

Township of Wilmot Strategic  
Plan Update 2019-2023



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## Executive Summary

Wilmot continues to be located in one of the fast growing areas of Canada. In an effort to solidify Wilmot's position for future growth, the Township has updated our corporate Strategic Plan. This document is critical in providing necessary guidance to elected representatives and staff, as we collectively prepare for the next 5 to 10 years.

Throughout 2019 and early 2020, we engaged the community through extensive public consultations, to ensure this Strategic Plan update is an accurate reflection of views from all areas of this community of communities. This update was temporarily put on hold while Township priorities were focused on the response to the COVID-19 pandemic.

This update is a continuation of efforts from previous Council and staff, in creating the Township's 2013 Strategic Plan. By extension this Plan reinforces the existing Vision and Mission of the Township, while refining the focus through an update of Wilmot's Core Values, Goals and Strategies.

Our Strategic Plan continues to offer a roadmap for the future, in providing a guide for decision-making across all Township service areas. Based on the priorities of Township residents and elected representatives on Council, the Plan sets forth tangible actions, which provide a framework for future growth.

The most critical phase of this Strategic Planning process will be its implementation. Staff will reference this document when considering new initiatives brought forth from the community, and further in developing departmental mission statements and annual work programs for the municipality.

This Strategic Plan Update is essential to enabling Wilmot to continue along the journey towards a "cohesive, vibrant and welcoming countryside community."

## Message from Senior Management Team

The Senior Management Team of the Township of Wilmot is proud to have participated in the update of Wilmot's Strategic Plan.

As the Township's corporate leadership group, we understand the important role we play in ensuring all efforts are made to achieve the vision and mission brought forward from this strong community. We continue to be honoured to have the opportunity to lead this organization in meeting the needs of the growing Wilmot community.

The Strategic Plan helps to effectively articulate the desires and needs of Wilmot's residents and businesses to all service areas. As a management team, we are committed to holding our teams accountable in ensuring we maintain focus on the core values of Wilmot, while achieving the various goals and strategies.

We are encouraged that through this update, the community identified *Responsible Governance* as a goal for the Township. The various strategies outlined to achieve this goal will directly impact all staff. In providing efficient services, active communications, and infrastructure investments in a fiscally responsible manner, we will show value for the investment of this community in each of us.

As the Senior Management Team for the Township, we are ultimately responsible for the success of all staff in achieving the various components of this Plan. We remain committed to provide a healthy and safe work environment for our most important resources. We are confident in the skills, innovation, and talent on Team Wilmot. We look forward to working alongside staff, Council and the community in moving towards our shared vision for Wilmot.

As we continue to remain committed to this Strategic Plan, events such as the COVID-19 pandemic in early 2020 will remind us that we need to remain flexible in our services while still providing those services to residents and business. As the Senior Management Team, we work closely with our neighbouring municipalities and all levels of government to ensure that the health and safety of residents, visitors and staff is our top priority. Events such as this have an effect on us all, therefore it has an effect on the Strategic Plan. The development of Action Items to aid in recovery of Township services and in the economy are included, along with enhancements of our plans, services and procedures to reflect the lessons learned from the pandemic.

The current discussions around the Prime Ministers Path and Motion approved at the July 27, 2020 Special Council Meeting required an alteration to how that project was identified within the Plan. Responsiveness to feedback from the community is an ongoing part of the Strategic Plan process and implementation.

## 1. YOUR Wilmot

On behalf of Council, I would like to introduce you to the updated Township of Wilmot Strategic Plan. This update has been, as the initial plan was, a collaborative effort with residents, the business community, several service clubs, volunteer organizations, seniors' groups, youth groups and Township Staff, led by the Strategic Plan Steering Committee. I would like to extend a thank you to everyone that participated.

Our commitment to maintain high levels of service to residents and businesses alike hasn't changed, our commitment to maintain a fiscally responsible government hasn't changed. We continue to move forward providing for the Wilmot community.

Again, thank you to everyone that participated in updating the Strategic Plan, we are proud of Wilmot's community champions.

Respectfully,

Mayor Les Armstrong



Above right: Township of Wilmot Council for the term 2018-2022. Front Row: CAO Grant Whittington, Mayor Les Armstrong, Director of Information and Legislative Services / Municipal Clerk Dawn Mittelholtz. Back Row: Councillor Ward Two Cheryl Gordijk, Councillor Ward One Angie Hallman, Councillor Ward Four Jeff Gerber, Councillor Ward Four Jennifer Pfenning, Councillor Ward Three Barry Fisher

## 2. Introduction to Wilmot’s Strategic Plan

### Why Develop a Strategic Plan?

The Township of Wilmot developed this Strategic Plan as a means of establishing a roadmap with which to guide decision-making in the Township over the next 5-10 years. Created through extensive consultation efforts with the community, the Strategy represents the desired direction and priorities of the Township’s residents. The Plan sets a vision and mission statement for the Township, and establishes long-term goals, along with tangible strategies and actions.

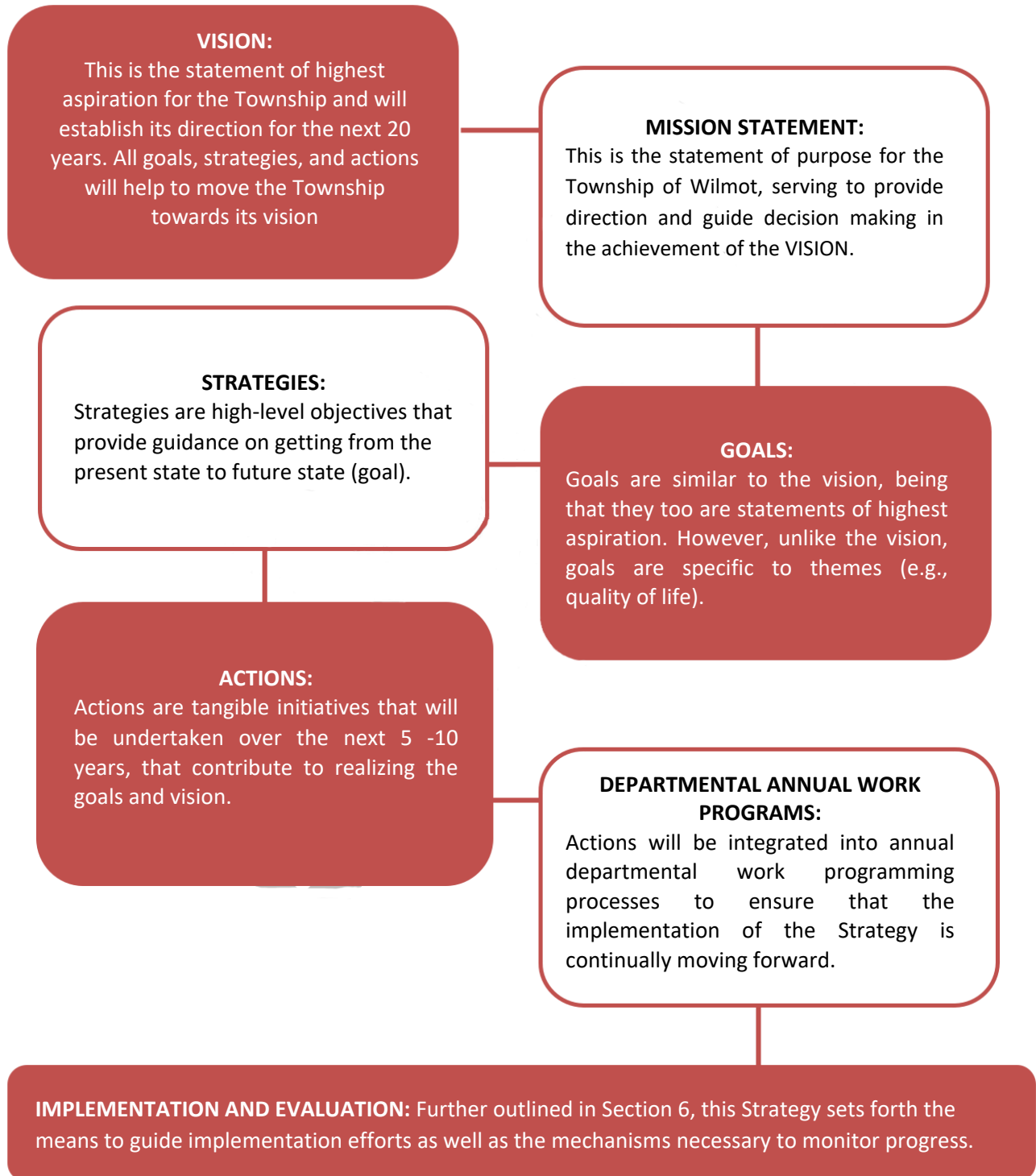
### How the Strategy Was Updated?

The following is a summary of phased approach that was undertaken in updating the Strategic Plan:

<b>Project Kick Off Discussions</b> (February 2019)	This phase established and confirmed the process that we would follow during the update of the Strategic Plan.
<b>Document Review</b> (March-June 2019)	This phase included a review of existing actions included within the 2013 Strategic Plan and fulfillment of various strategies. Work also included a review of any new Master Plans that were established over the past 5 years.
<b>Public / Community Engagement</b> (July-December 2019)	This phase included both consultant led, and staff led community engagement sessions that solicited feedback and input from a variety of settlements and demographic segments of Wilmot’s diverse population.
<b>Council / Staff Consultations</b> (November-December 2019)	Council consultations were undertaken by external consultants to obtain feedback from Wilmot’s elected representatives on their future priorities for the community. This feedback was gathered and summarized for the steering committee by external consultant to maintain integrity in the process. Staff consultation sessions were conducted by internal staff, and helped encourage staff engagement, and a greater sense of ownership in the Plan.
<b>Analysis of Data and Outcomes</b> (January – February 2020)	This phase of the project included the review of all feedback obtained through public and Council consultations. In order to ensure the integrity of the process, names were omitted, and feedback was weighted evenly. The outcomes were used in affirming and updating key pillars of the Strategic Plan.
<b>Vision, Mission, Core Values, Goals and Strategy Development</b> (February 2020)	This phase focused on affirming the existing Vision and Mission for Wilmot, while refining and updating Core Values and Goals of the community. The final component of this phase was defining strategies to effectively meet these goals, based on the extensive community engagement.
<b>Action Plans</b> (March 2020)	This phase defined how the Township will reach the goals identified in the previous phase. Essentially this phase involved members of Senior Management defining how ideas would become reality. This phase involved a review of existing master plans, work programs and the long-term capital forecast.
<b>Final Plan Preparation</b> (June-July 2020)	A draft plan was prepared by the Steering Committee, with input from external consultants for presentation and adoption by Wilmot Council.
<b>Community Review</b> (August-September 2020)	The final draft plan will be made available to the community for review and feedback. The steering committee will review the feedback for inclusion in the final document.
<b>Adoption by Council</b> (September-October 2020)	Presentation to Council for adoption.
<b>Implementation and Reporting</b> (2020-2024)	This phase will serve to verify that the goals, strategies and actions outlined within the Plan are being undertaken by all service areas. Each department will define a Departmental Mission Statement, that aligns with the pillars of the Plan. Through Council Reports, the Municipal Budget and Annual Work Program, staff will reference how recommended directions are aligned with this Plan.

## How the Strategy Is Structured

The Strategic Plan can be looked at as being structured in tiered layers, each with their own functionality and implication for the Plan’s use.





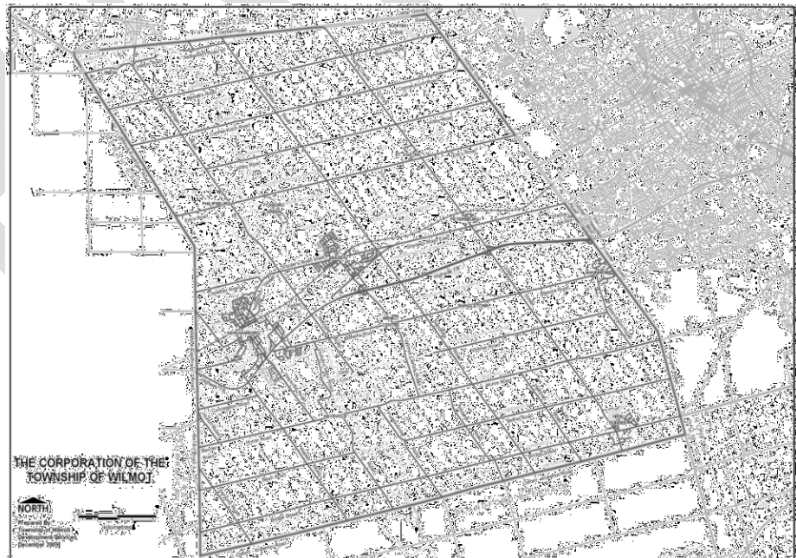
### 3. Community Overview



The Township of Wilmot is a lower-tier municipality situated in south-western Ontario in the Region of Waterloo. The Township contains a mix of settlement areas (including St. Agatha, Petersburg, Mannheim, New Dundee, Philipsburg, Shingletown, Wilmot Centre, Haysville, Luxemburg, Lisbon, Sunfish Lake and Foxboro Green), two urban core areas (New Hamburg and Baden), and large amounts of farmland and green space.

The delivery of municipal services is coordinated between the Region of Waterloo and the Township of Wilmot. The Region for instance, provides public health services, social services, policing, public transit, drinking water treatment, and waste management services. The Township is responsible for services including, but not limited to: planning and development services, road and sidewalk provision and maintenance, parks and recreation services and programs, fire protection, water distribution, heritage programs (e.g., Castle Kilbride), municipal law enforcement, storm water management and more.

Census data from 2016 indicates that 20,545 people currently live in Wilmot, with the majority residing in the New Hamburg and Baden urban settlement areas. Population trends for Wilmot, the Region, and Ontario, are presented in the table on the next page.



Source: Township of Wilmot

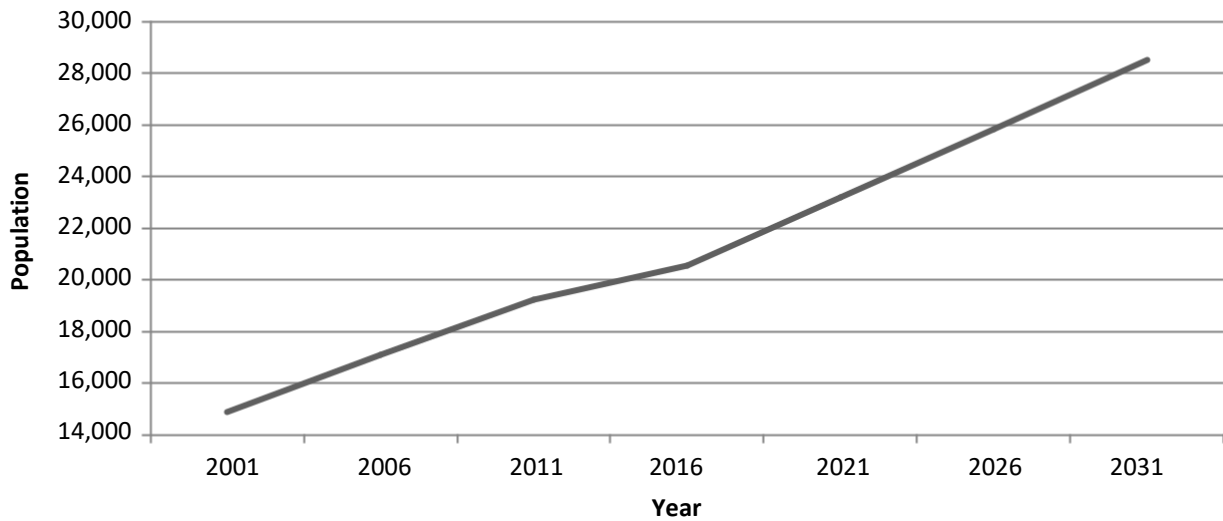
Table 1 Population Change Between 2006-2016

Municipality	Population			10-year Growth Rate
	2006	2011	2016	
Wilmot	17,097	19,223	20,545	20.2%
Region of Waterloo	478,121	507,096	535,154	11.9%
Ontario	12,160,282	12,851,821	13,448,494	10.6%

Source: Statistics Canada

As depicted in the figure below, Wilmot’s population is expected to continue growing, reaching a total of 28,500 residents by 2031. This represents a 66.6 percentage change from the 2006 population count. This Strategy will help to prepare the Township for the expected continuation of its recent rapid growth.

### Projected Population Growth in Wilmot



This is an important time to plan for the future in Wilmot. This plan continues to provide the foundational guidelines needed to prepare for this growth.



## 4. Vision, Mission and Values

### Vision

*Wilmot is a cohesive, vibrant and welcoming countryside community.*

### Mission

*To evolve and grow as a community of caring people working together to build upon a sure foundation.*

### Values

- Health and wellbeing;
- Community;
- Legacy;
- Accessibility and inclusivity;
- Forward-thinking; and
- Balance

We will use these values moving forward as a lens to help decision making.



## 5. Goals and Strategies

### Goals

The following five goals were identified in the 2020 Strategic Plan Update and will help guide the Township over the next 5-10 years.



## Strategies

A number of strategies were identified that provided direction on how to reach each goals. Progress on these strategies will be communicated through the Annual Reporting, Reports to Council, Online Progress Reporting Tool, and Plan Review noted under Section 7 Implementing the Plan. As identified within the Goals and Action Items, Community Engagement is a vital component of this Plan. The development of a formalized Community Engagement Governance Policy and Framework is identified and will become tightly woven within the fabric of this document once completed and going forward.

Goal	Strategies
Quality of Life	Accessibility and Inclusivity
	Active Transportation and Transit
	Arts, Culture, Heritage
	Health and Wellbeing
	Recreation and Leisure Opportunities
Community Engagement	Belonging
	Community Events
	Support for Community Groups, Volunteers, Youth
Economic Prosperity	Economic Development
	Smart Growth
Environmental Protection	Agriculture and Greenspace
	Climate Adaptation and Mitigation
	Sustainability
Responsible Governance	Active Communications
	Fiscal Responsibility
	Infrastructure Investments
	Service Reviews and Master Planning

For each strategy outlined above, a series of actions have been identified to assist in fulfilling the strategy and reaching the overlying corporate goals.

The following actions are a combination of on-going initiatives that have been a part of Township work programs and master plans for several years, along with a number of new actions that have been identified as part of this update to the Township’s Strategic Plan.

New actions as a result of the stakeholder engagement activities undertaken with Council, Staff and the citizens of Wilmot Township. New actions are show in **red** text for easy reference. New actions as a result of the COVID-19 pandemic are shown in **blue**.

## 6. Actions

Through the development of the Strategic Plan, a number of new actions were identified – these actions are displayed in **red text** in the table below under each applicable Goal and Strategy.

### Goal: Quality of Life

Action	Lead
<b>Accessibility and Inclusivity</b>	
Seek opportunities to encourage accessibility in the built environment to promote active lifestyles for all user groups	Public Works and Engineering
Plan, support and promote new residential developments which are inclusive through a variety of forms, tenures, accessibility's and affordability's.	Development Services
<b>Active Transportation and Transit</b>	
Support the expansion and further integration of public and active transportation networks and opportunities.	Development Services
Support the implementation of safe, maintainable, active transportation in the cycling facility and multi-use trail network, while being fiscally prudent.	Public Works and Engineering
Support safe and efficient roadway use.	Public Works and Engineering
<b>Arts, Culture and Heritage</b>	
<b>Develop a Public Art Policy</b>	Castle Kilbride
Consultations on the Prime Ministers Path project	Castle Kilbride
<b>Assess the inventory of Cultural Heritage Landscapes throughout Wilmot and promote their long-term conservation and protection.</b>	Development Services
<b>Identify and promote local history through exterior signage</b>	Castle Kilbride
<b>Investigate the feasibility of a performing arts facility</b>	Castle Kilbride
<b>Health and Wellbeing</b>	
Invest in our staffing resources to improve their health, wellbeing and benefits, remaining market competitive	Corporate Services
<b>Develop Municipal Law Enforcement Public Education Program</b>	Information and Legislative Services
<b>Business Continuity / Community Recover Post COVID-19</b>	Corporate Services

### Goal: Quality of Life

Action	Lead
<b>Recreation and Leisure Opportunities</b>	
Implement the Recommendations within the Parks, Facilities and Recreation Services Master Plan	Parks, Facilities and Recreation Services
Implement the recommendations within the Trails Master Plan and Implementation Strategy	Parks, Facilities and Recreation Services
Pursue grants and funding opportunities relative to recreational programming and service provision	Parks, Facilities and Recreation Services

### Goal: Community Engagement

Action	Lead
<b>Belonging</b>	
Respect and acknowledge the urban and rural elements of a growing community to balance competing interests	Senior Management Team
Expand Financial Assistance Program to include Seniors and other demographics	Corporate Services
Continued outreach with Wilmot Stronger Together to leverage connections established during pandemic	Development Services / Information and Legislative Services
<b>Community Events</b>	
Assist in the promotion and funding towards Community Events	Corporate Services
<b>Support for Community Groups / Volunteers and Youth</b>	
Develop a program to recognize exceptional volunteers in the community	Parks, Facilities and Recreation Services

### Goal: Economic Prosperity

Action	Lead
<b>Economic Development</b>	
Work with regional and local partners on Economic Development Opportunities and Supportive Initiatives	Development Services
Working with Regional and local stakeholders on economic recovery planning and resiliency based on lessons learned from COVID-19	Development Services

**Goal: Economic Prosperity**

Action	Lead
Smart Growth	
Complete Urban Growth Centre Strategy for Baden	Development Services
Complete core Infrastructure Master Planning to support immediate operational and maintenance needs, as well as long-term infrastructure growth needs to support efficient community development	Public Works and Engineering
Seek opportunities to optimize existing infrastructure, including opportunities to improve, consolidate or enhance through growth	Public Works and Engineering
Ensure sustainable and protected infrastructure through growth periods	Public Works and Engineering
Ensure that growth needs are supported by growth activities to ensure coordinated infrastructure growth	Public Works and Engineering
Support and Promote a Balanced approach to growth, as developed within the 2019 Official Plan	Development Services
Implement the community development plan with the 2019 Official Plan	Development Services





**Goal: Environmental Protection**

Action	Lead
<b>Agriculture and Greenspace</b>	
<p><b>Development of the Schout Wetlands</b></p> <p>Minimize the use of greenfield lands by supporting intensification within existing neighbourhoods</p>	<p>Development Services Development Services</p>
<b>Climate Adaptation and Mitigation</b>	
<p><b>Develop Master Plan for Storm Water Infrastructure</b></p>	<p>Public Works and Engineering</p>
<p><b>Develop infrastructure information systems for mapping and database information for core infrastructure to support department work planning and communication with the community</b></p>	<p>Public Works and Engineering</p>
<p><b>Establish Storm Water Management Facility Maintenance and Restoration Programs to manage environmental impacts</b></p>	<p>Public Works and Engineering</p>
<p>Design resilient and robust infrastructure in response to the needs of a changing climate</p>	<p>Public Works and Engineering</p>
<p>Review and implement opportunities to mitigate negative environmental impacts in operating activities, where feasible</p>	<p>Public Works and Engineering</p>
<p>Develop the Quality Management System for sewage networks to meet the developing regulatory requirements</p>	<p>Public Works and Engineering</p>
<b>Sustainability</b>	
<p>Incorporate Environmental Considerations and Technological Advancements into decision-making process for asset replacements / upgrades</p>	<p>Corporate Services</p>
<p>Develop programs and systems to enhance infrastructure data-sets, and focus resources on the continual improvement of data and information</p>	<p>Senior Management Team</p>
<p>Support the efforts of the Sustainability Committee in promoting a corporate culture of sustainability</p>	<p>Senior Management Team</p>

**Goal: Responsible Governance**

Action	Lead
<b>Active Communications</b>	
Develop a Community Engagement Governance Policy and Framework	Information and Legislative Services
Develop and Implement a Communications Protocol	Information and Legislative Services
Review of the Accountability and Transparency Governance Policy	Information and Legislative Services
Develop a ‘Who Does What’ Educational Program	Information and Legislative Services
<b>Active Communications</b>	
Invest in Customer Service and Educational Initiatives	Information and Legislative Services
Enhancement of the Emergency Information communications program including development of Administrative Directives and Departmental Procedures	Information and Legislative Services
<b>Fiscal Responsibility</b>	
Develop/Update Governance Policy on Debt Utilization	Corporate Services
Develop/Update Governance Policy on Municipal Investments	Corporate Services
Complete Stormwater Rates Study, to support sustainable stormwater operations, maintenance and capital planning	Public Works and Engineering
Investigate opportunity for Shared Service Agreements and joint purchasing opportunities in key services areas on Municipal Drain Superintendent Services	Public Works and Engineering
Review and improve current plans for medium to long term infrastructure replacement, including work specifications, to enhance asset life cycle costing	Public Works and Engineering
Adjust current medium to long term plans to shift away from age-based replacement to prioritized asset replacement based on risk	Public Works and Engineering
Develop sustainable funding mechanisms to invest in asset management and infrastructure improvement activities (Infrastructure Levy)	Corporate Services
Review and Update Corporate Fleet Replacement Strategy	Corporate Services

## Goal: Responsible Governance

Action	Lead
<b>Infrastructure Investments</b>	
Develop and Implement a standardized program for obtaining Asset Condition Assessments	Corporate Services
Develop / Update documented operations and maintenance program for all municipally owned facilities	Corporate Services
Utilize lifecycle analytics to enhance current plans for medium to long term infrastructure replacement, including work specifications to enhance overall asset life cycle	Corporate Services
Update 10-Year Capital Forecasting to shift away from traditional age-based replacement, to risk-based prioritization	Corporate Services
Develop programs and systems to enhance infrastructure data-sets, and focus on continual improvement of data	Public Works and Engineering
<b>Establish and Implement Operations and Maintenance Programs</b>	Public Works and Engineering
Build capacity and provide resources to review, operate and maintain infrastructure assets	Public Works and Engineering
<b>Establish Maintenance Program for Wilmot Trails Network</b>	Parks, Facilities and Recreation Services
Develop Infrastructure Specifications and Guidelines for core assets to ensure long term sustainability of newly constructed or reconstructed assets	Public Works and Engineering
<b>Service Reviews / Master Planning</b>	
Evaluate contracted services performance in core infrastructure activities, including design, approval, operations and maintenance	Public Works and Engineering
Design and Construct a combined operations facility to ensure efficient operations and effective resource management	Public Works and Engineering / Parks, Facilities and Recreation Services
Establish Levels of Service for Municipally owned infrastructure, in accordance with O. Reg. 588/17	Corporate Services
Develop Key Performance Measures with respect to Asset Management and established Levels of Service	Corporate Services
Develop and Implement Cyber Security Strategy and Disaster Recovery Guidelines for IT Infrastructure	Corporate Services

## Goal: Responsible Governance

Action	Lead
<b>Service Reviews / Master Planning</b>	
Update and Implement Employee Performance Management System that is aligned with Strategic Plan / Master Plans	Corporate Services
Undertake Infrastructure Master Planning for Roads, Water, Sanitary and Stormwater Infrastructure	Public Works and Engineering
Monitor and adjust staffing resources to support community growth	CAO
Undertake Joint Service Delivery Review with area Townships	CAO
Undertake Facility Needs Assessment for Public Works / Parks and Facilities Operations	Public Works and Engineering / Parks, Facilities and Recreation Services
Review and Update Service Levels for Winter Maintenance Operations	Public Works and Engineering
Develop procedures relative to pandemic emergency recovery	Senior Management Team
Enhancement of the Emergency Plan reflective of lessons learned during the Covid-19 Pandemic	Fire Department
Development of procedural processes relative to the seamless continuation of government, senior management leadership and service delivery in emergency declarations	Senior Management Team
Undertake a Comprehensive Customer Service Review with inclusion of recommendations relative to post Covid-19 service delivery modifications	Information and Legislative Services
Commitment to working and providing service that promotes inclusivity and helps eliminate systemic and individual racism and racial discrimination	Senior Management Team

## **7. Implementing the Plan**

### **Departmental Mission Statements**

With the guidance of the Strategic Plan, under the leadership of Department Heads, all departments will establish and/or update Department Mission Statements that are aligned with Wilmot’s overall Strategic Plan. These staff-built statements will attempt to answer four (4) essential questions:

1. What do we do?
2. How do we do it?
3. Whom do we do it for?
4. What value are we bringing?

It is critical that the approved Departmental Mission Statements are aligned with Wilmot’s Mission “to evolve and grow as a community of caring people, working together to build upon a sure foundation.”

### **Annual Work Program**

The Actions identified in the Strategic Plan will be incorporated into the annual work programs developed by the Senior Management Team and presented to Council for their consideration. For the broader community, the work programs will continue to be presented online.

When developing potential actions for any given work program, there are key questions that should be considered:

1. Does it move us towards our Vision?
2. Is it consistent with our Mission and Core Values?
3. Is it a steppingstone for future improvements?
4. Is the action already underway or is it a new action that should be discussed?

Consideration of these questions will allow senior staff to develop a range of potential priority actions within the annual work programs. Project leads will be assigned overall responsibility for overseeing the implementation of specific actions.

### **Engagement and Awareness**

The development of the Strategic Plan was based on significant consultation with the community, Council and staff. Many of Wilmot’s residents took the time to share their ideas and contribute to the Plan’s development. As such, keeping them apprised of and involved in the Plan’s implementation is critical to maintaining both interest and transparency through the Annual Reporting, Reports to Council, Online Progress Reporting Tool, and Plan Review described below.

In an effort to ensure all staff recognize their role within the implementation of this Plan, corporate communications will reinforce the vision, mission and core values of this organization. In addition, the recruitment process will include evaluation of potential candidates on their alignment with Wilmot’s core values.

**Annual Reporting**

In conjunction with the annual work program, each year the Chief Administrative Officer (CAO) will provide a report updating Council and the community on the progress of staff in meeting this Strategic Plan.

**Reports to Council**

To maintain momentum in implementation, and keep the Strategic Plan top-of-mind, all Staff Reports to Council should demonstrate alignment with the Strategic Plan. As such, an alignment checklist has been prepared and is included as Appendix B of this document.

**Online Progress Reporting Tool**

Township staff will create and update an online progress reporting tool to identify the status of each Action on a quarterly basis.

**Plan Review**

The plan will be reviewed and updated during each term of Council.

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## 8. Appendices

### Appendix A – Community Engagement Outcomes

#### Introduction

The content of Wilmot’s Strategic Plan is reflective of the input received over the course of its development. Accordingly, the Vision, Mission, Core Values, Goals, Strategies and Actions stem from engagement efforts.

#### Community Engagement and Outreach

Multiple avenues were deployed to solicit feedback from the community and are summarized in the table below.

<p><b>Avenue</b> <b>Strategic Plan Steering Committee<sup>1</sup></b></p>	<p><b>Summary</b> Consisting of members of Senior Management and Council, this committee was formed to work alongside external consultants in guiding the update of this Strategic Plan. Over the course of the project, this committee met on multiple occasions to discuss project progress, establish roles/responsibilities, assign tasks/targets, and provide direction for project completion.</p>
<p><b>Online Survey</b></p>	<p>An online survey was made available on the Township website to obtain feedback from community members. This feedback was provided directly to external consultants. All information collected was summarized and provided to the steering committee, the individual responses were not.</p>
<p><b>Staff Engagement Sessions</b></p>	<p>This unique opportunity was presented for staff to collaborate and provide input into the direction of the updated Strategic Plan. Three (3) sessions were scheduled for staff to choose from. All staff were invited and encouraged to participate. These fun and engaging sessions generated some useful insights from a staff perspective.</p>
<p><b>Council Consultation</b></p>	<p>This consultant led consultation encouraged each member of Council to confidentially provide their priorities and values for the future of Wilmot. This feedback was provided to the steering committee at the conclusion of the consultation process to layer on top of community feedback and ensure strategic alignment.</p>

<sup>1</sup> Steering Committee Membership: Les Armstrong (Mayor), Jeff Gerber (Councillor), Angie Hallman (Councillor), Grant Whittington (CAO); Dawn Mittelholtz (Director of Information and Legislative Services) Patrick Kelly (Director of Corporate Services); Harold O’Krafka (Director of Development Services); Scott Nancekivell/Sandy Jackson (Director of Parks, Facilities and Recreation Services)

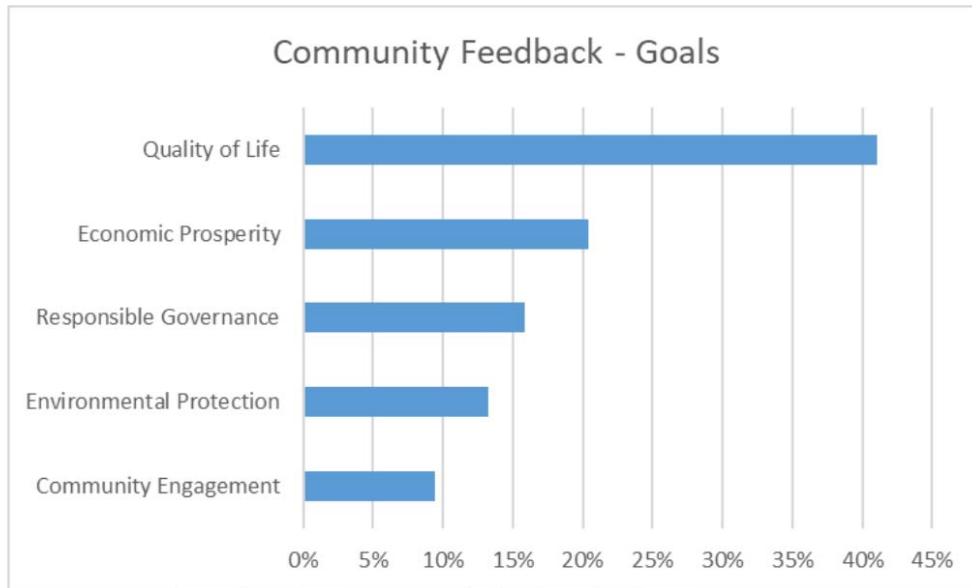
<b>Community Workshops</b>	Both consultant led and staff led session were held throughout all areas of the Township to obtain in-person feedback on Wilmot’s Strategic Direction. Participants provided feedback on their Core values, Supported Directions; Opposed Directions and Big Dreams. Feedback from these sessions were aggregated and analyzed in order to update the values, goals and strategies within the Strategic Plan.
<b>Youth Consultation</b>	In addition to the community workshops held by geographic area, separate consultation were undertaken with members of Wilmot’s youth community. This mechanism of feedback was deployed to ensure this unique demographic segment was provided an opportunity to shape the future of Wilmot.
<b>Seniors Consultation</b>	In addition to the community workshops held by geographic area, separate consultations were undertaken with members of Wilmot’s senior community. This mechanism of feedback was deployed to ensure this unique demographic segment was provided an opportunity to share their values and priorities for the future of Wilmot.



## Engagement Results

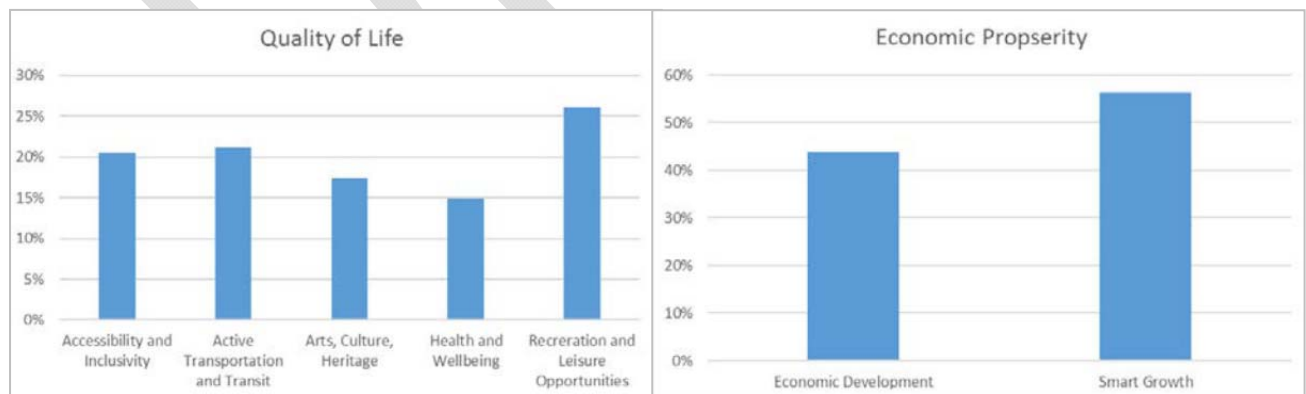
### Goals

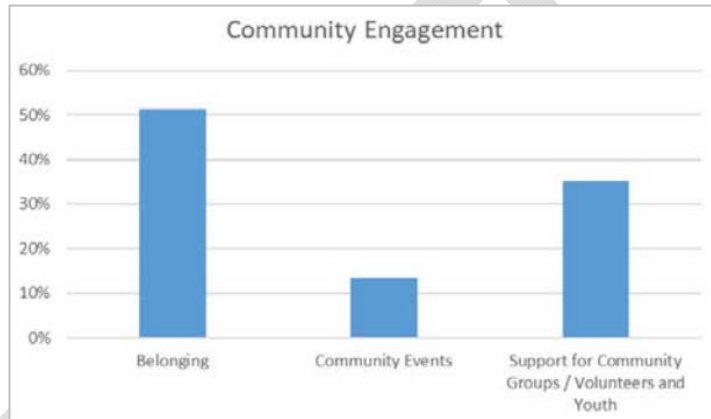
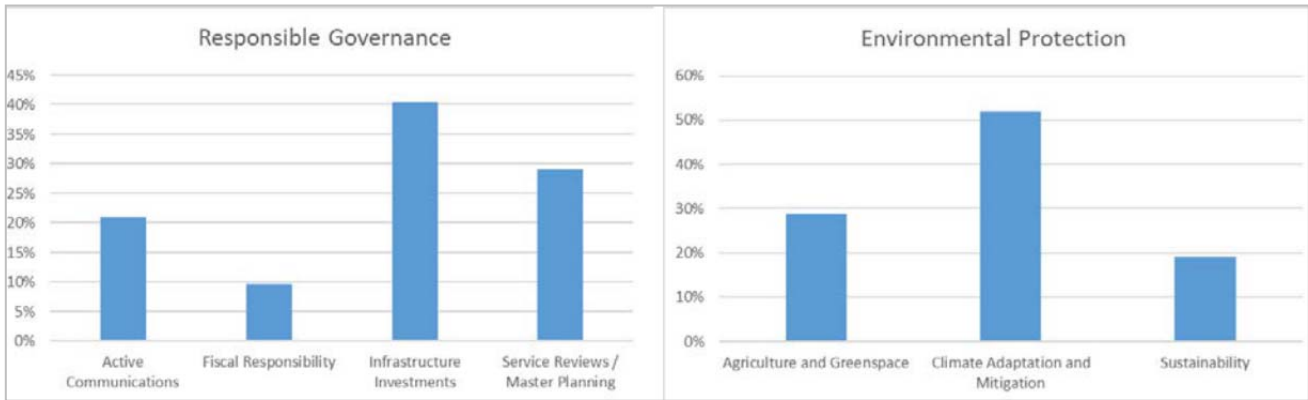
The figure below represents the frequency whereby the five (5) Goal areas for Wilmot’s Strategic Plan were mentioned as part of the input received. These results do not include the feedback from Staff Engagement Sessions and Council Consultations. Input from those sessions was used to ensure alignment of values and goals between elected officials, administration and the community at large.



### Strategies

The five (5) figures below represent the frequency whereby the strategies within each of the five (5) Goal areas of Wilmot’s Strategic Plan were mentioned as part of the input received.





Appendix B – Staff Reports to Council Alignment Checklist

**Introduction**

Integrating the Strategic Plan into day-to-day Township operations, and aligning future initiatives with its vision, goals, and strategies, are critical components of the Plan’s successful implementation. To help staff demonstrate the Strategic alignment of all Reports to Council, this checklist can be completed and included as an appendix to any Staff Report.

**Which aspect(s) of the Strategic Plan does this Report pertain to?**

The checklists in the below table include the vision, as well as the goals and their related strategies as defined in the Township of Wilmot’s Strategic Plan.

Which of the following vision, goals, and strategies do the recommendations in the Council Report contribute to achieving? (check all that apply)

<b>Vision, Goals, Strategies</b>	Yes	No
<b>Vision:</b> Wilmot is a cohesive, vibrant and welcoming countryside community.		
<b>Goal:</b> Community Engagement...		
Belonging		
Community Events		
Support for Community Groups / Volunteers / Youth		
<b>Goal:</b> Economic Prosperity...		
Economic Development		
Smart Growth		
<b>Goal:</b> Environmental Protection...		
Agriculture and Greenspace		
Climate Adaptation and Mitigation		
Sustainability		
<b>Goal:</b> Quality of Life...		
Accessibility and Inclusivity		
Active Transportation and Transit		
Arts, Culture, Heritage		
Health and Wellbeing		
Recreation and Leisure Opportunities		
<b>Goal:</b> Responsible Governance...		
Active Communication		
Fiscal Responsibility		
Infrastructure Investments		
Service Reviews / Master Planning		