


# Strategic Plan

2020 Update





*This page left intentionally blank*





## Executive Summary

Wilmot is located in one of the fastest 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 future while reviewing the document with every term of Council.


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 remain a "cohesive, vibrant and welcoming countryside community."





## Contents

Message from Corporate Leadership Team	1
Your Wilmot – Message from Mayor Les Armstrong	2
Introduction to the Strategic Plan	3
Community Overview	6
Vision, Mission and Core Values	8
Goals and Strategies	9
Actions	11
Implementing our Plan	20
Appendices	22



## Message from Corporate Leadership Team (CLT)

As the Township's Corporate Leadership Team, we understand the important role we play in ensuring our team achieves the vision and mission brought forward from the community of Wilmot. We are honoured to have the opportunity to lead our organization in meeting the needs of this growing community.

The Strategic Plan helps to effectively articulate the desires and needs of Wilmot's residents and businesses. As a leadership team, we are committed to being accountable to the residents of Wilmot and maintaining focus on the core values, while achieving corporate goals.

We are encouraged that through this update, the community identified Responsible Governance as a goal for the Township is being addressed. The 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 community investment.

The COVID-19 pandemic reminds us that we need to remain flexible in our service delivery. As the Corporate Leadership Team, we work closely with neighbouring municipalities and all levels of government to ensure that the health and safety of residents, visitors and staff is our top priority. These events affect us all. This Strategic Plan Update includes specific actions to aid in the recovery of the Township and our local economy, along with enhancements to existing plans, to reflect the lessons learned from the pandemic and build resiliency into operations moving forward.

We recognize the importance of effective community engagement in our decision-making processes. Responsiveness to feedback from the community will be an ongoing part of our Strategic Plan implementation.

As the Corporate Leadership Team for the Township, we are responsible for the success of all staff in achieving the various components of this Plan. We are confident in the skills, innovation, and talent of our staff. We look forward to working alongside Council and the community as we expand on the successes of our previous Strategic Plan, ensuring our shared vision for Wilmot is realized.

## 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 2013 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, and 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



## 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 to guide decision-making in the Township. Created through extensive consultation efforts with the community, the Strategic Plan 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 with tangible strategies and actions.

A steering committee was formed to complete this document. The steering committee included:

- Mayor L. Armstrong
- Councillor A. Hallman
- Councillor J. Gerber
- Chief Administrative Officer
- Director of Corporate Services/Treasurer
- Director of Information and Legislative Services/Municipal Clerk
- Director of Development Services
- Director of Parks, Facilities and Recreation Services

WCM Consulting was appointed to facilitate the public consultation process.

### What Steps were Taken?

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

Project Phase	Description
<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. Members of the Corporate Leadership Team defined how these 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 and Final Draft</b> (August-October 2020)	The final draft plan was made available to the community for review and feedback. The steering committee reviewed the feedback for inclusion in the final document.
<b>Adoption by Council</b> (November 2020)	Presentation to Council for adoption.
<b>Implementation and Reporting (2020-2024)</b>	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.

### **VISION:**

This is the statement of highest aspiration for the Township and will establish its direction for the next 20 years. All goals, strategies, and actions will help to move the Township towards its vision

### **MISSION STATEMENT:**

This is the statement of purpose for the Township of Wilmot, serving to provide direction and guide decision making in the achievement of the VISION.

### **STRATEGIES:**

Strategies are high-level objectives that provide guidance on getting from the present state to future state (goal).

### **GOALS:**

Goals are similar to the vision, being that they too are statements of highest aspiration. However, unlike the vision, goals are specific to themes (e.g., quality of life).

### **ACTIONS:**

Actions are tangible initiatives that will be undertaken over the next 5-10 years, that contribute to realizing the goals and vision.

### **WORK PROGRAMS:**

Actions will be integrated into departmental work programming processes to ensure that the implementation of the Strategy is continually moving forward.

**IMPLEMENTATION AND EVALUATION:** Further outlined in Section 6, this Strategy sets forth the means to guide implementation efforts as well as the mechanisms necessary to monitor progress.

### 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 rural settlement areas (including St. Agatha, Petersburg, Mannheim, New Dundee, Philipsburg, Shingletown, Wilmot Centre, Haysville, Luxemburg, Lisbon, Sunfish Lake and Foxboro Green), two Township Urban 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, water supply and wastewater treatment, and waste management services. The Township is responsible for services including, but not limited to: planning and development services, building code administration and enforcement, road and sidewalk provision and maintenance, parks and recreation services and programs, fire protection, emergency management, water distribution, heritage programs (e.g., Castle Kilbride), municipal law enforcement, storm water management and more.

Census data from 2019 indicates that 21,850 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.



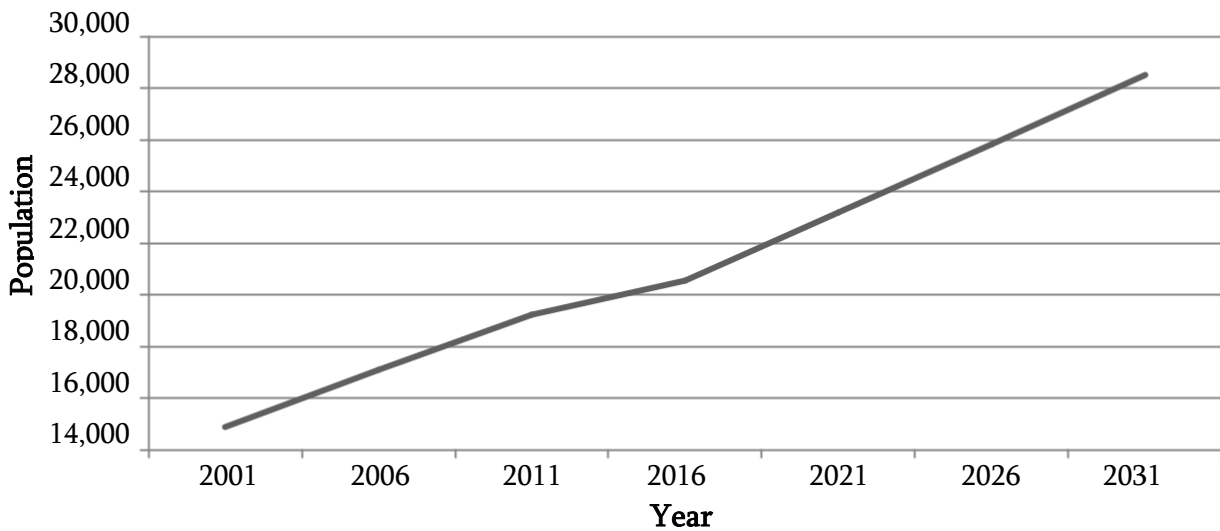
Table 1 Population Change Between 2009-2019

Municipality	Population			10-year Growth Rate
	2009	2014	2019	%
Wilmot	18,713	20,541	21,850	14.36%
Region of Waterloo	535,200	569,000	617,870	13.38%
Ontario	13,069,182	13,678,740	14,566,547	10.28%

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 30% change in population from 2019 to 2031. 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.



## 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.

### Core Values

Health and Wellbeing

Community

Legacy

Accessibility and Inclusivity

Forward-thinking

Balance

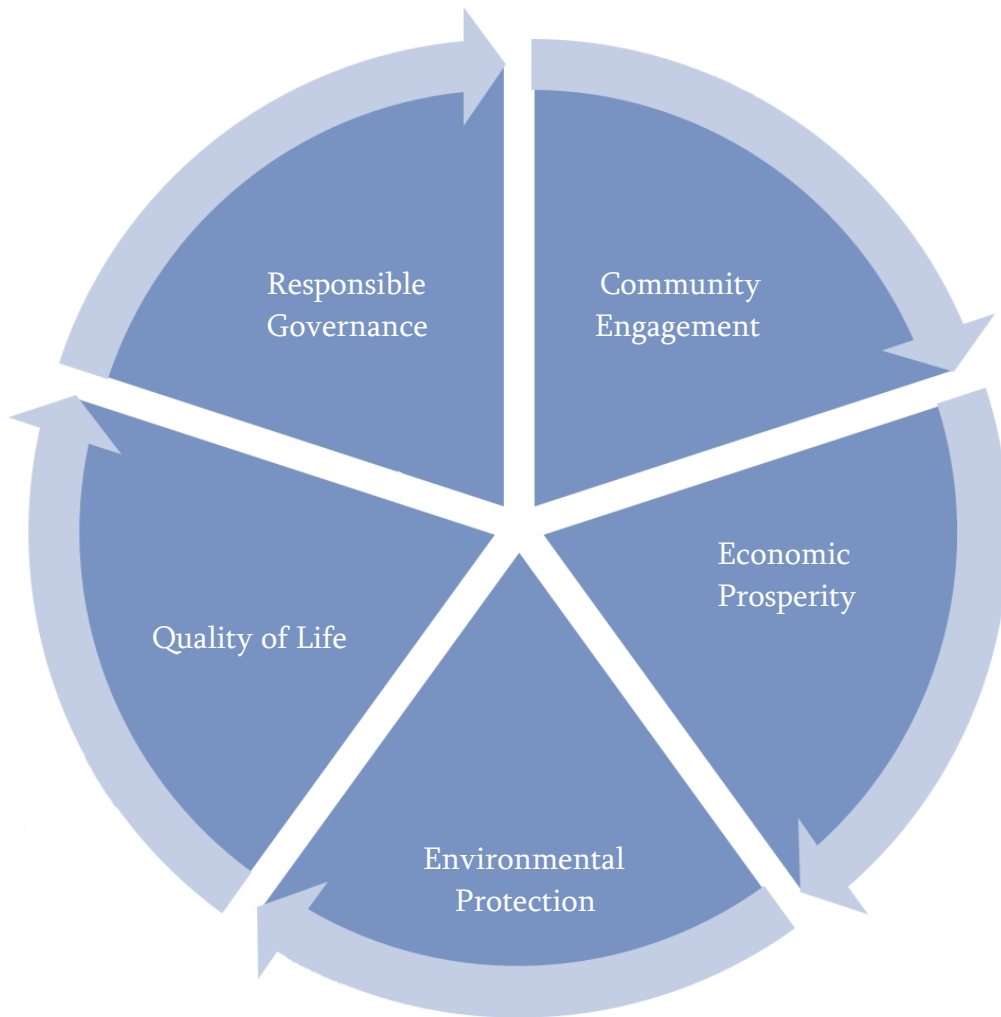
Moving forward, these core values will act as a lens through which decisions will be made.



## 5. Goals and Strategies

### Goals

The following five goals were identified in the 2020 Strategic Plan Update.



## Strategies

A number of strategies were identified that provided direction on how to reach each goal. 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
<b>Quality of Life</b>	Accessibility and Inclusivity
	Active Transportation and Transit
	Arts, Culture, Heritage
	Health and Wellbeing
	Recreation and Leisure Opportunities
<b>Community Engagement</b>	Belonging
	Community Events
	Support for Community Groups, Volunteers, Youth
<b>Economic Prosperity</b>	Economic Development
	Smart Growth
<b>Environmental Protection</b>	Agriculture and Greenspace
	Climate Adaptation and Mitigation
	Sustainability
<b>Responsible Governance</b>	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 a result of the stakeholder engagement activities undertaken with Council, Staff and the citizens of Wilmot Township.

## 6. Actions

Through the development of the Strategic Plan, a number of actions to support the achievement of corporate goals have been identified.

### 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>	
Develop a Public Art Policy.	Castle Kilbride
Consultations on the Prime Ministers Path project.	Information and Legislative Services
Assess the inventory of Cultural Heritage Landscapes throughout Wilmot and promote their long-term conservation and protection.	Development Services / Castle Kilbride

Action	Lead
Identify and promote local history through exterior signage.	Castle Kilbride
Investigate the feasibility of a performing arts facility as part of the 2024 Arts and Culture Master Plan update.	Castle Kilbride
<b>Health and Wellbeing</b>	
Invest in our staffing resources to improve their health, wellbeing and benefits, remaining market competitive.	Corporate Leadership Team
Invest in and promote Public Education, Fire Prevention and Emergency Management for all residents through Community Risk Assessments, Reporting and Fire Master Plan.	Fire Services
Develop Municipal Law Enforcement Public Education Program.	Information and Legislative Services
Business Continuity / Community Recovery Post COVID-19.	Corporate Leadership Team
<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 Guideline.	Parks, Facilities and Recreation Services
Implementation of the recommendations of the Ice Needs Study	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.	Corporate Leadership Team
Completion and Implementation of the Branding Review	Information and Legislative Services
Expand Financial Assistance Program to include Seniors and other demographics.	Corporate Services
Continued outreach with community initiatives 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 / Information and Legislative 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
<b>Smart Growth</b>	
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 infrastructure growth needs are supported and coordinated through general operations and capital planning.	Public Works and Engineering
Support and promote the implementation of the balanced and efficient approach to growth as developed within the 2019 Official Plan.	Development Services

**Goal: Environmental Protection**

Action	Lead
<b>Agriculture and Greenspace</b>	
Minimize the use of greenfield lands by supporting intensification within existing neighbourhoods.	Development Services
Development of the Mike Schout Wetlands Preserve	Development Services
<b>Climate Adaptation and Mitigation</b>	
Design resilient and robust infrastructure in response to the needs of a changing climate.	Public Works and Engineering
Review and implement opportunities to mitigate negative environmental impacts in operating activities, where feasible.	Public Works and Engineering
Develop the Quality Management System for sewage networks to meet the developing regulatory requirements and establish Storm Water Management Facility Maintenance and Restoration Programs to manage environmental impacts.	Public Works and Engineering
<b>Sustainability</b>	
Incorporate Environmental Considerations and Technological Advancements into decision-making process for asset replacements / upgrades.	Corporate Services
Support the efforts of the Sustainability Committee in promoting a corporate culture of sustainability.	Corporate Leadership Team

**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
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 including public engagement, to support sustainable stormwater operations, maintenance and capital planning.	Public Works and Engineering / Corporate Services
Investigate opportunity for Shared Service Agreements and joint purchasing opportunities in key services areas.	Public Works and Engineering

Action	Lead
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
<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.	Public Works and Engineering / Parks, Facilities and Recreation 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
Document and implement operations and maintenance programs.	Public Works and Engineering
Build capacity and provide resources to review, operate and maintain infrastructure assets.	Public Works and Engineering
Establish Maintenance Program for Wilmot Trails Network.	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

Action	Lead
Develop programs and systems to enhance infrastructure data- sets, and focus resources on the continual improvement of data and information.	Corporate Leadership Team
<b>Service Reviews / Master Planning</b>	
Evaluate contracted services performance in core infrastructure activities, including design, approval, operations and maintenance.	Public Works and Engineering
Review feasibility and implement recommendations for the design and construction of an 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
Update and Implement Employee Performance Management System that is aligned with Strategic Plan / Master Plans.	Corporate Services
Develop infrastructure information systems for mapping and database information for core infrastructure to support department work planning and communication with the community.	Public Works and Engineering
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
Develop procedures relative to pandemic emergency recovery.	Corporate Leadership Team

Action	Lead
Update the Township Emergency Plan reflective of lessons learned during the Covid-19 Pandemic, flooding events and the real potential for future events.	Fire Services
Implement the recommendations contained within the Council approved Fire Master Plan.	Fire Services
Development of procedural processes relative to the seamless continuation of government, senior management leadership and service delivery in emergency declarations.	Corporate Leadership 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.	Corporate Leadership Team

## 7. Implementing the Plan

### Departmental Mission Statements

With the guidance of the Strategic Plan, 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 Corporate Leadership 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.

## 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.

Avenue	Summary
<p><b>Strategic Plan Steering Committee<sup>1</sup></b></p>	<p>Consisting of members of Council and the Corporate Leadership Team, 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, individual responses were not.</p>
<p><b>Corporate Leadership Team and 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. The Corporate Leadership Team members were actively involved in confirming the action items and review of the Strategic Plan.</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</p>

	<p>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>
<p><b>Community Workshops</b></p>	<p>Both consultant led and staff led sessions 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.</p>
<p><b>Youth Consultation</b></p>	<p>In addition to the community workshops held by geographic area, separate consultations 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.</p>
<p><b>Seniors Consultation</b></p>	<p>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.</p>

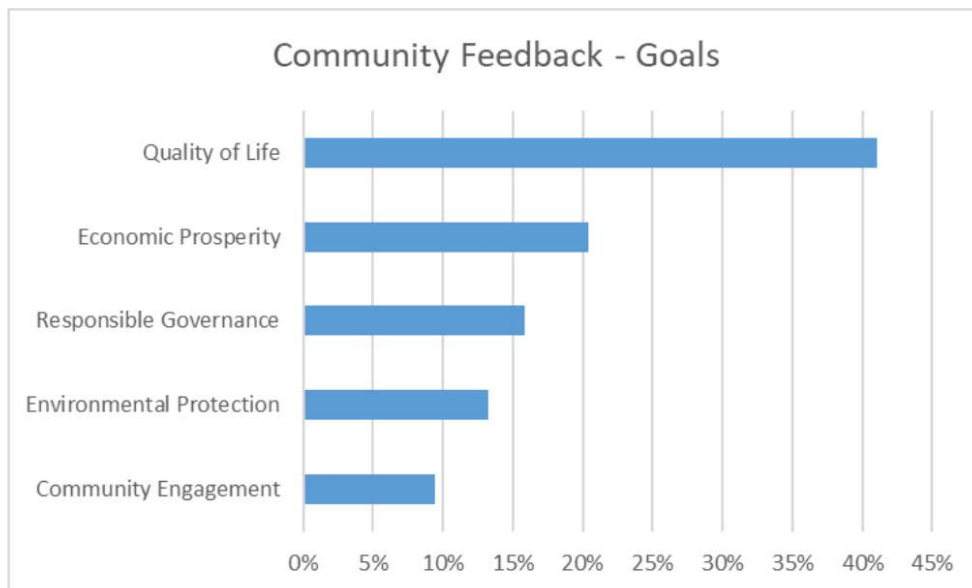
---

<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)

## Engagement Results

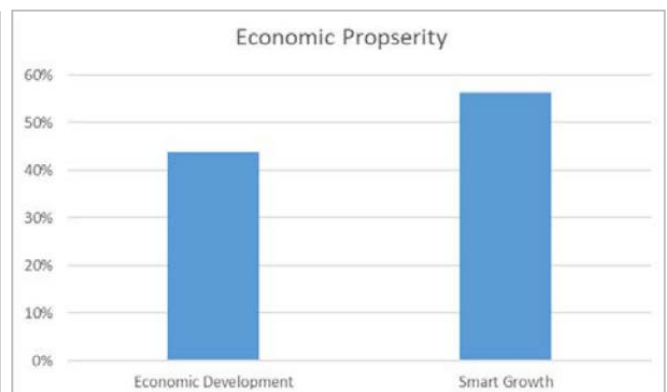
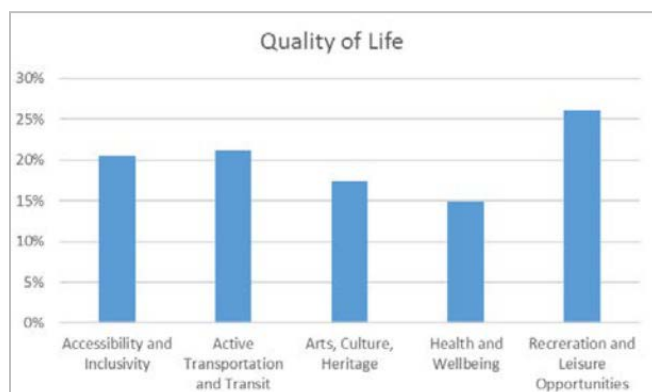
### Goals

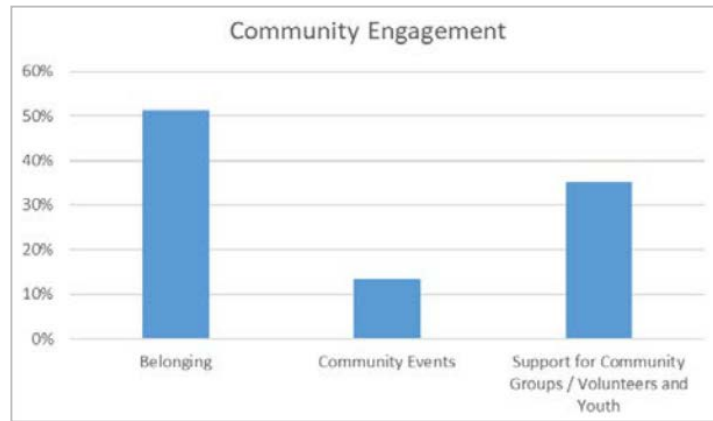
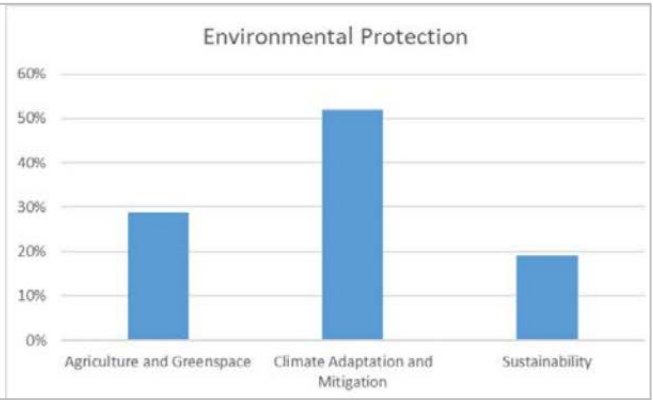
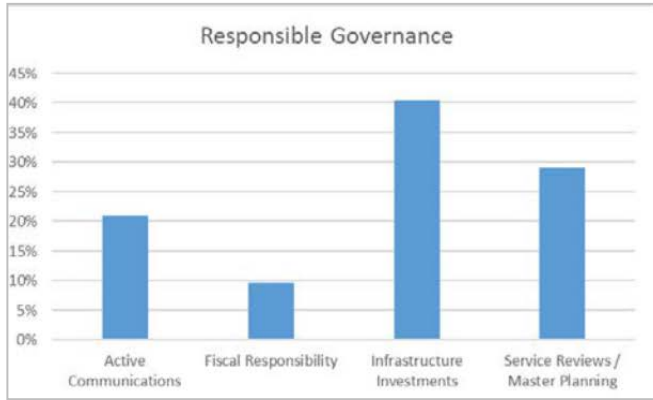
The figure below represents the frequency whereby the five (5) Goal areas for Wilmot's Strategic Plan were mentioned as part of the input received. These results do not include the feedback from Staff Engagement Sessions and Council Consultations. Input from those sessions was used to ensure alignment 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)

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