Plan, and its fourth deliverable. Use these references in work plans, budgets and status reports.

IMPORTANT The schedule is subject to annual budget approval, available staff and consultant capacity, procurement lead times, technical findings, legal and regulatory requirements, external funding, land access and partner commitments.

Communications

Communication Strategy

Target result. Residents receive timely, consistent and accessible municipal information through clear channels, with defined authority for official responses and measurable communication standards.

Sequencing. Establish immediate employee-use safeguards while the municipality documents current practices, then adopt a complete corporate approach and measure its effectiveness.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 1.1.01

Corporate Communications Baseline Assessment, including a complete communications channel audit

A documented assessment of how the municipality currently communicates, including its channels, audiences, responsibilities, strengths, gaps, risks, and available performance information.

PROJECT 1.1.02

Audience and stakeholder map

A record of the groups the municipality needs to reach, what information they require, and the most effective ways to communicate with them.

PROJECT 1.1.03

Employee Internet, Email and Technology Acceptable-Use Policy

A corporate policy establishing appropriate use of municipal internet access, email, computers, mobile devices, applications, and online services, including security, privacy, records-management, and monitoring expectations.

PROJECT 1.1.04

Employee Social-Media and Public-Response Policy

Rules distinguishing official municipal responses from employees' personal online activity and identifying who may respond, when matters must be escalated, and how municipal records are retained.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 1.1.05

Municipal Communications Strategy

A Council-approved or Council-confirmed plan establishing communication objectives, priorities, audiences, methods, responsibilities, and measures.

PROJECT 1.1.06**Communications governance and approval protocol**

Clear rules identifying who prepares, reviews, approves, publishes, corrects, and speaks publicly on behalf of the municipality.

PROJECT 1.1.07**Standards for routine, urgent, emergency, and service-disruption communications**

Expected methods and response times for normal notices, service interruptions, urgent matters, and public-safety information.

PROJECT 1.1.08**Public-engagement standards**

Consistent expectations for when and how residents and stakeholders will be informed, consulted, or invited to participate.

PROJECT 1.1.09**Media-relations and spokesperson protocol**

Rules governing media inquiries, official spokespersons, interviews, releases, corrections, and coordinated public statements.

PROJECT 1.1.10**Corporate editorial calendar**

A forward schedule of recurring notices, reports, campaigns, meetings, consultations, and other planned public information.

PROJECT 1.1.11**Standard municipal communications templates**

Approved formats for notices, releases, advisories, service updates, social-media posts, and other common communications.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 1.1.12**Communications performance measures and reporting process**

Measures used to determine whether municipal information is timely, accessible, understood, reaching intended audiences, and supporting public trust.

Digital Profile

Target result. The municipality maintains a secure, accessible and sustainable digital presence that makes priority information and services easier to find and use.

Sequencing. Secure and govern the existing digital footprint first; redesign content and services only after needs, ownership, accessibility, and lifecycle costs are understood.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 1.2.01****Inventory of municipal websites, social-media accounts, online services, and digital content**

A complete list of the municipality's digital accounts, services, platforms, content, owners, purposes, and renewal obligations.

PROJECT 1.2.02**Digital records, privacy, cybersecurity, and continuity protocols**

Controls ensuring digital communications comply with records, privacy, security, access, backup, and service-continuity requirements.

PROJECT 1.2.03**Cybersecurity awareness requirements and human resources training cross-reference**

A direct connection between corporate cybersecurity controls and the mandatory employee training, recordkeeping, and refresher requirements established through the Human Resources Strategy.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 1.2.04****Website needs, accessibility, security, and content assessment**

An assessment identifying improvements required to make municipal digital services useful, accessible, current, secure, and sustainable.

PROJECT 1.2.05**Revised website information architecture**

A reorganized website structure that allows residents to locate important information and complete common tasks more easily.

PROJECT 1.2.06**Updated priority website content**

Current, plain-language information for the municipal services and subjects residents use or ask about most often.

PROJECT 1.2.07**Digital content standards and ownership schedule**

Rules for writing, reviewing, updating, archiving, and assigning responsibility for every important area of digital content.

PROJECT 1.2.08**Social-media governance and moderation standards**

Rules for account administration, acceptable content, public comments, moderation, records retention, security, and staff responsibilities.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS**PROJECT 1.2.09****Prioritized online-service modernization plan**

A phased list of municipal services that should be made easier to access or complete online, ranked by public value and feasibility.

PROJECT 1.2.10**Website and digital-channel analytics dashboard**

A regular summary showing website use, popular content, service demand, engagement, and areas where users have difficulty.

PROJECT 1.2.11**Phased implementation plan and budget for digital improvements**

A realistic schedule and cost estimate for completing approved digital improvements over several budget years.

Annual Report

Target result. A complete, plain-language and legally compliant annual report is published on time each year, including financial, strategic and municipal service-request reporting.

Sequencing. Build the statutory control framework in 2026 and use it to deliver the first complete annual report by June 30, 2027, followed by a stable annual cycle.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 1.3.01****Annual-report statutory compliance checklist**

A year-by-year control confirming that every disclosure, deadline, posting, and public-access requirement has been satisfied.

PROJECT 1.3.02**Annual reporting calendar with assigned data owners and internal deadlines**

A schedule working backward from June 30, identifying data owners, audit dependencies, review dates, and internal deadlines.

PROJECT 1.3.03**Annual report template structured around section 105 of the Local Governance Act and the Annual Report Regulation**

A standard report structure that places all legally required information in a consistent and easy-to-verify format.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 1.3.04****Audited financial statements incorporated into the report**

The municipality's audited statements included as a required component of the annual public report.

PROJECT 1.3.05

Required disclosures respecting grants of \$500 or more; economic-development assistance, grants, activities, and programs; applicable municipal corporations; Council membership, responsibilities, meetings, attendance, remuneration, benefits, and expenses; and municipal services and related infrastructure costs

The complete set of disclosures required by regulation concerning grants, economic development, municipal corporations, Council activities and costs, and municipal services.

PROJECT 1.3.06

Optional plain-language information respecting municipal finances, capital projects, strategic-plan progress, and performance measures

Additional explanatory material helping residents understand municipal finances, capital work, strategic progress, and performance.

PROJECT 1.3.07

municipal service-request performance report, including submission volume, service-request category, geographic area, acknowledgement and resolution times, unresolved matters, and comparison with the previous year

A recurring, privacy-conscious report showing submission volumes, categories, geographic distribution, acknowledgement and resolution times, unresolved matters, and year-over-year results.

PROJECT 1.3.08

Completed annual report prepared by June 30

A finalized report for the preceding fiscal year completed within the statutory deadline.

PROJECT 1.3.09

Website publication and publicly accessible Clerk's-office copy

The report posted online and made available for examination during regular hours at the Clerk's office.

PROJECT 1.3.10

Supporting evidence and annual compliance certification

Retained records and formal internal sign-off demonstrating that the report is complete and accurate.

Roles and Responsibilities

Target result. Council, administration and the public have a practical understanding of governance, operations, reporting relationships and the proper path for inquiries and service matters.

Sequencing. Clarify governance and operational boundaries early, then embed them through public information, orientation, training, and recurring review.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 1.4.01****Council–administration roles and responsibilities protocol**

A written agreement describing Council's governance and oversight role and administration's operational and professional responsibilities.

PROJECT 1.4.02**Governance-versus-operations decision guide**

A practical tool helping elected officials and staff determine whether a matter requires Council direction or administrative handling.

PROJECT 1.4.03**Council inquiry and staff referral procedure**

A consistent process for receiving, assigning, answering, tracking, and closing questions or service matters raised by Council members.

PROJECT 1.4.04**Defined spokesperson and communications responsibilities**

A clear assignment of who may communicate on political, corporate, operational, emergency, and technical matters.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 1.4.05****Public-facing explanation of how municipal decisions and services work**

Plain-language material explaining how Council makes decisions and how residents access administrative services.

PROJECT 1.4.06**Public-facing municipal organizational chart showing all approved positions and reporting relationships**

A maintained chart showing Council, the Chief Administrative Officer, departments, all approved municipal positions, and reporting relationships, using position titles throughout and names only for Council and the management team where approved.

PROJECT 1.4.07**Updated Council orientation materials**

Current training and reference materials reflecting the municipality's governance structure, policies, and expected practices.

PROJECT 1.4.08**Annual governance training and review process**

A recurring opportunity to reinforce roles, address emerging issues, and update governance practices.

PROJECT 1.4.09**Process for identifying and addressing recurring role confusion**

A method for documenting repeated boundary or accountability problems and resolving them through policy, training, or procedure.

Effective Government

Bylaw Review

Target result. The municipality has a verified bylaw inventory, current online repository, risk-based review program and permanent maintenance cycle.

Sequencing. Create a reliable bylaw inventory and risk-based work program before committing Council and legal resources to individual amendments.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 2.1.01

Authoritative inventory of all municipal bylaws

One verified list of every bylaw, including its status, amendments, subject, owner, and current consolidated version.

PROJECT 2.1.02

Assigned administrative owner for each bylaw

A department or officer made responsible for monitoring, applying, and recommending updates to each bylaw.

PROJECT 2.1.03

Standard municipal bylaw drafting and formatting template

A consistent format and drafting approach that improves legality, readability, administration, and future consolidation.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 2.1.04

Legal, enforceability, operational, and public-impact assessment

A structured review of whether each bylaw remains lawful, understandable, enforceable, practical, and aligned with community needs.

PROJECT 2.1.05

Risk-based bylaw classification and prioritization system

A method for ranking bylaws according to legal exposure, safety, enforceability, operational impact, age, and public importance.

PROJECT 2.1.06

List of bylaws requiring repeal, consolidation, replacement, or amendment

A documented decision list identifying outdated, duplicated, conflicting, ineffective, or missing bylaws.

PROJECT 2.1.07

Multi-year bylaw review schedule

A realistic timetable for reviewing priority bylaws over several years instead of attempting every bylaw simultaneously.

PROJECT 2.1.08

Annual bylaw development and consultation work plan

The specific bylaw projects, research, public input, legal review, and Council decisions proposed for each year.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 2.1.09

Updated priority bylaws

Completed amendments or replacement bylaws addressing the highest-ranked legal, safety, service, or community issues.

PROJECT 2.1.10

Publicly accessible and current consolidated bylaw repository

An online collection containing the current enforceable text of municipal bylaws rather than disconnected amendments.

2029 — INTEGRATE AND IMPLEMENT

PROJECT 2.1.11

Permanent bylaw review and maintenance cycle

A recurring process ensuring bylaws remain current after the initial review program is completed.

Fiscal Responsibility

Target result. Council decisions are informed by long-range forecasts, reserve and debt rules, lifecycle costs, utility affordability and transparent measures of financial condition.

Sequencing. Set financial principles and expose immediate receivable risks first, then connect long-range forecasting, reserves, debt, utility affordability, and lifecycle costing.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 2.2.01

Defined fiscal-responsibility principles

Council-endorsed principles guiding affordability, sustainability, reserves, debt, revenues, spending, risk, and long-term financial decisions.

PROJECT 2.2.02

Approved financial performance indicators and targets

Specific measures and targets allowing Council to monitor financial condition and identify deterioration early.

PROJECT 2.2.03

Bad-debt definition, baseline, and management plan

A clear definition of uncollectible or overdue accounts, the current value and age of those accounts, and a lawful recovery plan.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 2.2.04

Accounts-receivable and collection performance framework

Consistent billing, follow-up, payment-plan, write-off, escalation, and reporting practices.

PROJECT 2.2.05

Long-range operating and capital financial forecast

A multi-year projection showing expected revenues, expenses, capital requirements, and major financial pressures.

PROJECT 2.2.06

Reserve-fund framework and target levels

Defined purposes, target levels, permitted uses, replenishment expectations, and reporting for municipal reserves.

PROJECT 2.2.07

Debt-management framework

Rules and indicators governing when borrowing is appropriate and how debt affordability and repayment are assessed.

PROJECT 2.2.08

Budget variance and corrective-action reporting process

Regular reporting of significant differences from budget and the management response required.

PROJECT 2.2.09

Lifecycle-cost requirements for capital decisions

A requirement to consider acquisition, operation, maintenance, renewal, and disposal costs—not only initial purchase price.

PROJECT 2.2.10

Financial implications assessment for every strategic initiative

A consistent estimate of staff, operating, capital, financing, and ongoing costs before an initiative is recommended.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS**PROJECT 2.2.11****Utility affordability and cost-recovery analysis**

Analysis of whether utility revenues cover costs and whether rates remain financially and socially sustainable.

PROJECT 2.2.12**Annual fiscal-sustainability reporting**

A recurring public or Council report on financial condition, risks, trends, and performance against approved targets.

Municipal Emergency Management Plan

Target result. The municipality maintains a current, exercised and continuously improved emergency-management and business-continuity system.

Sequencing. Confirm compliance and hazards immediately, update the operating plan in 2027, and validate it through training, exercise, and corrective action.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 2.3.01****Current-state legislative and operational compliance assessment**

A comparison of current emergency-management arrangements against legal requirements and accepted operating needs.

PROJECT 2.3.02**Hazard, risk, and vulnerability assessment**

An evidence-based identification and ranking of emergencies most likely to affect the municipality and their potential consequences.

PROJECT 2.3.03**Emergency contact and resource directory**

A maintained list of essential personnel, agencies, suppliers, facilities, equipment, and contact information.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 2.3.04****Updated Municipal Emergency Management Plan**

The municipality's approved framework for command, coordination, responsibilities, resources, communication, and recovery during emergencies.

PROJECT 2.3.05**Emergency roles, authorities, and organizational structure**

A clear description of who has authority and what each person or organization must do during an emergency.

PROJECT 2.3.06**Emergency Operations Centre procedures**

Practical instructions for activating, staffing, operating, documenting, and closing the emergency coordination centre.

PROJECT 2.3.07**Business continuity and essential-services plans**

Arrangements for maintaining or restoring critical municipal services when staff, facilities, systems, or suppliers are disrupted.

PROJECT 2.3.08**Public warning and emergency communications protocol**

Approved methods and responsibilities for issuing accurate, coordinated, and timely public-safety information.

PROJECT 2.3.09**Agreements and coordination arrangements with regional and provincial partners**

Documented roles and assistance arrangements with neighbouring municipalities, regional bodies, emergency agencies, and the Province.

PROJECT 2.3.10**Staff training program and emergency exercise schedule**

A recurring schedule ensuring designated personnel understand their roles and practise the plan.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 2.3.11**Completed emergency exercise**

A practical test of emergency arrangements, decision-making, communication, and coordination.

PROJECT 2.3.12**After-action report and corrective-action plan**

A record of what worked, what failed, and the assigned improvements following an exercise or real emergency.

PROJECT 2.3.13**Annual testing and maintenance schedule**

A yearly program for updating contacts, testing systems, training staff, exercising plans, and closing deficiencies.

Human Resources Strategy

Target result. The municipality has a capable, qualified and safety-conscious workforce supported by current position requirements, credential controls, cyber training and a formal occupational health and safety program.

Sequencing. Address qualification, cyber, and worker-safety controls without delay, then complete the broader workforce strategy and recurring management reporting.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 2.4.01

Employee qualification, licence, and certification inventory

A central record of the credentials required for assigned work, the credentials held by employees, renewal dates, and identified gaps.

PROJECT 2.4.02

Cybersecurity awareness and phishing-resistance training program for all employees using municipal computers, phones, email, applications, or networks

Mandatory onboarding and recurring training for all employees using municipal computers, phones, email, applications, or networks, supported by phishing exercises and clear incident-reporting procedures.

PROJECT 2.4.03

Corporate occupational health and safety program

A formal program defining responsibilities, worker participation, hazard identification, inspections, safe-work practices, incident reporting, investigation, corrective action, and program review.

PROJECT 2.4.04

Workplace inspection, hazard reporting, and corrective-action process

A documented process for completing inspections, reporting hazards, assigning corrective actions, tracking deadlines, and confirming closure.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 2.4.05

Corporate Human Resources Strategy

A coordinated plan for workforce capacity, recruitment, retention, qualifications, training, performance, succession, employee wellbeing, and workplace safety.

PROJECT 2.4.06

Position descriptions and organizational structure review

A review ensuring every approved position has a current description, clear duties, required qualifications, and an understood reporting relationship.

PROJECT 2.4.07**Qualification and certification compliance process**

A recurring control for verifying credentials, notifying employees and supervisors of renewal requirements, and preventing unqualified assignment to regulated or safety-sensitive work.

PROJECT 2.4.08**Employee safety orientation and role-specific training program**

Required orientation and recurring training matched to the hazards, equipment, certifications, and responsibilities of each position.

PROJECT 2.4.09**Annual human resources, training, and workplace-safety report to the Chief Administrative Officer**

A management report summarizing workforce capacity, vacancies, qualifications, training completion, safety activity, incidents, corrective actions, and significant risks.

Infrastructure

Phase 1 — Water System Strategic Infrastructure Plan

Target result. Immediate water-system risks are reduced, core investigations and system intelligence are complete, and Council has a defensible recommendation for the next phase of source and infrastructure investment.

Sequencing. Advance immediate public-health and source-risk work first; complete field investigations and system intelligence before Council is asked to decide on Phase 2.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 3.1.01

Public information and consultation program regarding system condition, risks, costs, and the long-term roadmap

A structured process for explaining water-system risks and proposals and receiving informed input from customers.

PROJECT 3.1.02

Interim ultraviolet disinfection installed at the Well No. 1 main pumphouse

Installation of an additional treatment barrier intended to reduce immediate pathogen risk while the long-term source solution is developed.

PROJECT 3.1.03

Step 1 groundwater-under-the-direct-influence-of-surface-water screening completed for all three wells and required regulatory follow-up

Regulatory screening of each well to determine whether it is influenced by surface water and what further assessment or treatment is required.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 3.1.04

Geophysical surveys, environmental assessment and permitting, land-access arrangements, exploratory drilling, test pumping, and water-quality testing

Technical and regulatory field work required to understand the aquifer and identify feasible locations for future wells.

PROJECT 3.1.05

Hydrogeological assessment of the Maxwell Crossing aquifer, maximum-yield findings, and recommendation on the groundwater approach

A professional assessment of aquifer capacity, water quality, sustainable yield, and whether the proposed groundwater approach should continue.

PROJECT 3.1.06

Metering and billing system review and improvement plan

An assessment and corrective plan to establish accurate production, consumption, billing, and water-loss information.

PROJECT 3.1.07

Zone-based metering, a centralized geographic information system, an updated water-system hydraulic model, and geographic-information-system-linked water-main-break records

Modern information and monitoring tools showing where water is produced, used, lost, and affected by breaks or system changes.

PROJECT 3.1.08

Todd Hill Reservoir mixing/heating and chlorination improvements

Physical and operational improvements addressing reservoir condition, freezing, mixing, and chlorination.

PROJECT 3.1.09

Inspection and rehabilitation or replacement plan for Wells No. 2 and No. 3

Technical investigation of declining well performance and a defined response to restore or replace capacity.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 3.1.10

Dead-end water-main inventory, booster-chlorination assessment, system-wide leak-detection study, priority repairs and renewals, continued cast-iron and steel main replacement, and source metering at Maxwell Crossing

Identification and prioritization of distribution-system weaknesses, water loss, chlorine issues, repairs, renewals, and required source meters.

PROJECT 3.1.11

Phase 1 completion report and recommendation concerning Phase 2

A consolidated account of Phase 1 work, findings, remaining risks, costs, and the recommended decision on Phase 2.

Thirty-Year Infrastructure Plan

Target result. Council has a risk-based, financially informed long-range capital program connecting service expectations, asset condition, growth, climate resilience and the preferred water-system direction.

Sequencing. Build the evidence base and service expectations before modelling investment scenarios; approve the long-range program only after water-source and funding assumptions are mature.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 3.2.01****Infrastructure asset-class and planning-scope definition**

A clear definition of which roads, water, sewer, buildings, parks, fleet, and other assets are included in long-range planning.

PROJECT 3.2.02**Growth, demographic, regulatory, climate, and service assumptions**

The common assumptions used to estimate future infrastructure demand, standards, risks, and costs.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 3.2.03****Consolidated asset-condition and criticality information**

Reliable information on asset condition, remaining life, importance, and consequence of failure.

PROJECT 3.2.04**Infrastructure service-level framework**

Defined expectations for the condition, reliability, capacity, safety, and performance of infrastructure services.

PROJECT 3.2.05**Thirty-year renewal, replacement, growth, maintenance, and rehabilitation forecasts**

A long-range forecast of when assets require maintenance, rehabilitation, replacement, or expansion.

PROJECT 3.2.06**Climate-resilience and infrastructure-risk assessment**

Assessment of hazards, vulnerabilities, service consequences, and adaptations required to improve resilience.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS**PROJECT 3.2.07****Integration of Water Plan findings and the preferred future water source**

Incorporation of the approved water-system roadmap and source decisions into broader infrastructure planning.

PROJECT 3.2.08**Project-prioritization methodology and alternative investment scenarios**

A consistent method for comparing infrastructure projects using risk, service impact, condition, cost, readiness, and regulatory need.

PROJECT 3.2.09**Capital and operating cost forecast**

Estimated construction and continuing operating costs associated with the long-range infrastructure program.

PROJECT 3.2.10

Reserve, debt, grant, rate, and other funding scenarios

Analysis of realistic funding combinations and their consequences for taxpayers, utility customers, reserves, and debt.

2029 — INTEGRATE AND IMPLEMENT

PROJECT 3.2.11

Prioritized thirty-year capital program

A sequenced list of recommended capital projects with timing, rationale, and preliminary cost.

PROJECT 3.2.12

Council-approved Thirty-Year Infrastructure Plan

The formal long-range plan guiding capital decisions, subject to annual review and budget approval.

PROJECT 3.2.13

Annual capital-plan integration and recurring update process

A process for updating the long-range plan and using it to prepare each annual capital budget.

Asset Management Plan

Target result. Asset condition, criticality, service levels and lifecycle cost guide maintenance, renewal, budgeting and major-equipment decisions.

Sequencing. Establish governance and purchase discipline first, improve asset information next, then obtain Council direction on service levels and integrate the resulting plan with capital decisions.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 3.3.01

Asset-management governance framework and corporate team

Defined responsibilities, decision rules, and corporate coordination for managing municipal assets.

PROJECT 3.3.02

Major-equipment business-case requirement

A requirement that significant equipment purchases or replacements demonstrate operational need, expected utilization, lifecycle costs, alternatives, and consistency with approved infrastructure and asset-management priorities.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 3.3.03

Consolidated municipal asset register and data standards

A reliable inventory identifying municipal assets, location, ownership, age, value, condition, and other essential data.

PROJECT 3.3.04**Asset-condition and criticality assessments**

Consistent evaluation of physical condition and the service, safety, financial, or environmental consequence of failure.

PROJECT 3.3.05**Risk and consequence-of-failure methodology**

A common way to rank asset needs according to probability and consequence rather than reacting only to age or complaints.

PROJECT 3.3.06**Asset-data quality and improvement plan**

A program for correcting missing, inconsistent, outdated, or unreliable asset information.

PROJECT 3.3.07**Fleet and major-equipment utilization review**

An assessment of operational need, actual and expected use, condition, capacity, and available sharing, rental, contracting, or regional-service alternatives.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 3.3.08**Service-level inventory and Council-approved service levels**

A record of current service levels followed by Council decisions on the levels the municipality intends to provide.

PROJECT 3.3.09**Lifecycle-management strategies by asset class**

Plans for inspecting, maintaining, renewing, replacing, and disposing of each major type of asset.

PROJECT 3.3.10**Asset inspection and maintenance standards**

Defined inspection frequencies, maintenance expectations, documentation, and escalation thresholds.

PROJECT 3.3.11**Integration of asset information with the geographic information system, financial records, and budgeting**

Connections between physical, mapping, maintenance, financial, and budget records so decisions use consistent information.

2029 — INTEGRATE AND IMPLEMENT**PROJECT 3.3.12****Integration with the Thirty-Year Infrastructure Plan**

A formal connection ensuring infrastructure needs, asset condition, risk, service levels, renewal priorities, and long-term capital forecasts are based on consistent information.

PROJECT 3.3.13**Asset-management performance measures**

Indicators showing asset condition, risk, maintenance completion, service performance, and progress on renewal.

PROJECT 3.3.14**Corporate Asset Management Plan and recurring reporting cycle**

The consolidated plan establishing how asset information and risk will guide operations, budgets, and long-term investment.

Community Safety and Wellness

Community Safety and Wellness Plan

Target result. Municipal and community partners work from agreed roles, evidence-based outcomes, assigned commitments and a recurring public reporting process.

Sequencing. Define the municipal role and bring partners together before selecting outcomes, assigning commitments, or promising resources outside municipal jurisdiction.

FALL 2026 — MOBILIZE AND PROTECT

PROJECT 4.1.01

Community safety and wellness governance or partner table with terms of reference

A formal group of municipal and external partners with clear membership, purpose, authority, and responsibilities.

PROJECT 4.1.02

Municipal-role and jurisdiction statement

A clear boundary between actions the municipality can lead, support, advocate for, or must leave to another authority.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 4.1.03

Community safety and wellness data profile

A baseline of local conditions, trends, risks, affected populations, and available services.

PROJECT 4.1.04

Inventory of existing programs, services, and referral pathways

A map of current programs, providers, eligibility, referrals, capacity, and service locations.

PROJECT 4.1.05

Identification of service gaps and overlapping responsibilities

Analysis showing unmet needs, duplication, weak coordination, or unclear accountability.

PROJECT 4.1.06

Community and lived-experience engagement process

Structured input from residents, service users, providers, and people directly affected by identified issues.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS**PROJECT 4.1.07****Limited set of evidence-based priority outcomes**

A manageable number of measurable results selected because municipal or coordinated action can reasonably influence them.

PROJECT 4.1.08**Prevention, support, response, and community-resilience actions**

Defined actions addressing causes, early intervention, service connection, incident response, and community recovery.

PROJECT 4.1.09**Assigned action owners and partner commitments**

Named organizations and individuals responsible for specific actions, resources, and reporting.

PROJECT 4.1.10**Resource and funding assessment**

An estimate of staff, partner, grant, operating, and other resources required to implement the plan.

2029 — INTEGRATE AND IMPLEMENT**PROJECT 4.1.11****Community Safety and Wellness Plan**

The consolidated strategy stating outcomes, actions, responsibilities, resources, measures, and review arrangements.

PROJECT 4.1.12**Performance measures, baseline data, and annual reporting process**

A repeatable method for determining whether actions are being completed and community outcomes are changing.

Parks and Recreation Strategy

Target result. Council has a costed and prioritized ten-year direction for parks, trails, facilities and programs based on condition, utilization, accessibility, community need and regional opportunities.

Sequencing. Understand assets, users, access barriers, regional options, and full costs before Council confirms future service levels and capital priorities.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 4.2.01****Parks, trails, facilities, programs, and service inventory**

A complete inventory of recreation assets, programs, locations, ownership, condition, use, cost, and capacity.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 4.2.02****Facility-condition and accessibility assessment**

Assessment of repair needs, remaining life, code and accessibility barriers, and service risks.

PROJECT 4.2.03**Program participation and facility-utilization baseline**

Reliable information on who uses programs and facilities, how often, and where capacity is under- or overused.

PROJECT 4.2.04**Community recreation needs assessment**

Evidence from demographics, participation, public input, and service trends identifying current and future recreation needs.

PROJECT 4.2.05**Demographic, inclusion, and participation-barrier analysis**

Analysis of who is not participating and the financial, physical, geographic, cultural, or other barriers involved.

PROJECT 4.2.06**Regional service and partnership assessment**

Assessment of recreation services available through neighbours, schools, nonprofits, and other partners.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS**PROJECT 4.2.07****Municipal-role and recreation service-level framework**

Definition of which recreation services the municipality intends to provide, support, partner on, or not provide.

PROJECT 4.2.08**Operating-cost and subsidy analysis by service**

A transparent comparison of service costs, revenues, user fees, and municipal subsidy.

PROJECT 4.2.09**Facility lifecycle and capital-needs forecast**

Forecast of maintenance, renewal, replacement, accessibility, and expansion requirements.

PROJECT 4.2.10**Program, park, trail, and facility prioritization criteria**

A consistent method for ranking recreation investments according to need, use, access, condition, impact, cost, and feasibility.

2029 — INTEGRATE AND IMPLEMENT**PROJECT 4.2.11****Partnership and shared-service framework**

Rules for when and how the municipality will share facilities, programs, funding, or responsibilities with others.

PROJECT 4.2.12**Ten-year parks and recreation priorities**

A sequenced list of the most important service, program, park, trail, and facility improvements.

PROJECT 4.2.13**Financial and implementation plan**

The schedule, responsibilities, estimated costs, funding sources, and decision points required to deliver the strategy.

PROJECT 4.2.14**Council-approved Parks and Recreation Strategy with annual reporting**

The formal strategy guiding recreation decisions and reporting, subject to annual budgets and review.

Housing Strategy

Target result. Council has a realistic municipal action plan grounded in housing need, lawful municipal tools, serviced capacity, partnerships, affordability and measurable outcomes.

Sequencing. Ground the strategy in verified need, municipal jurisdiction, serviced capacity, and market engagement before Council adopts targets, tools, or financial commitments.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 4.3.01****Municipal housing data and needs baseline**

A verified starting point describing the municipality's housing supply, need, affordability, vacancy, and development activity.

PROJECT 4.3.02**Municipal-role and jurisdiction statement**

A clear boundary between actions the municipality can lead, support, advocate for, or must leave to another authority.

2027 — ESTABLISH THE FOUNDATIONS**PROJECT 4.3.03****Housing supply, vacancy, affordability, condition, and demand assessment**

Detailed analysis identifying which types and price ranges of housing are available, missing, or at risk.

PROJECT 4.3.04**Inventory of municipal housing tools**

A list of planning, land, infrastructure, incentive, fee, partnership, and advocacy tools available to the municipality.

PROJECT 4.3.05**Land-use, zoning, development-approval, and process review**

Review of whether municipal regulations and processes unnecessarily constrain appropriate housing development.

PROJECT 4.3.06**Serviced-land and infrastructure-capacity assessment**

Assessment of where water, sewer, roads, and other infrastructure can support additional housing.

PROJECT 4.3.07**Municipal land inventory and opportunity assessment**

Identification of municipal properties that may have housing, partnership, servicing, or strategic value.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 4.3.08**Review of fees, incentives, policies, and regulatory barriers**

Analysis of whether municipal charges, incentives, policies, or requirements should change to support Council's housing outcomes.

PROJECT 4.3.09**Engagement with developers, nonprofit providers, residents, and provincial partners**

Structured input from the housing sector, community organizations, residents, and other governments on needs and feasible actions.

PROJECT 4.3.10**Housing targets and performance measures**

Measurable results and indicators used to monitor whether municipal actions are helping improve housing supply and choice.

PROJECT 4.3.11**Recommended municipal policy, regulatory, land, partnership, and advocacy actions**

A focused package of actions the municipality can lawfully and realistically undertake or advocate for.

2029 — INTEGRATE AND IMPLEMENT**PROJECT 4.3.12****Financial and administrative implications assessment**

An estimate of the costs, staff requirements, risks, and operational consequences of proposed housing actions.

PROJECT 4.3.13**Council-approved Housing Strategy, prioritized implementation plan, and annual monitoring report**

The formal strategy, sequenced action plan, responsibilities, targets, and recurring public monitoring process.

Corporate implementation controls

The following controls apply across all four pillars. They are administrative mechanisms supporting delivery and accountability rather than additional strategic outcomes.

FALL 2026 — MOBILIZE AND PROTECT**PROJECT 5.1.01****Validated priority-definition records**

A standard record confirming Council's intended outcome, scope, deliverables, assumptions, and unresolved questions.

PROJECT 5.1.02**Assigned sponsors and administrative leads**

Named senior accountability and day-to-day leadership for each approved initiative.

PROJECT 5.1.03**Prioritization and organizational-capacity assessment**

A documented comparison of urgency, impact, readiness, dependencies, and available staff capacity.

PROJECT 5.1.04**Multi-year implementation roadmap**

A proposed sequence showing which initiatives will be defined, authorized, delivered, or completed in each year.

PROJECT 5.1.05

Strategic initiative budget and resource assessments

A consistent assessment of staff, consulting, operating, capital, funding, and continuing-cost implications.

PROJECT 5.1.06

Council decision schedule

A forward list of policy, budget, service, land, and other decisions Council must make to avoid delays.

PROJECT 5.1.07

Quarterly strategic progress dashboard

A concise report showing status, completed milestones, next steps, budget, risks, and decisions required.

PROJECT 5.1.08

Corporate risk, issue, assumption, and dependency records

Live records tracking uncertainties, active problems, assumptions, and external or internal dependencies.

2027 — ESTABLISH THE FOUNDATIONS

PROJECT 5.1.09

Annual Corporate Work Plan and departmental work plans

The limited set of strategic commitments administration is authorized and resourced to deliver in a given year.

PROJECT 5.1.10

Annual strategic-plan progress reporting

A yearly public account of completed work, results, delays, changes, costs, and the next year's focus.

PROJECT 5.1.11

Annual implementation-plan review and update

A yearly update reflecting progress, capacity, budgets, new information, risks, and Council direction.

2028 — DEVELOP PLANS AND MAKE KEY DECISIONS

PROJECT 5.1.12

Project completion and benefits reviews

Formal acceptance of deliverables and later review of whether the intended results were achieved.

JANUARY–APRIL 2030 — EVALUATE AND TRANSITION

PROJECT 5.1.13

End-of-plan evaluation and transition to the next strategic-planning cycle

A final assessment of results and lessons used to inform the next Council strategic-planning cycle.

Source documents

Prepared from the Municipal District of St. Stephen 2026–2030 Strategic Plan and the Office of the Chief Administrative Officer's Strategic Plan Implementation — Confirmation of Proposed Deliverables (August 2026). Water-system deliverables were informed by the Water System Strategic Infrastructure Plan (2026–2041).



MUNICIPAL DISTRICT OF ST. STEPHEN
LIFE IS SWEETER HERE