



2025 - 2027

PURSUING OUR POTENTIAL
TOGETHER.

Township of Wilmot Strategic Action Plan

A MESSAGE FROM
**TOWNSHIP OF WILMOT COUNCIL &
MANAGEMENT TEAM**

“ **Working together to build a better community.**”

It is our pleasure to present our Strategic Action Plan! This is our roadmap to achieve positive results for our community within this term of Council and beyond.

The Township of Wilmot is an amazing place to live! We know we face challenges, but as your leadership team, we are committed to working hard with our professional staff to take actions and make decisions to build a better future together. That is what this Strategic Action Plan is all about.

We know that delivering essential local government services depends on spending our time, energy and money on the things that matter most to our residents. The input received from the community questionnaire and the community focus group sessions were extremely valuable. You told us how important it is for us to get our finances in order so that we can look after our roads, parks, trails, sidewalks and facilities. And you want us to earn your trust by improving communications and being more transparent in our decision-making.

We are committed to working together to achieve positive results for our community.

**Township of Wilmot Council &
Management Team**

WHAT WE HEARD FROM YOU

This project began with an invitation to our residents to tell us why Wilmot Township is a great place and what we can do to make it even better. Between June 24 – July 24, 2024, residents had the opportunity to provide their responses to an online questionnaire. We thank the 626 residents who provided valuable input that helped shape this Plan. In addition, in-person community input sessions also provided valuable feedback.

WE ASKED YOU

What local government services are most important to you and your household? You told us:

1 Fire and Emergency Services



2 Maintenance of Local Roads



3 Sports Fields, Playgrounds, Trails

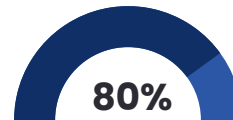


4 Maintenance of Indoor Facilities

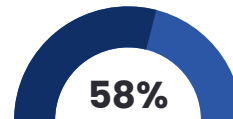


YOUR TOP 5 REASONS

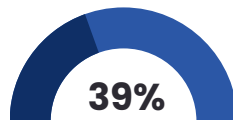
Why the Township of Wilmot is a great place to live:



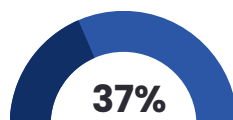
Small town feel & friendly people



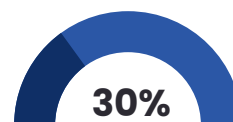
Outdoor spaces, parks & trails



Historic towns & villages



Safe Communities



Recreation/Sports Facilities

OUR STRATEGIC GOALS

1



FINANCIAL STABILITY

Build a strong financial foundation to support our community now and in the future.

2



HEALTHY COMMUNITY

Provide core services and build strong community partnerships.

3



PROSPEROUS BUSINESSES & BALANCED GROWTH

Facilitate responsible growth providing opportunities to live and work in Wilmot.

4



TRUSTWORTHY LEADERSHIP

Foster a positive and respectful working environment engaging and serving our community.



GOAL #1: FINANCIAL STABILITY

Build a strong financial foundation to support our community now and in the future.

1.1 Taking a long-term evidence-based approach to drive budgeting, operations and projects.

- a. Implement an enterprise resource planning (ERP) system as a foundation for effective financial accountability and reporting.
- b. Enhance and expand the Asset Management Plan in compliance with provincial requirements.
- c. Complete a financial reserve plan, including a Council-approved reserve policy.
- d. Establish a multi-year operating and capital budget forecast that includes estimated growth-related costs.

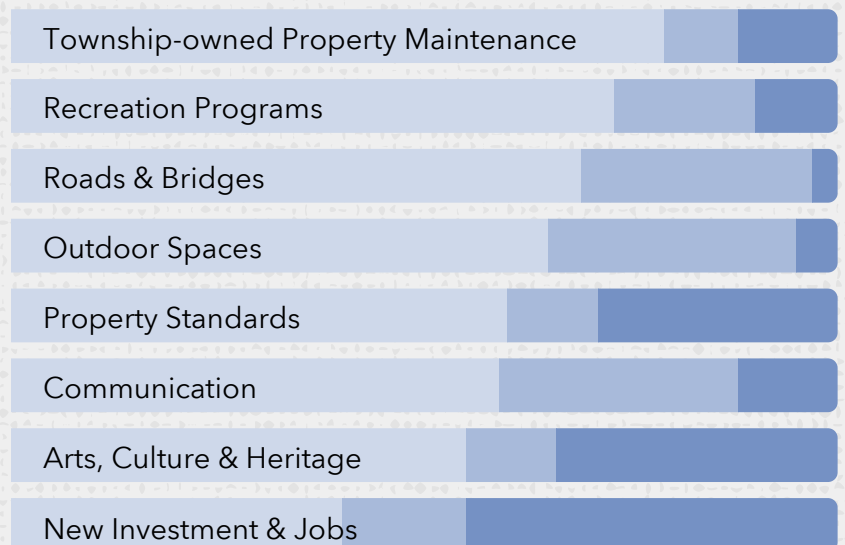
1.2 Diversifying our revenue sources to reduce reliance on residential taxpayers.

- a. Build organizational capacity to pursue and apply for financial grant opportunities.
- b. Explore opportunities to introduce user fees where appropriate.
- c. Introduce Council-approved revenue generation (pricing policy) and cost-recovery targets in specific program/service areas.
- d. Introduce a naming rights/corporate sponsorship program/policy.

WE ASKED YOU

How would you like the Township of Wilmot to invest in the following services? **You told us:**

- Maintain spending and level of service
- Increase spending and level of service
- Reduce spending and level of service





GOAL #2: HEALTHY COMMUNITY

Provide core services and build strong community partnerships.

2.1 Delivering valuable core services and programs.

- a. Establish service level standards and targets for core Township-delivered services and programs.
- b. Develop and share a “who does what” communication piece describing Township, Region, and Provincial areas of responsibility, including communicating the Township’s service level standards and targets.

2.2 Expanding healthy living and recreation opportunities.

- a. Establish a skate park concept design, location, funding options, and potential community partners.
- b. Complete accessibility plan with clear priorities, timelines, and estimated costs.
- c. Establish timelines and viable funding options to move forward with enhanced recreation amenities in alignment to the Community Services Master Plan.
- d. Create a plan and potential funding options to rehabilitate the New Hamburg arena.

2.3 Working with our community partners to enhance our quality of life.

- a. Engage local school boards to expand use of school facilities and amenities for community programs.
- b. Strengthen relationships with community groups by developing partnership agreements that include clear and consistent policies, processes, roles, and responsibilities.
- c. Work with the Region of Waterloo to enhance public transit options for Wilmot residents.

WE ASKED OUR TOWNSHIP STAFF

What challenges do you think require Council attention I this term of Council?

75% Improve Township Finances

45% Cost of Living / Housing

41% Infrastructure Renewal

40% Invest in our Facilities

40% Balanced Growth



GOAL #3: PROSPEROUS BUSINESSES & BALANCED GROWTH

Facilitate responsible growth providing opportunities to live and work in Wilmot.

3.1 Encouraging well-planned growth while preserving our rural heritage and small-town character.

- a. Complete a secondary plan for Baden and New Hamburg identifying areas where higher density housing is appropriate.
- b. Develop a financial strategy to support sustainable growth.

3.2 Support local businesses and provide more housing options.

- a. Introduce Community Improvement Plan (CIP) with incentives to revitalize core urban centres and encourage more affordable housing in appropriate locations.
- b. Attract jobs and investment by introducing an economic development officer position.
- c. Complete an economic development strategy recommending actions to support existing businesses and attract new investment and jobs.
- d. Expand the partnership with the Waterloo Regional Tourism Marketing Corporation to include additional Wilmot amenities and activities.
- e. Establish a dedicated reserve fund to support the development of future affordable housing options.

3.3 Protecting our natural environment.

- a. Partner with community groups to implement a “Let’s Tree Wilmot” program increasing the urban tree canopy.
- b. Establish a plan with funding and sponsorship options to expand and enhance the Township’s trail network.
- c. Explore options and costs to introduce a meaningful green energy pilot project.

YOU TOLD US:

**Farms and
agriculture matter.**



155 comments in the community questionnaire related to the importance of protecting our farmland.

Protecting agricultural land was the **number one issue** identified by participants at community input sessions.



GOAL #4: TRUSTWORTHY LEADERSHIP

Foster a positive and respectful working environment engaging and serving our community.

4.1 Enhancing the Township's reputation through meaningful community engagement.

- a. Initiate bi-annual Town Hall sessions with the Mayor, Council and Township staff.
- b. Complete a communication strategy that establishes community engagement priorities/targets, activities, and methods, including optimizing the Engage Wilmot portal site.
- c. Create clear and concise communication raising awareness of the Township's significant financial challenges, including information about what actions are being taken to address this issue.
- d. Initiate a web-based performance dashboard communicating progress on strategic priorities and actions.

4.2 Continuously improving our day-to-day operations to be more effective, efficient, and customer focussed.

- a. Complete a comprehensive service review to establish a baseline of program/services costs. This review will include community engagement, and the outcome will be recommended service levels including costs and budget implications.
- b. Explore opportunities for sharing services with neighbouring municipalities.
- c. Implement customer service/request tracking processes and tools (e.g. Customer Relationship Management (CRM) software) to enhance customer service across all programs and facilities.
- d. Complete a space needs review and develop options to accommodate future growth.

4.3 Fostering a culture of excellence and professionalism.

- a. Update and improve the Council-staff relations policy and code of conduct.
- b. Establish customer service standards for staff in all departments and in all facilities.
- c. Initiate mentoring/succession planning policy and procedures.
- d. Introduce enhanced professional development and training opportunities across all departments.



OUR CORE VALUES

1 WORK TOGETHER

We know the best solutions come from effective communication and genuine teamwork. We will demonstrate trust in each other by embracing our differences in the spirit of finding the best answers and making great decisions for our community. We will demonstrate we have each other's back and will respect team decisions. _____

4 INFORMED DECISIONS

It is important that our discussions start with the facts because we know that good information enables good decision-making. Healthy, forward-thinking discussions build common ground and contribute to evidence-based decision-making. _____

2 OPEN & TRANSPARENT

We are committed to having open and honest discussions because we recognize none of us has all the answers. We will strive to make decisions and take actions that are in the best interests of our community. We value integrity, equity, compassion, and transparency and will ensure that our actions reflect these values. _____

5 COURAGEOUS

We are committed to working together to do the right things in the right ways - even when these decisions are difficult or unpopular. We do this because we are committed to advancing the long-term best interests of our community. We also recognize the importance of communicating the rationale behind our decisions and actions. _____

3 RESPECTFUL


Even when we do not agree with each other, we are committed to demonstrate that we value each other's opinions, perspectives, and areas of expertise and authority. We will not rush the decision-making process, and we will strive to provide a safe, judgement-free environment to share opinions and perspectives. We will come prepared to meetings because we value each other's time and effort. _____



6 RESILIENT

We recognize that we will face difficult times, and we are committed to working together to build a strong team that can persevere through hard times; adapt to change; and remain steadfast in achieving long-term positive results for our community. _____

YOUR FEEDBACK

WE ASKED YOU:

Should the Township (using staff and tax dollars) or Community Groups (using volunteers and donations) lead the following efforts? 

-  Township Led
-  Community Group Led



Community Centre Maintenance



Outdoor Spaces & Trails



Downtown Improvements



Youth/Children's Services



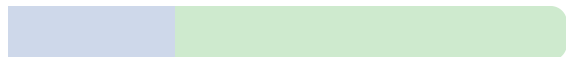
Senior Programs/Services



Adult Recreation/Programs



Welcome to Wilmot Program








Community Events

RESULTS

You do not expect the Township to deliver all community services.

WE ASKED YOU:

How satisfied are you with the services provided by the Township of Wilmot? 

-  Extremely Satisfied
-  Satisfied
-  Unsatisfied
-  Extremely Unsatisfied



FIRE & EMERGENCY SERVICES



MAINTAINING ROADS



COMMUNITY COMMUNICATION

WORKING TOGETHER TO BUILD A BETTER COMMUNITY.



2022 - 2026

COUNCIL FOR THE TOWNSHIP OF WILMOT

Mayor Natasha Salonen
natasha.salonen@wilmot.ca

Councillor Kris Wilkinson
kris.wilkinson@wilmot.ca

Councillor Steven Martin
steven.martin@wilmot.ca

Councillor Stewart Cressman
stewart.cressman@wilmot.ca

Councillor Harvir Sidhu
harvir.sidhu@wilmot.ca

Councillor Lillianne Dunstall
lillianne.dunstall@wilmot.ca

www.wilmot.ca



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