



2026 | Strategic
Plan



Vision Statement

**A resilient and trusted,
locally owned, utility
of choice.**

Mission Statement

Powering our co-operative community with safe reliable and innovative utility services built on integrity and shared values.

Member Values

- Service Excellence
- Trust & Integrity
- Knowledge & Leadership
- Accessibility & Community

Employee/Employer Values

- Safety & Well-Being
- Accountability & Integrity
- Collaboration & Engagement
- Leadership & Competence
- Recognition of contributions



Focus Areas

- 1 Operational Excellence**
- 2 Financial & Environmental Stewardship**
- 3 Governance**

1. Operational Excellence

Goal 1.1: Enhance service delivery and responsiveness

- Leverage staff stability and knowledge to maintain high-quality, reliable services.
- Expand training to ensure competency.
- Improve logistics planning to manage geographical challenges effectively.

Goal 1.2: Strengthen workforce capacity

- Develop succession planning to prepare for leadership and technical transitions.
- Address aging workforce risks with proactive recruitment and mentorship programs.
- Build partnerships for shared services (billing, mapping, technical resources).

Goal 1.3: Innovate through technology and market shifts

- Explore emerging technologies to ensure efficiencies and best practices are applied.
- Use social media and other forms of communication for promotion and member engagement.
- Introduce targeted services aligned with member needs.

2. Financial & Environmental Stewardship

Goal 2.1: **Ensure financial stability and growth**

- Strengthen access to capital through exploration of structured agreements and that benefit the members and entity.
- Maintain frugal budgeting practices while exploring new revenue streams.
- Pursue commercial and joint operating opportunities to expand service base.

Goal 2.2: **Manage environmental and external risks**

- Monitor and adapt to government and regulatory (AUC) requirements.
- Explore and implement sustainable energy initiatives (renewables, local energy generation).

Goal 2.3: **Support resilient communities**

- Build municipal partnerships to share resources and reduce costs.
- Provide community sponsorships and engagement opportunities.
- Align with cooperative movement initiatives for long-term strength.

3. Governance

Goal 3.1: Strengthen Board and organizational governance

- Increase Board of Directors' engagement through training and clear role expectations.
- Foster transparent communication with members and stakeholders.
- Maintain governance best practices.

Goal 3.2: Member-driven accountability and transparency

- Ensure open communication on financial decisions and service delivery.
- Build trust through consistent reporting and responsiveness to member concerns.
- Encourage community feedback and use it to guide governance decisions.

Goal 3.3: Adapt to external threats through strong governance

- Monitor government policy shifts, world politics, and energy market volatility.
- Develop governance frameworks to respond quickly to regulatory changes.
- Position leadership to be proactive, not reactive, to external pressures.



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