



Township of Wilmot Strategic Plan
Council Approved – June 3, 2013

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1. What's YOUR Wilmot – A Roadmap for the Future

On behalf of all of Council, I would like to introduce to you the Township of Wilmot's Strategic Plan. The production of this document has been a collaborative effort with the public, Township staff, and members of Council, and I would like to extend a thank you to all those who have participated along the way.

It has been exciting to watch this Plan grow and take shape. In September 2012, we began asking residents, "What's YOUR Wilmot?" and began to hear feedback from the community. The input received over the past number of months has greatly influenced the contents of this Strategic Plan, and I feel this is an accurate representation of our community's priorities and values. This Plan will give staff and Council a guideline to follow for years to come, and will be reviewed regularly at the beginning of each new term of Council to make sure it is still in line with the desires of our residents.

Once again, thank you to all those who took the time to help build this Strategic Plan. I trust you will see your suggestions reflected in this document.

Respectfully,

Mayor Les Armstrong



Above left: Mayor Les Armstrong preparing for the Township's first ever Telephone Town Hall Meeting.

Above right: Township of Wilmot Council for the term 2010-2014. Front Row: CAO Grant Whittington, Mayor Les Armstrong, Councillor Ward Two Peter Roe. Back Row: Councillor Ward Four Mark Murray, Councillor Ward One Al Junker, Councillor Ward Four Jeff Gerber, 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 20 years. Developed through extensive consultation efforts ("What's YOUR Wilmot?"), 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 Developed

The following six phase process was undertaken in developing the Strategic Plan:

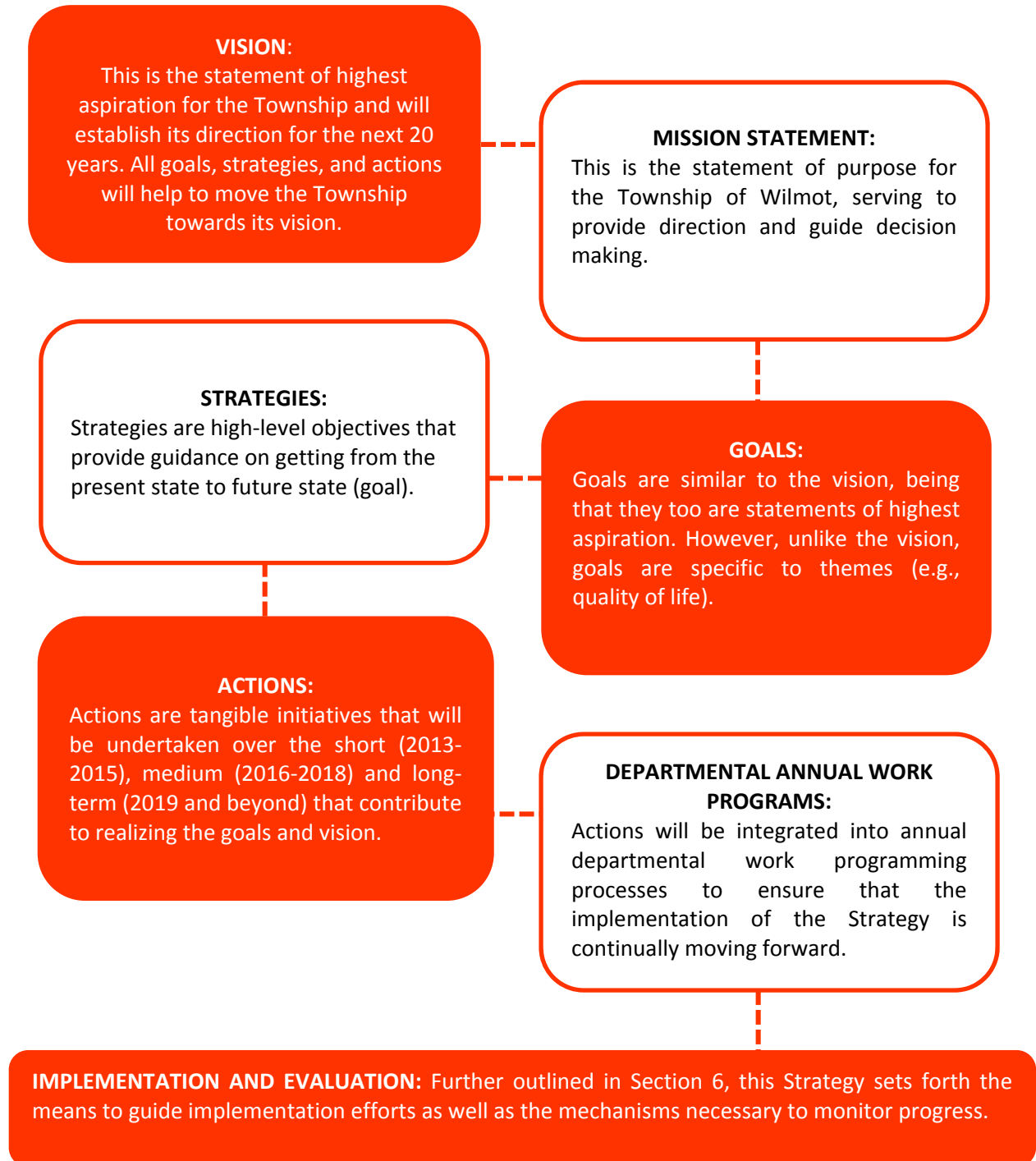
1. PROJECT KICK-OFF AND WORK PLANNING (Sept 2012)	This phase established and confirmed the process that was followed during the Strategy's Development.
2. VISION, MISSION STATEMENT & GOALS (Sept – Dec 2012)	This phase centered largely on defining community members' desired future for Wilmot. It included widespread distribution of comment cards, online engagement, and Town Hall Meetings held in each Ward.
3. NEEDS ASSESSMENT & ENVIRONMENTAL SCAN (Oct – Dec 2012)	This phase involved assessing trends and patterns in current plans, policies and programs within Wilmot. Presented through a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis of the Township's cultural vibrancy, economic prosperity, environmental integrity, and social wellbeing, the assessment provided a baseline to identify the gaps between the vision and goals and what currently exists in the Township – servicing to inform the development of meaningful action plans. The full assessment can be viewed in Appendix A.
4. STRATEGIC OBJECTIVES & ACTION PLANNING (Jan – Mar 2013)	Through ongoing community engagement and involvement, this phase defined how the Township will reach its vision and achieve its goals as identified in Phase 2. A central component of this phase was the Township's Telephone Town Hall meeting.
5. PERFORMANCE MEASURES & IMPLEMENTATION MODEL (Feb 2013)	This phase served to bridge the gap between planning and action. Action planning workshops were held with the Township's senior staff members to define how ideas would become reality. Moreover, key to any Plan's success is establishing an effective implementation framework and mechanisms to measure progress, and both were accomplished at this point.
6. FINAL PLAN PREPARATION (Mar – Apr 2013)	A draft Plan was prepared for review by community members and the Township before preparation of a final Plan for Council's adoption.

The contents of this plan – The Vision, Mission, Values, Goals, Strategies and Actions – were developed in part by the community, staff, a Steering Committee and Council. These efforts are outlined in detail in 'Appendix B – Community Engagement Summary'.



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.



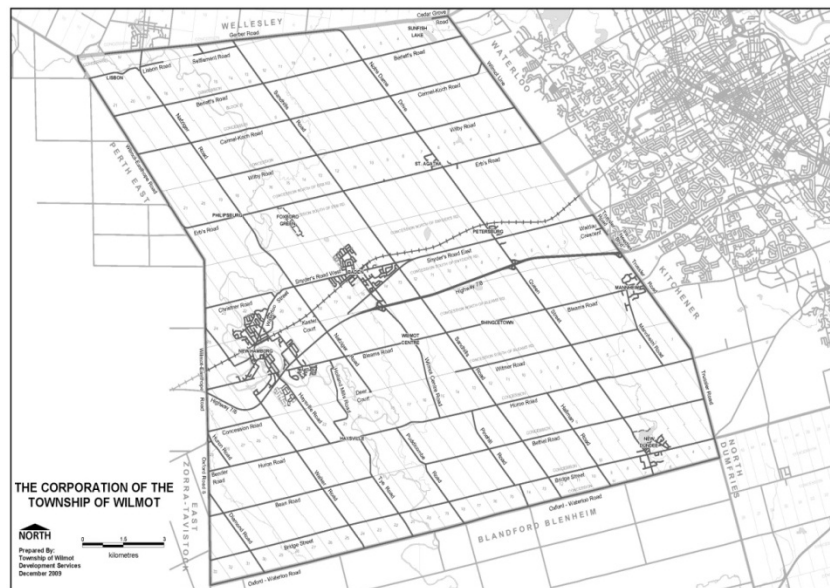
3. Community Overview



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 2011 indicates that 19,223 people currently live in Wilmot, with the majority residing in the New Hamburg and Baden urban settlement areas. The population growth between 2001 and 2011 in Wilmot is approximately double the provincial and regional growth rates for the same period, demonstrating the rapid pace at which the Township is growing. Population trends for Wilmot, the Region, and Ontario, are presented in the table on the next page.



Source: Township of Wilmot



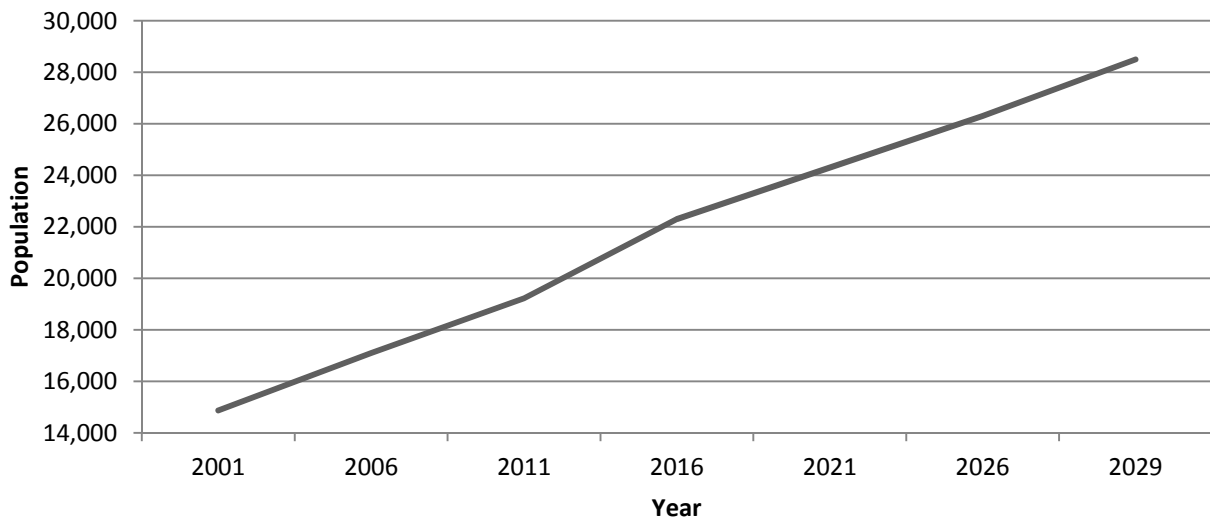
Table 1 Population Change Between 2001-2011

Municipality	Population			Absolute Growth	10-year Growth Rate
	2001	2006	2011		
Wilmot	14,866	17,097	19,223	2,126	29.3%
Region of Waterloo	438,515	478,121	507,096	28,975	15.6%
Ontario	11,410,046	12,160,282	12,851,821	691,539	12.6%

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 2029. This represents a 48.2 percentage change from the 2011 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 begins to set the stage.



4. Our 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;
- Diversity;
- Legacy;
- Accessibility and inclusivity;
- Forward-thinking; and
- Balance

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



5. Our Goals and Strategies

Goals

The following four goals were developed to guide the Township over the next 20 years.



Strategies

Each goal has a number of strategies that provide direction on how to reach our goals.

We enjoy our quality of life through...

- Providing recreational opportunities for everyone
- Ensuring people's safety
- Enhancing our mobility
- Promoting our rich cultural heritage
- Supporting community events and celebrations

We are an engaged community through...

- Communicating municipal matters
- Strengthening customer service
- Involving volunteers and integrating community groups
- Establishing a well-recognized brand and identity

We have a prosperous economy through...

- Investing in our downtowns and commercial areas
- Developing our industrial and employment lands
- Bustling year-round tourism
- Thriving agriculture and agri-business
- Maintaining our infrastructure

We protect our natural environment through...

- Planning for growth while protecting farmland and green space
- Caring for our rivers and lakes
- Using our resources responsibly

The following five strategies emerged as the Wilmot community's top priorities through the comment cards, online surveys, and public meetings:

1. Providing recreational opportunities for everyone;
2. Investing in our downtowns and commercial areas;
3. Enhancing our mobility ;
4. Planning for growth while protecting farmland and green space; and
5. Ensuring people's safety.

The following five strategies emerged as the Wilmot community's top priorities during the Telephone Town Hall Meeting:

1. Developing our industrial and employment lands;
2. Planning for growth while protecting farmland and green space;
3. Enhancing our mobility;
4. Using our resources responsibly; and
5. Ensuring people's safety.



6. Current and Ongoing Actions

A number of actions identified are well underway; these have been organized under the applicable strategies and are indicated in green. Ideas for new actions are presented in Section 7 - New Actions.

Goal: We enjoy our quality of life through...	
Action	Lead
Providing recreational opportunities for everyone	
• Offer more structured programming for youth, adults and seniors.	Facilities & Recreation Services
• Actively pursue grant and funding opportunities relative to recreational programming and service provision.	Facilities & Recreation Services, Finance Services
• Provide financial assistance opportunities for under-privileged youth to allow them to participate in recreational programming.	Facilities & Recreation Services, Finance Services
• Provide grant funding to community groups running recreational programming.	Facilities & Recreation Services, Finance Services
• Apply for external funding to assist in expediting capital expenditures that are currently unattainable.	Facilities & Recreation Services, Finance Services
• Undertake a Recreation Master Planning process.	Facilities & Recreation Services
• Develop a splash pad.	Facilities & Recreation Services
• Develop an accessible playground.	Facilities & Recreation Services
• Complete an Ice Utilization/Needs Study.	Facilities & Recreation Services
• Enhance existing municipal soccer facilities.	Facilities & Recreation Services
Ensuring people's safety	
• Implement the recommendations contained within the Fire Master Plan.	Fire Department
• Host joint safety meetings with Township by-law officials, Regional Police, and parent councils.	Clerk's Services
Enhancing our mobility	
• Allocate funding within the operational budget to improve accessibility throughout the municipality.	Facilities & Recreation Services, Finance Services, Public Works
• Pursue GO Transit service.	Development Services, Public Works, CAO
Promoting our rich cultural heritage	
• Expanding Summer Concerts at Castle Kilbride.	Castle Kilbride
• Providing funding for murals on the Grandstand.	Castle Kilbride



Goal: We enjoy our quality of life through...

Action	Lead
<ul style="list-style-type: none"> Provide new events and exhibits at Castle Kilbride that appeal to all ages. Consider external grant funding for community organizations that run cultural exhibitions and/or events. Protect and promote the Township's built heritage. Promote the collection of the Sir Adam Beck Archives. 	<p>Castle Kilbride</p> <p>Finance Services</p> <p>Castle Kilbride, Development Services</p> <p>Castle Kilbride</p>
Supporting community events and celebrations	
<ul style="list-style-type: none"> Increase Wilmot's tourism profile by supporting existing and new community events. Provide funding for community events. Support and maintain community centres. 	<p>Facilities & Recreation Services, Castle Kilbride</p> <p>Finance Services</p> <p>Facilities & Recreation Services</p>

Goal: We are an engaged community, through...

Action	Lead
Communicating municipal matters	
<ul style="list-style-type: none"> Monitor new opportunities to use social media to communicate municipal initiatives. 	Management Team
Strengthening customer service	
<ul style="list-style-type: none"> Review operational efficiencies and use of resources. When practical deliver interdepartmental cross-training on basic processes for each of the Township's organizational units. Evaluate staffing requirements to meet the needs of a growing community. 	<p>Management Team</p> <p>Management Team</p> <p>Management Team</p>
Involving volunteers and integrating community groups	
<ul style="list-style-type: none"> Support ongoing volunteer initiatives within the Township. 	All departments

Goal: We have a prosperous economy, through...

Action	Lead
Investing in our downtowns and commercial areas	
<ul style="list-style-type: none"> Support efforts to increase signage at high traffic areas promoting the Township's downtown and commercial areas. Work with the Boards of Trade and the Chambers of Commerce on joint initiatives to assist in downtown core areas. 	<p>Management Team</p> <p>Management Team</p>



Goal: We have a prosperous economy, through...

Action	Lead
<ul style="list-style-type: none"> Support the development of commercial uses or core services in our towns. Support events that drive traffic into core areas. 	<p>Development Services</p> <p>Management Team</p>
Developing our industrial and employment lands	
<ul style="list-style-type: none"> Support property owners to pursue development in employment lands. Provide promotional funding for economic development. Allocate capital funding for infrastructure. 	<p>Development Services, CAO</p> <p>Development Services, Finance Services</p> <p>Development Services, Public Works, Finance Services</p>
Bustling year-round tourism	
<ul style="list-style-type: none"> Develop and promote historical walking tours that allow people to see and visit Wilmot's past. Continue to promote Castle Kilbride and Wilmot Township as a destination for tourism. Encourage private sector investment and champion(s) that focus on tourism. Participate with area tourism associations to support ongoing initiatives. 	<p>Castle Kilbride</p> <p>Castle Kilbride</p> <p>Castle Kilbride, CAO</p> <p>Castle Kilbride, CAO</p>
Thriving agriculture and agri-business	
<ul style="list-style-type: none"> Support the location of value-added agricultural and specialty farming businesses. 	<p>Development Services</p>
Maintaining our infrastructure	
<ul style="list-style-type: none"> Develop an Asset Management Plan for all municipally owned infrastructure. Support the expansion of the Regional Sewage Treatment Plant. Annual review of the long-term capital plan across all departments to ensure adequate funding exists to maintain existing infrastructure. 	<p>Management Team</p> <p>Public Works</p> <p>Management Team</p>

Goal: We protect our natural environment and resources, through...

Action	Lead
Planning for growth while protecting farmland and green space	
<ul style="list-style-type: none"> Update Official Plan. Continue to implement planning policies that direct growth to existing urban areas and protect farmland and green space. 	<p>Development Services</p>



Goal: We protect our natural environment and resources, through...	
Action	Lead
Using our resources responsibly	
<ul style="list-style-type: none">Administer the Tree Replacement Program as funded by the annual Kitchener-Wilmot Hydro grant.	Facilities & Recreation Services



7. New Actions

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

Goal: We enjoy our quality of life, through...			
Action	Lead	Timeline*	Measures of Success
Enhancing our mobility			
<ul style="list-style-type: none"> Complete and implement the recommendations contained within the Trails Master Plan that explores potential cycling routes and pedestrian linkages and a trails map in the Township. 	Development Services, Facilities & Recreation Services, Public Works	Ongoing	Plan is implemented
<ul style="list-style-type: none"> Work with the Region to explore the possibility of public transit linkages. 	Public Works, CAO	S-M	Possibility is explored
Promoting our rich cultural heritage			
<ul style="list-style-type: none"> Produce a cultural asset map. 	Castle Kilbride, Development Services	M	Map is produced
<ul style="list-style-type: none"> Conduct a needs assessment to review existing facilities for cultural services to consider the establishment of a facility for the arts. 	Facilities & Recreation Services, Finance Services, Castle Kilbride	L	Future direction has been confirmed
<ul style="list-style-type: none"> Consider developing a Municipal Arts and Cultural Plan. 	Castle Kilbride	M	Plan is developed
<ul style="list-style-type: none"> Work with the New Hamburg Board of Trade to develop signage to promote New Hamburg's Heritage District. 	Development Services, Castle Kilbride	S	Signage is developed and posted

*S – to be implemented in 2013-2015. M – to be implemented in 2016-2018. L – to be implemented in 2019 and beyond.

Goal: We are an engaged community, through...			
Action	Lead	Timeline*	Measures of Success
Communicating municipal matters			
<ul style="list-style-type: none"> Develop a comprehensive community engagement and communications policy with the purpose of keeping residents informed of and involved in municipal affairs. 	Management Team	S	Policy has been developed



Goal: We are an engaged community, through...

Action	Lead	Timeline*	Measures of Success
<ul style="list-style-type: none"> Enhance the municipal website and add information to the website for newcomers that includes information about the Municipality's services and programs, as well as information from community groups and organizations. 	Management Team	S	Website is enhanced
Involving volunteers and integrating community groups			
<ul style="list-style-type: none"> Explore the possibility of a service club fair. 	Management Team	S	Fair is held
Establishing a well-recognized brand and identity			
<ul style="list-style-type: none"> Undertake a "Wilmot" branding process to establish a greater sense of community among all Wilmot residents, as well as to attract visitors. 	Management Team	S	Branding process is underway

*S – to be implemented in 2013-2015. M – to be implemented in 2016-2018. L – to be implemented in 2019 and beyond.

Goal: We protect our natural environment and resources, through...

Action	Lead	Timeline*	Measures of Success
Caring for our rivers and lakes			
<ul style="list-style-type: none"> Explore the desire to establish a "Friends of the Nith" volunteer group to liaise with the Grand River Conservation Authority to promote care and stewardship of the Nith River and its tributaries. 	Grand River Conservation Authority	L	Group is established
Using our resources responsibly			
<ul style="list-style-type: none"> Review the Green Energy and Green Economy Act in respect to municipal facilities. 	Facilities & Recreation Services	S	Acts are reviewed
<ul style="list-style-type: none"> Consider developing a green procurement policy. 	Management Team	S	Decision to pursue or not pursue is made.

*S – to be implemented in 2013-2015. M – to be implemented in 2016-2018. L – to be implemented in 2019 and beyond.



8. Implementing our Plan

Annual Work Program

The Actions identified in the Strategic Plan will be incorporated into the annual work programs which are developed by Senior Management in collaboration with the CAO 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 Values?
3. Is it a stepping stone toward 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.

In the annual work programs, individual staff members will be assigned responsibility for overseeing the implementation of specific actions.

Engagement and Awareness

The development of the Strategic Plan was based on community participation and input (See Appendix B for full details). 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.

Annual Reporting

A report on how the Strategic Plan is moving forward should be developed annually. This will be tied to Department work programs. This progress report will help in developing the work programs for the following year.

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 C of this document.

Plan Review

The Plan will be reviewed during each term of Council.



9. Appendices

- Needs Assessment & Environmental Scan
- Community Engagement Summary
- Staff Reports to Council – Alignment Checklist

