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# Township of Wilmot

Service Delivery and Organizational Review  
– Final Recommendations Report

January 22, 2026

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## Section 1 | Executive Summary

- Project Overview
- Purpose & Methodology for Final Report
- Wilmot's Path Forward – Immediate Stabilization and Future Planning
- Overview of Initiatives
- Implementation Roadmaps

# Project Overview

## Project Context

In 2025, the Township of Wilmot (“Twp” or “Wilmot”) retained StrategyCorp to undertake a comprehensive Service Delivery and Organizational Review with the goal of ensuring that the organization is best positioned to adapt, improve, and scale its operations to meet future growth and evolving community expectations.

Given Wilmot’s population of just under 23,000 and its continued and anticipated growth, it is critical that the Twp be prepared to address the challenges typical of rural-urban communities transitioning into mid-sized municipalities, including increasing demands for services, infrastructure, and long-term financial sustainability. Further, recent budget discussions have underscored the need to strengthen internal systems, workforce capacity, and overall organizational structure to support efficient and sustainable service delivery.

To prepare for this next stage, the Twp must ensure that it continues to build a strong financial foundation, improve operational efficiency, and foster a culture of accountability and organizational excellence. This will help ensure that Wilmot is resilient, responsive to community needs, and well-positioned to support ongoing continued across Waterloo Region.

## Project Work Plan

Phase 1   Project Start Up	Phase 2   Current State Analysis	Phase 3   Recommendations Development	Phase 4   Final Report
<ul style="list-style-type: none"> <li>• Kick-off meeting</li> <li>• Data and document request</li> <li>• Identification of comparator municipalities</li> <li>• Engagement planning</li> </ul>	<ul style="list-style-type: none"> <li>• Data and document review</li> <li>• Preliminary benchmarking</li> <li>• Council and staff engagement</li> <li>• Service inventory and profiles</li> <li>• Initial improvement opportunities</li> <li>• Current State Report</li> </ul>	<ul style="list-style-type: none"> <li>• Future state design workshop with CLT</li> <li>• Best practices analysis</li> <li>• Staff engagement</li> <li>• Detailed recommendations and supporting implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Final Report</li> <li>• CLT review and iteration</li> <li>• Council presentation</li> </ul>

# Overview of Final Report

## Approach & Methodology

Building on the findings and opportunities identified in the **Current State Report**, presented to Council on November 25, 2025, the following inputs were leveraged to ensure recommendations were evidence-based, supported by a clear rationale, aligned with leading practice, and designed for practical implementation.



Validation and refinement of recommendations with CLT and key staff to prioritize actions, assess organizational impacts, and support change readiness.



Best practices review and benchmarking analysis using comparator municipalities identified through the Current State Report<sup>[1]</sup>, supplemented by targeted interviews as required.



Tested key hypotheses and recommendations with SCI's Municipal Experts Panel to ensure alignment with leading sector practices.



Review of the Twp's 2025 salary grid to inform cost estimates for proposed additional staffing positions and/or role changes.



Review of the 2026 Draft Budget, released on January 9, 2026.

## Guide to This Report

The Final Report includes the following key components:

- **Detailed future-state recommendations** designed to strengthen governance, leadership capacity, business continuity, and service delivery in both the immediate and longer term.
- **A future-state organizational structure** (Appendix A).
- **A phased implementation plan** to support coordinated corporate planning and budgeting.
- **A summary of expected financial implications** and funding strategies for consideration.

### Notes



*As with the Current State Report, this Report and its recommendations were developed in coordination with Twp leadership to ensure alignment with ongoing operations and priorities and therefore may reflect recommendations or actions that have already been initiated prior to the publication of this report.*



*Additionally, the limited availability of reliable service-level financial data at the time of report writing constrained the financial impact assessment to compensation and fixed contract expenses, excluding analysis of productivity savings or revenue impacts.*

# The Path Forward | Investing in Immediate Stabilization & Future Planning

## Key Current State Findings

The Township has begun taking important steps to invest in the people, tools, and infrastructure necessary to stabilize operations, support effective decision-making, and sustain municipal services.

- Since the launch of this review, progress has included filling key leadership vacancies, advancing financial stabilization with third-party support, and investing in modernization and asset management.

However, as the Township shifts from recovery to long-term sustainability, several considerations remain top of mind.

- Recent challenges in maintaining a full staff complement have resulted in gaps in institutional knowledge, increased difficulty meeting statutory reporting requirements, and pressures on workplace culture.
- The Township has tended to over-leverage temporary backfilling for staff vacancies, relying on existing staff to absorb additional responsibilities and/or emergency contractors to supplement capacity. While these arrangements can support short-term continuity, they are not sustainable, and prolonged use risks the embedding of these arrangements as status quo. This can lead to long-standing vacant positions being defunded by default, rather than being deliberately reassessed against organizational needs and service requirements.
- There is also a continued need to build on momentum and sustain investments in modernization and data gathering to enable evidence-based decision-making.

The **Initiatives** outlined in this Report are organized into two main categories, informed by consultation with CLT to prioritize the opportunities identified in the in the Current State Report:

### 1 Building Capacity & Resilience

- **These Initiatives focus on near-term stabilization** to help the organization return to a steady state of effective governance and day-to-day operations, following a period of transition and upheaval.
- The **7 identified Initiatives** address the mission-critical human, process, and policy gaps identified in the Current State.
- Each Initiative is accompanied by implementation recommendations that should be advanced through the Township's 2026 and 2027 budgets and operating plans.

### 2 Enabling Long-Term Success

- **These Initiatives identify longer-term service improvement and capacity objectives** to ensure the Township has the information, resources, and capabilities needed to efficiently deliver services and remain responsive to evolving community needs in a financially sustainable manner.
- The **13 identified Initiatives** may have longer implementation periods or are recommended for a later horizon due to complexity, required level of effort and competing priorities, or dependencies on other initiatives.

Initiatives across the two categories are provided on the next slide, with a revised future-state organizational structure available in Appendix A (**slide 34**).

# Overview of Initiatives

The following 20 initiatives are further detailed in Sections 2 and 3 of this report.

1

## Building Capacity & Resilience

1. Re-establish a dedicated Financial Services Department responsible for the Finance and Asset Management portfolios.
2. Realign the Corporate Services Department to include the Legislative Services (incl. Clerks, By-Law Enforcement, and Licensing & Records), Information Technology, Human Resources, Communications, and Strategic Initiatives portfolios.
3. Build and plan for a resilient Corporate Leadership Team.
4. Expand operations capacity within the Roads Division to support maintenance of existing service levels for roads and enable additional internal service delivery across departments.
5. Enhance and reorganize service delivery capacity for the Engineering Division to enable and advance Council policy priorities.
6. Assign responsibility and dedicate resources to build morale within the organization and improve corporate culture.
7. Foster a stable, sustainable, and high-performing organization through strategic people management.

2

## Enabling Long-Term Success

1. Improve long-term financial resilience and decision-making.
2. Strengthen the Twp's asset management reporting and planning capabilities.
3. Build the governance, capacity, and technology foundation needed to modernize service delivery systems – including through the ERP – efficiently and with a corporate-wide lens.
4. Improve the Twp's ability to link services to costs and performance to enable evidence-based planning, budgeting, and service-level decisions.
5. Evaluate the role of the Twp in directly delivering new or expanded discretionary programs and services.
6. Establish stronger governance and strategic decision-making resources and capabilities for Council and Administration.
7. Ensure the Twp's governance structures and policies support efficient decision-making and effective representation.
8. Strengthen the Twp's corporate communications and marketing approach to improve consistency, coordination, and effectiveness.
9. Implement a resilient corporate framework for policy development, review, and information management.
10. Align Fire Master Plan and capital asset replacements with financial capacity and community risk.
11. Improve customer service delivery by modernizing frontline tools, processes, and standards.
12. Improve public awareness and understanding of planning, development, and building processes to support efficient service delivery.
13. Maintain current resiliency within Development Services.

# Implementation Roadmap | Building Capacity & Resilience

The table below summarizes the proposed phasing and estimated net operating impacts of the seven initiatives detailed in **Section 2**.

Overview	Initiatives	Recommendations	Net Costs*	Horizon 1	Horizon 2	Horizon 3
<p><b>New and reprofiled positions represented a net increase in annual compensation expenses of \$521,900 in Horizon 1.</b> These investments are front-loaded to reflect their urgency in stabilizing the organization.</p> <ul style="list-style-type: none"> <li>Four net new full-time positions in Finance, Communications &amp; Government Relations, Traffic Management and Roads Operations.</li> <li>Re-profiling of one existing full-time position to serve in the Deputy CAO function.</li> </ul> <p><b>Additional one-time and ongoing financial impacts related to workforce-related initiatives</b> – HR Strategy and corporate culture activities – are also expected.</p>	<b>1. Establish a Dedicated Financial Services Department</b>	i. Establish Dir. Financial Services/ Treasurer	\$187,700			
		ii. Evaluate staffing levels				
	<b>2. Realign Corporate Services</b>	i. Re-organize department portfolios	\$96,300			
		ii. Centralize Licensing functions				
	<b>3. Build Resilience in CLT</b>	i. Stabilize backfilled CLT roles	\$25,000			
		ii. Establish and appoint Deputy CAO				
		iii. CLT succession plans				
<b>4. Enhance Operations Capacity</b>	i. Establish additional Roads Operator	\$86,500				
	ii. Develop shared service SOPs					
<b>5. Re-Organize Engineering Division</b>	i. Stabilize backfilled Mgr. of Eng.	\$116,400				
	ii. Eliminate vacant Super. of Dev. Eng.					
	iii. Establish a Traffic Management Coordinator					
	iv. Monitor spans of control					
<b>6. Invest in Culture &amp; Morale</b>	i. Establish Culture Committee	\$10,000				
	ii. Allocation of operating funding					
<b>7. Adopt a Strategic Approach to People Management</b>	i. Develop HR Strategy	\$60,000 (one-time)				
	ii. Implementation Roadmap					
<b>Total Net Operating Costs</b>			<b>\$521,900 in annual expenses + \$60,000 in one-time expenses</b>			

\*Net costs reflect total expense changes, including any role re-profiling, position eliminations, or contract adjustments, but do not include any potential productivity gains or revenue impacts given data limitations.

**LEGEND**

Horizon 1 – 2026 & 2027  
 Horizon 2 – 2028 & 2029  
 Horizon 3 – 2030 & beyond

● Action Approved in 2025 or Proposed in 2026 Budget  
 ● Initiation or Key Implementation Milestone  
 ● Ongoing Implementation, Planning, and/or Monitoring

# Implementation Roadmap | Long-Term Success Enablers (1/2)

The table on the following two slides summarizes the proposed phasing of the 13 initiatives detailed in **Section 3**.

Overall, these recommendations include a broader **range of implementation timelines**, with several initiatives spanning multiple years or that could be appropriately deferred given competing priorities and resource constraints. A number of key initiatives have already been identified and prioritized in the 2026 Draft Budget or operating plans, while others may require additional budget or staffing resources that will vary depending on capacity and future decisions (e.g., delivery in-house or contract external support). Estimated financial impacts are outlined in Section 3.

Initiatives	Recommendations	Horizon 1	Horizon 2	Horizon 3
<b>1. Improve long-term financial resilience &amp; decision-making.</b>	i. Develop a Long-Term Financial Plan			
	ii. Establish an Enterprise Risk Management Plan			
<b>2. Strengthen asset management reporting &amp; planning capabilities.</b>	i. Update the Twp's 2022 Asset Management Plan			
	ii. Invest in modern tools for condition-based data collection and reporting			
<b>3. Build a corporate-wide governance, capacity, &amp; technology foundation to modernize service delivery.</b>	i. Evaluate the need for in-house supervisory IT staff			
	ii. Develop corporate-wide IT policies for digital tools			
	iii. Inventory and pursue integration or replacement of all software			
	iv. Complete the procurement and deployment of a new ERP			
<b>4. Improve services costs and performance data to enable service-level decisions.</b>	i. Restructure operational general ledger coding to align with service areas			
	ii. Maintain a robust inventory of Twp programs and services			
<b>5. Evaluate Twp's role in new or expanded discretionary services.</b>	iii. Adopt a practice of conducting value-for-money assessments of service delivery options			
<b>6. Strengthen governance and strategic decision-making capabilities.</b>	i. Update the Corporate Strategic Plan			
	ii. Implement Council training and education program			
<b>7. Ensure governance structures support decision-making and effective representation.</b>	i. Evaluate recent governance policy and procedural changes			
	ii. Conduct a Council Composition and Ward Boundary Review			

# Implementation Roadmap | Long-Term Success Enablers (2/2)

Initiatives	Recommendations	Horizon 1	Horizon 2	Horizon 3
8. Strengthen corporate communications and marketing approach.	i. Complete ongoing Communications Plan Refresh			
	ii. Evaluate centralization of corporate communication functions			
9. Implement framework for corporate records management and corporate-wide policy development and review.	i. Complete the SharePoint migration			
	ii. Modernize records management policies, procedures, and training			
	iii. Conduct corporate-wide policy review and define policy management approach			
	iv. Build a centralized access portal for corporate documents			
10. Align Fire Master Plan with financial capacity & community risk.	i. Update the Community Risk Assessment and Fire Master Plan			
11. Modernize and improve customer service delivery.	i. Conduct a Customer Service Review			
12. Improve awareness of planning, development, & building processes.	i. Develop public education materials that clearly outline permits and application requirements			
13. Maintain current resiliency within Development Services.	i. Hire for vacant Manager of Planning & Economic Development role			
	ii. Define the scope of an entry-level role for GIS and application administration			

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## Section 2 | Initiatives to Build Capacity & Resilience

### Each initiative includes:

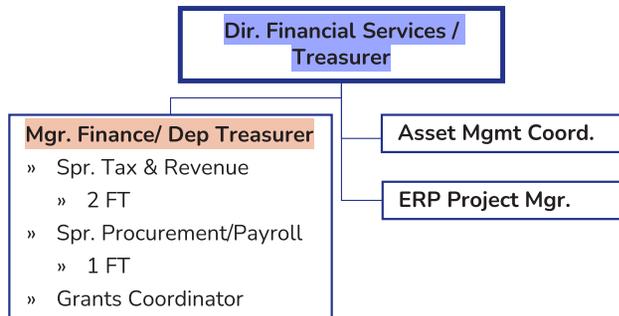
- *Recommendations*: Specific actions required to implement the initiative.
- *Description & Rationale*: The evidence base supporting the recommendations, including current-state findings, key risks or gaps being addressed, expected benefits to the Twp, and alignment with comparator municipalities and leading practices.
- *Implementation Considerations*:
  - *Timeline* – The proposed implementation horizon and sequencing, including key dependencies with other initiatives or corporate projects.
  - *Resourcing* – Estimated resourcing implications, where possible, including staff time and budget allocations, as well as consideration of delivery through in-house capacity.

# Initiative 1 | Establish a Dedicated Financial Services Department (1/2)

## Recommendations

Re-establish a dedicated Financial Services Department responsible for the Finance and Asset Management portfolios.

- i. Establish a new Director of Financial Services/Treasurer position to provide strategic and operational leadership for the function.
- ii. Re-evaluate need for additional permanent front-line / service delivery to support service delivery modernization and improve customer service.



- New Position
- Re-Profiled
- Vacant

## Description & Rationale (continued on following slide)

- **Need for Focused Leadership:** Extended vacancies and turnover in senior finance roles have contributed to significant knowledge and data gaps regarding the Twp’s financial outlook as well as stalled initiatives. In response, in fall 2025, the Twp retained KPMG to address reporting backlogs, develop the 2026 budget, and deliver a Long-Term Financial Plan.<sup>[1]</sup>
- While the prior consolidation of Finance within a Corporate Services portfolio is a common structure within municipal administrations, establishing Financial Services as a standalone department, with a Director of Financial Services/Treasurer position as a member of CLT and reporting to the CAO, addresses immediate and urgent needs to strengthen financial governance and accountability for statutory Treasurer responsibilities and reporting, improve internal controls, and provide consistent corporate support to departments.
- A standalone Finance department is also standard for municipalities of similar size to Wilmot. Of the five comparator municipalities reviewed, four had standalone Finance departments, with some incorporating the IT portfolio.
- **Potential Reconsolidation in Long-Term:** In the longer-term, once Twp finances and the department have stabilized, the Twp may wish to consider whether re-consolidating Corporate Services into a single department would offer efficiencies through the grouping of all corporate functions in a single department, particularly as the municipality and organization grow.
- **Enterprise Resource Planning (ERP) Integration:** The ERP implementation remains a critical modernization initiative and should remain within Financial Services to ensure Finance leads the redesign of workflows and collaborates directly with the vendor as the system changes core accounting and service delivery processes.

12 [1] KPMG presented a [preliminary budget direction](#) at a public consultation meeting on November 30, 2025. The [2026 Draft Budget](#) was released on January 9, 2026.

# Initiative 1 | Establish a Dedicated Financial Services Department (2/2)

## Description & Rationale (continued)

- Corporate-Wide Lens to Asset Management:** Asset Management should remain within Financial Services and report to the Director of Financial Services/Treasurer to ensure lifecycle planning and funding decisions are integrated with long-term financial strategy. While operating departments will remain essential contributors, Finance is best positioned to provide consistent oversight and an enterprise-wide perspective, especially for capital planning.
- Frontline Resourcing:** The Twp's Finance function is lean compared to comparator municipalities and staff report sustained capacity pressures, particularly when vacancies are considered. Several roles currently span multiple functions (e.g., procurement and payroll), and reliance on manual processes makes it difficult to maintain service levels across these areas for all departments.

## Implementation Considerations

**Timeline:** In response to ongoing challenges and the findings of the Current State Report, the Twp has accelerated implementation of this initiative, including the establishment of a standalone Finance Department and ongoing recruitment of a Director of Financial Services/Treasurer role (Horizon 1).

Recruitment for the Manager position should remain a priority given urgent capacity constraints.

Following overall stabilization, including the filling of vacancies, the department should evaluate whether additional staffing is required to support anticipated service levels and modernization objectives, including through the ERP implementation (Horizon 2).

Action	H1	H2	H3
i. Establish New Director of Financial Services/Treasurer Role	●		
iii. Re-Evaluate Department Staffing Capacity	●		

**Resource Requirements:** Net increase to operating budget of an estimated \$187,700 for the addition of the net new Director position.<sup>[1]</sup>

13 [1] This position has been included in the 2026 Draft Budget. Estimated Director of Financial Services/Treasurer base salary of \$151,000 and 25% for benefits.

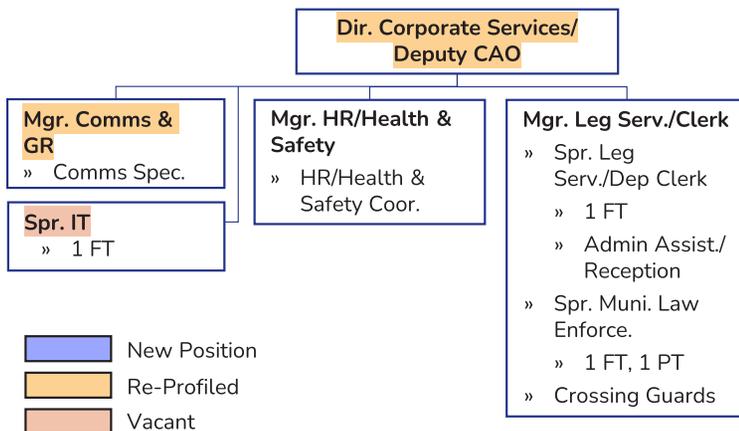
- Action Approved in 2025 or Proposed in 2026 Budget
- Initiation or Key Implementation Milestone
- Ongoing Implementation, Planning, and/or Monitoring

# Initiative 2 | Realign Corporate Services (1/2)

## Recommendations

Realign the Corporate Services Department to include the Legislative Services (incl. Clerks, By-Law Enforcement, and Licensing & Records), Information Technology, Human Resources, Communications, and Strategic Initiatives portfolios.

- i. Re-profile the vacant, unfunded Manager of Communications role to a Communications Manager with additional responsibilities for government relations (GR) and internal corporate communications.
- ii. Centralize all municipal licensing administration within Legislative Services.



## Description & Rationale (continued on following slide)

- **Centralizing Corporate Functions:** Human Resources, Communications, and Strategic Initiatives will transition from the Office of the CAO to join Legislative Services and IT in a restructured Corporate Services department. This structure will strengthen cohesion across internal service portfolios and allow the CAO role to focus on enterprise oversight and advancement of key corporate initiatives.
- **Advancing Strategic Projects:** Historically, many corporate priorities—such as the Strategic Plan and People Plan—have been advanced by the CAO or other CLT members “off the side of their desks,” limiting consistent progress and accountability. To increase capacity, the Twp expanded the former Manager of Communications role to include a Strategic Initiatives portfolio following the incumbent’s departure; however, recruitment was unsuccessful and a Communications Specialist role was created as a backfill.
- An emerging practice, including in some smaller municipalities, is the formalization of a resourced corporate strategic function – e.g., the Town of Saugeen Shores’ Manager of Strategic Initiatives, Town of Huntsville’s Director of Corporate and Community Strategy, and Town of The Blue Mountains’ Director of Strategic Initiatives, etc.
- Assigning clear CLT-level ownership for Strategic Initiatives, including the Land Assembly Project, Strategic Plan reporting, and future HR and customer service strategies, will strengthen accountability and delivery of these priorities in coordination with other key enablers of organizational change (such as HR, IT, and Communications) and inform future resourcing decisions.

# Initiative 2 | Realign Corporate Services (2/2)

## Description & Rationale *(continued)*

- **Communications & GR:** Re-establishing a supervisory Communications role is needed to drive sustained, corporate-wide improvements to the Twp’s internal and public-facing communications, both identified Council priorities. Reprofileing the role to include corporate GR will support a more coordinated approach to advocacy, including the development of priorities, strengthening of intergovernmental relationships, and development of content and materials to support these activities.
- Municipalities often functionally combine some or all of the Communications, GR and Strategic Initiatives portfolios – given their interdependency and synergy – in a single department structure, as in the Town of The Blue Mountains and Town of Saugeen Shores.
- Finally, with only one FTE for Communications, the Twp’s staffing levels for Communications are lean. While the Twp contracted additional communications support through consulting services, most comparators, Centre Wellington, Oro-Medonte and Strathroy-Caradoc, have two permanent employees for Communications.
- **Consolidating Licensing Functions:** Development Services retains several licensing / permitting functions (e.g., Special Events) that may be better aligned functionally within Legislative Services and By-Law for the purpose of records management and enforcement, once customer service quality standards can be assured.

## Implementation Considerations

**Timeline:** In line with the creation of the new Finance Department, the Twp restructured Corporate Services to include the proposed functions and filled the Director role.

Given current service delivery pressures and Council priorities, the Twp should prioritize funding and recruitment for the Manager of Communications position in Horizon 1.

Further centralization of licensing functions is lower priority given current levels of customer service and oversight. This should be monitored through Horizon 2 for opportunities to transition functions as Legislative Services capacity is strengthened through modernization and staffing adjustments, and once customer service standards have been established.

Action	H1	H2	H3
i. Reorganize Department Portfolios			
ii. Reintroduce Comms Manager			
iii. Centralize Licensing			

**Resource Requirements:** The reintroduction of the unfunded Manager position has an estimated operating budget impact of \$146,300.<sup>[1]</sup> This cost could be partially offset by terminating the external communications support contract \$(50,000), for a net annual operating impact of \$96,300.

15 [1] Estimated Manager of Communications and GR base salary (\$117,000) plus 25% for benefits (\$29,300).

- Action Approved in 2025 or Proposed in 2026 Budget
- Initiation or Key Implementation Milestone
- Ongoing Implementation, Planning, and/or Monitoring

# Initiative 3 | Build Resilience in CLT

## Recommendations

- Build and plan for a resilient Corporate Leadership Team (CLT).**
- i. Appoint or hire all backfilled CLT positions.
  - ii. Establish and appoint a recognized Deputy CAO (DCAO) from existing CLT members.
  - iii. Develop succession plans for all CLT roles.

## Description & Rationale

- **Stabilizing CLT:** Frequent turnover at the CLT level has created instability in leadership direction and adversely affected organizational culture, with over half of CLT in “acting” roles at the onset of the SDR. While internally backfilling leadership positions has supported short-term business continuity, it is not a sustainable strategy for long-term organizational resilience.
- **Building Resiliency with a Deputy CAO:** Recent CAO turnover and the absence of a dedicated backfill have amplified organizational challenges. Establishing a Deputy position will support continuity during future planned or unplanned transitions and can support effective succession planning. The role also enables the distribution of executive leadership duties, including oversight of special projects, communication with Council and/or CLT, and representation at events, forums, or meetings. Comparable municipalities with DCAO roles include Municipality of Mississippi Mills, City of Orillia, and Town of LaSalle.

## Description & Rationale (continued)

- Deputy CAO responsibilities can be assigned to a specific position or rotate among CLT members. In the near term, and given the number of recent additions to CLT, the Deputy CAO role should be assigned to an existing, experienced CLT member who continues to oversee their current portfolio.
- **Resiliency within Other Departments:** At the senior level in particular, succession planning is critical for organizational resilience by ensuring continuity, preserving corporate knowledge, and preparing internal candidates to step into key leadership roles with minimal disruption. Many resources are available to support succession planning, including CAMA’s [Municipal Succession Planning Toolkit](#) and the ONWARD Initiative’s [Best Practice Research, Examples, and Recommendations](#).

## Implementation Considerations

**Timeline:** As of December 2025, the Twp has appointed all acting members of CLT to permanent positions and appointed the Director of Corporate Services as Deputy CAO. Succession planning should be prioritized through Horizon 1 given the expected completion of the current CAO contract.

Action	H1	H2	H3
i. Eliminate Back-Filled CLT Roles			
ii. Appoint Deputy CAO			
iii. Establish Succession Plans			

**Resource Requirements:** Net increase in operating budget of \$25,000 for Deputy CAO stipend.<sup>[1]</sup> Succession planning should leverage existing leadership and HR staff resources.

16 [1] Council has endorsed a Deputy CAO stipend of \$15,000-\$35,000. A \$25,000 stipend has been included in the 2026 Draft Budget. In the future, the Twp could explore establishing a new pay band between the CAO and Director-level positions.

- Action Approved in 2025 or Proposed in 2026 Budget
- Initiation or Key Implementation Milestone
- Ongoing Implementation, Planning, and/or Monitoring

# Initiative 4 | Enhance Operations Capacity

## Recommendations

**Expand operations capacity within the Roads Division to support maintenance of existing service levels for roads and enable additional internal service delivery across departments.**

- i. Establish a new Roads Operator position.
- ii. Develop SOPs for interdepartmental service requests and invoicing.

## Description & Rationale

- **Increased Operational Demand from Asset Condition:** The 2023 [Roads Needs Assessment](#) indicated 60–80% of asphalt/tar roads are in fair to poor condition, with accelerated deterioration projected in the near term. The existing operator complement will face increasing pressure in meeting maintenance requirements without additional resources.
- **Addressing Current Capacity Constraints:** Roads Operators are currently operating at or near maximum capacity, both in terms of workload and compliance with Ministry of Labour requirements related to maximum hours of work. Expanding the full-time Roads Operator complement would increase operational capacity to maintain current service levels, reduce reliance on overtime, and support compliance with legislated hour limits.
- The Twp’s Operations staff complement is lean compared to both its peers as well as its own historic staffing levels, with only seven front-line service FTEs for Roads.

## Description & Rationale (continued)

- **Efficient Internal Coordination:** Infrastructure Services and Community Services periodically coordinate on operational needs where capacity exists (e.g., pavement maintenance for Community Services assets), though this capacity is limited. While additional staffing could increase Infrastructure Services’ ability to deliver certain services and reduce reliance on third-party contracts, clear and agreed-upon SOPs for service requests and internal invoicing are required to clarify expectations and support departmental cost recovery. This would enable more effective use of shared equipment and internal resources.

## Implementation Considerations

**Timeline:** A business case and budget request for an additional Roads Operator is anticipated in the 2027 Budget. The development of SOPs should occur in Horizon 2 following the implementing of the ERP (Horizon 1), as they will be dependant on improved understanding of service delivery cost.

Action	H1	H2	H3
i. Approve Roads Operator Position	●		
ii. Service Request SOPs		●	

**Resource Requirements:** Net increase to operating budget of \$86,500 for the additional new position.<sup>[1]</sup> This does not account for cost savings from expected reduction in overtime and *potential* reduction in contracted services for other departments.

17 [1] Estimated Roads Operator base salary of \$69,200 and 25% for benefits.

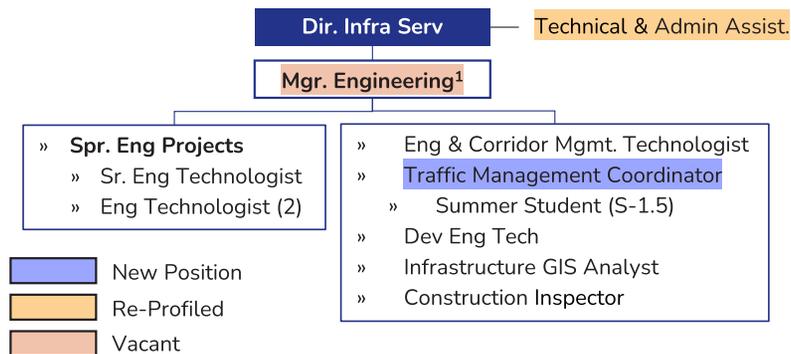
- Action Approved in 2025 or Proposed in 2026 Budget
- Initiation or Key Implementation Milestone
- Ongoing Implementation, Planning, and/or Monitoring

# Initiative 5 | Reorganize Engineering Division (1/2)

## Recommendations

Enhance and reorganize service delivery capacity for the Engineering Division to enable and advance Council policy priorities.

- i. Hire permanent position for backfilled Manager, Engineering.
- ii. Eliminate vacant Supervisor of Development Engineering role and assign oversight of planning application review (i.e., Development Engineering Tech) to the Manager of Engineering.
- iii. Establish a Traffic Management Coordinator position reporting into the Manager of Engineering to lead implementation of Traffic Calming Policy and support Right-of-Way & Corridor Management permitting.
- iv. Monitor reporting lines to ensure balanced spans of control for management and supervisory roles.



## Description & Rationale (continued on following slide)

- **Stabilizing Management:** The Manager of Engineering role is currently backfilled with a short-term contract that will expire in 2026. Recruiting for this role is an urgent and necessary first step to ensure continuity of leadership and service delivery and to enable divisional reorganization.
- **Streamlining Development Application Review:** Comparator approaches vary: some municipalities consolidate engineering review for development applications within one department to streamline approvals, while others achieve comparable outcomes by keeping development engineering functions within functionally aligned areas (e.g., Engineering/Infrastructure). Maintaining Engineering staff within a single department supports consistent technical oversight and allows resources to be redeployed more flexibly as capacity permits. Interdepartmental process challenges are often driven more by misaligned priorities and unclear service expectations than by formal structure.
- Streamlining the reporting structure by eliminating the Supervisor of Development Engineering position would maintain effective oversight through the Manager role while maximizing front-line service delivery capacity. The Supervisor role has been vacant for more than two years, during which time application review and collaboration have improved.
- **Optimizing Management and Service Delivery Capacity:** The proposed structure will have one Supervisor overseeing capital project engineering and staff, reporting to a Manager with direct oversight over the remaining divisional staff and service delivery including development application review. This structure aligns with comparators – including Essex, Oro-Medonte and Centre Wellington – that maintain two management roles in Engineering – typically, one manager and one supervisor.

18 [1] Manager of Engineering is a vacant role that is being filled by a temporary contract.

# Initiative 5 | Reorganize Engineering Division (2/2)

## Description & Rationale (continued)

- Investing in Traffic Calming Policy:** In 2024, Council approved the [Traffic Calming Policy](#), which identified the need for additional investment in staffing and capital projects. Currently, Traffic Calming has been added to the responsibilities of the Corridor Management Technologist, whose capacity is primarily application driven. The role also leverages 1.5 summer students to support traffic studies and related tasks. Council has re-affirmed its commitment to Traffic Calming in the Draft 2026 Budget, which includes \$95,000 for Traffic Calming projects. However, additional staffing is required to support ongoing policy compliance, as other legislated functions continue to take precedence in terms of available staff resources.
- Defining Clear Service Delivery Roles:** Establishing a dedicated Traffic Management Coordinator will eliminate the need for “double duty” by the Corridor Management Technologist and will ensure minimum capacity for both Corridor Management and Traffic Calming is consistently maintained. This structure should not preclude the division from continuing to flexibly re-direct internal staff efforts to respond to changing service demands (e.g., application or construction volumes).
- Monitoring Spans of Control:** With the proposed changes to the division, the Manager of Engineering would have 7 direct reports. To better manage these spans of control, the new structure proposes the Technical & Admin Assistant report to the Director, reducing the number of direct reports for the Manager to 6. Once positions are filled, the spans of control for the Director, Manager, and Supervisor of Engineering Projects should be monitored to ensure reporting lines continue to support effective service delivery.

## Implementation Considerations

**Timeline:** All recruitment should occur in Horizon 1, given existing undeployed budgeted resources and Council direction to advance priorities, including Traffic Calming, that are under resourced.

While the Supervisor role<sup>[1]</sup> has already been eliminated in the Draft 2026 Budget, the Supervisor responsibilities should be included in the job description for the Manager going forward.

Action	H1	H2	H3
i. Fill Manager of Engineering Role			
ii. Eliminate Supervisor Role			
iii. Approve Traffic Management Coordinator			
iv. Assess Spans of Control			

**Resourcing:** Because the Supervisor position has already been defunded, the Traffic Management Coordinator position will be considered as net-new and has an estimated operating budget impact of \$116,400.<sup>[2]</sup>

19 [1] While previously funded, the 2026 Draft Budget eliminates the Supervisor, Development Engineering role, which had an estimated base salary of \$109,000 plus 25% for benefits.  
 [2] Estimated Traffic Management Coordinator base salary of \$93,100 and 25% for benefits.

- Action Approved in 2025 or Proposed in 2026 Budget
- Initiation or Key Implementation Milestone
- Ongoing Implementation, Planning, and/or Monitoring

# Initiative 6 | Invest in Culture & Morale

## Recommendations

**Assign responsibility and dedicate resources to build morale within the organization and improve corporate culture.**

- i. Establish a voluntary Culture Committee, overseen by HR, to implement initiatives to improve corporate cohesion and staff engagement.
- ii. Allocate dedicated funding for corporate culture activities within the Human Resources operating budget.

## Description & Rationale

- **Corporate Culture Needs Attention:** Employee morale is low in many parts of the organization due to, in part, physically siloed staff, and limited, informal, or inconsistent opportunities for engagement, team-building, and recognition. Addressing these gaps is important to recalibrating the organization and supporting long-term sustainability by reducing retention risk, sustaining service levels, and strengthening the Twp’s ability to implement Council priorities.
- **High ROI:** Investing in employee engagement and recognition is a cost-effective way of delivering workforce stability and organizational performance and modernization by maximizing existing capacity by reinforcing motivation and fostering a shared sense of purpose across the organization. Further, it can reduce avoidable costs associated with turnover, absenteeism, and productivity challenges.

## Description & Rationale (continued)

- Municipal leaders are increasingly prioritizing workplace culture of their organizations – through diverse tactics including through strengthened internal communications and enhanced employee engagement – often led by HR, Communications, or broader Corporate Services staff.<sup>[1]</sup>
- Many initiatives can be implemented at a minimal cost with existing staffing resources (e.g., town halls, surveys, social gatherings, and recognition events) but some level of investment is critical to signalling the Twp’s commitment to culture.

## Implementation Considerations

**Timeline:** Given the current state of staff morale and corporate culture this should be a priority initiative to be initiated in Horizon 1 with continuous implementation.

Action	H1	H2	H3
i. Establish Culture Committee			
ii. Allocate Funding			

**Resource Requirements:** Net increase to operating budget of \$10,000 to fund corporate culture activities. HR and other voluntary staff efforts for the Culture Committee can be delivered through existing staff resources.

20 [1] StrategyCorp, [2025 Ontario Municipal Chief Administrative Officer Survey](#); Internal City/County Management Association, [“People Over Processes, Culture Over Compliance,”](#) 2025.

- Action Approved in 2025 or Proposed in 2026 Budget
- Initiation or Key Implementation Milestone
- Ongoing Implementation, Planning, and/or Monitoring

# Initiative 7 | Adopt a Strategic Approach to People Management

## Recommendations

**Foster a stable, sustainable, and high-performing organization through strategic people management.**

- i. Develop and implement a Human Resources Strategy to address the Twp’s short- and long-term workforce needs, aligned with organizational priorities.
- ii. Develop a phased implementation roadmap with timelines, accountabilities, and resourcing requirements.

## Description & Rationale

- **Workforce Management Continues to be a Pain Point:** Low morale and workforce culture concerns are being driven by persistent turnover, limited professional development opportunities, and perceptions of inconsistent standards across departments in part due to outdated or non-existent HR policies and SOPs for recruitment, onboarding, training, performance management, and offboarding. Several years of turnover and vacancies within the HR function itself have further limited the Twp’s capacity to address these gaps.
- **Comprehensive Approach to People Management:** As new HR leadership begins modernizing policies and SOPs, Twp should anchor these improvements in a cohesive, resourced strategy that outlines the organization’s workforce priorities.

## Description & Rationale (continued)

- An HR Strategy will provide a clear roadmap for workforce planning, policy updates, recruitment and retention, performance management, succession planning, and employee development. It should also be accompanied by a detailed implementation plan to build accountability and enable appropriate resourcing to ensure operationalization.
- **Aligned with Best Practice:** Given ongoing workforce challenges in the municipal sector, many local governments – from large urban centres to small, rural communities – are adopting more strategic approaches to HR management (e.g., [Ajax](#), [Halton Hills](#), [East Gwillimbury](#), [Niagara Falls](#), and [Brantford](#) all have developed HR or People Strategies in recent years).

## Implementation Considerations

**Timeline:** While this initiative remains critical, deferring this initiative to Horizon 2 can be justified by recent staffing changes in HR and the number of competing priorities in the Twp.

Action	H1	H2	H3
i. Develop HR Strategy	●	●	
ii. Develop Phased Implementation Plan		●	●

**Resource Requirements:** Implementation of the HR Strategy should be delivered with existing staff resources. However, given capacity constraints, it is not uncommon for municipalities to retain a third-party to support HR Strategy development. One-time costs for these services range from \$60,000-\$100,000 depending on the scope of work.

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## Section 3 | Initiatives to Enable Long-Term Success

### Each initiative includes:

- *Recommendations*: Detailed actions required to implement the initiative.
- *Expected benefits*: The anticipated outcomes and value to the Twp and community of implementing the recommendations.
- *Implementation Considerations*:
  - Ownership – The recommended accountable lead(s) within the organization.
  - Timeline – The proposed implementation horizon and sequencing, including key dependencies with other initiatives or corporate projects.
  - Resourcing – Estimated resourcing implications, where possible, including staff time and budget allocations, as well as consideration of delivery through in-house capacity.

# Long-Term Success Enablers (1/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>1. Improve long-term financial resilience and decision-making.</b></p> <ul style="list-style-type: none"> <li>i. Develop a Long-Term Financial Plan (LTFP) to restore reserves, guide sustainable capital investment, and provide multi-year forecasting.</li> <li>ii. Establish an Enterprise Risk Management Plan (ERMP), including a taxonomy and risk appetite statement, to proactively identify and manage risks to operations and strategic objectives.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Stronger long-term financial decision-making and resilience.</li> <li>✓ Improved forecasting and risk identification and management.</li> <li>✓ Informed prioritization and triaging of capital and operating needs.</li> <li>✓ More resilient, proactive organization.</li> </ul>	<p><b>Owner:</b> Director, Financial Services</p> <p><b>Timeline:</b> The Twp retained KPMG to develop its LTFP (to be finalized in Q1 2026). Development of an ERMP can be deferred to Horizon 2 (2028–2029), as it will require additional resourcing, is a lower near-term priority than completion of the LTFP and is dependent on improved asset condition reporting to be developed during Horizon 1.</p> <p><b>Resource Requirements:</b> The LTFP has been funded through reallocated funds associated with staff vacancies in the Finance department in 2025 (\$99,000). Development of the ERMP is expected to require external consultant support, estimated at \$60,000-80,000.</p>
<p><b>2. Strengthen the Twp's asset management reporting and planning capabilities.</b></p> <ul style="list-style-type: none"> <li>i. Update the Twp's 2022 Asset Management Plan (AMP) to reflect current asset conditions and accurate replacement costs.</li> <li>ii. Invest in modern tools for condition-based data collection and reporting systems to maintain reliable, up-to-date asset information (esp. for linear and underground assets).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved condition assessments and lifecycle forecasting.</li> <li>✓ More informed prioritization of capital investments and alignment with Twp's financial capacity.</li> <li>✓ Strengthens transparency for Council and residents.</li> <li>✓ Builds continuity through clear processes and ownership.</li> </ul>	<p><b>Owner:</b> Director, Infrastructure &amp; Director, Financial Services</p> <p><b>Timeline:</b> Implementing condition-based reporting across major asset classes is a long-term, iterative effort. Early investment (Horizon 1) should prioritize tools that enable better reporting for underground assets, given current gaps. The Twp should complete its legislated AMP update in 2027 (Horizon 1) to incorporate improved asset data.</p> <p><b>Resource Requirements:</b> Enhanced asset management will require incremental investment in equipment and digital tools, along with redeployed and/or additional staff capacity to integrate systems and support training and adoption. The AMP update should be completed using existing staff resources.</p>

# Long-Term Success Enablers (2/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>3. Build the governance, capacity, and technology foundation needed to modernize service delivery systems – including through the ERP – efficiently and with a corporate-wide lens.</b></p> <ul style="list-style-type: none"> <li>i. Evaluate the need to reinstate in-house supervisory staff resources to oversee and support corporate IT and the deployment of new digital tools.</li> <li>ii. Develop corporate-wide IT policies for the procurement and implementation of digital tools (e.g., default systems where minimum requirements are met).</li> <li>iii. Inventory all existing software agreements, and pursue integration, expanded use, replacement, or retirement as appropriate to reduce data silos and duplication. <ul style="list-style-type: none"> <li>• Eliminate duplicate Maintenance Management System (MMS) and expand use to all operations through access to hardware and training.</li> <li>• Ensure integration of asset management data and tools including GIS-based and capital planning systems.</li> </ul> </li> <li>iv. Complete the procurement and deployment of a new ERP including redesign of key financial processes. <ul style="list-style-type: none"> <li>• Explore additional modules (e.g., HRIS, CRM, MMS) as appropriate and in alignment with updated policies.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Streamlined finance workflows, improved reporting, and reduction in manual processes.</li> <li>✓ Direct savings from reduced total number of software platforms.</li> <li>✓ Corporate oversight to optimized integration of all IT systems, platforms, and tools.</li> <li>✓ Strengthened cross-department coordination and silo reduction through shared platforms and consistent processes.</li> <li>✓ Improved cross-departmental data access, quality, and reporting across.</li> </ul>	<p><b>Owner:</b> Director, Corporate Services &amp; ERP Project Manager</p> <p><b>Timeline:</b> Tendering for the new ERP is planned for 2026, with Phase 1 deployment (core Finance modules and processes) targeted for Horizon 1. ERP planning included some preliminary inventorying of existing software platforms and future software needs. The Twp should consider returning to in-house IT staffing following the expiry of existing IT service contracts before the 2027 budget (Horizon 1). Subsequent work, including policy development, platform integration, Phase 2 ERP deployment (Payroll, Expense Management, CRM and Citizen Portal) module expansion, and ongoing training, should be phased across Horizons 2 and 3, subject to available resources.</p> <p><b>Resourcing Requirements:</b> The 2026 Draft Budget proposes \$635,000 for the new ERP. The Twp has a dedicated FTE to lead procurement and support implementation. If an in-house IT supervisor role is pursued, it should be cost neutral, as funding should come from existing budget allocation that is currently being redeployed for contracted IT support.</p> <p>Staff effort will be required to develop supporting IT and ERP policies and deliver training. Additional ERP modules will require additional investment, with potential offsets achieved through consolidation/retirement of redundant systems.</p>

# Long-Term Success Enablers (3/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>4. Improve the Twp’s ability to link services to costs and performance to enable evidence-based planning, budgeting, and service-level decisions.</b></p> <ul style="list-style-type: none"> <li>i. Restructure operational general ledger (GL) coding to align with service areas rather than expense categories.</li> <li>ii. Maintain a robust inventory of Twp programs and services, with regular review and update cycles to keep information accurate and current.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Data-based decision-making.</li> <li>✓ Transparency for Council and residents.</li> <li>✓ Alignment of Twp resources to desired outcomes and highest value activities.</li> <li>✓ Improved real-time access to operational budget information for staff.</li> <li>✓ Availability of detailed cost-benefit data to enable analysis of service delivery options.</li> </ul>	<p><b>Owner:</b> Director, Financial Services &amp; CLT</p> <p><b>Timeline:</b> Restructure GLs in coordination with ERP implementation in 2027 (Horizon 1).</p> <p>Expand the service profiles developed in the Current State Report<sup>[1]</sup> to provide more comprehensive information on individual programs and services, including sub-services, delivery models, service levels (legislated, Council-approved, etc.), and key performance indicators. Service profiles should be annually reviewed and updated, as required, to inform service planning and budgeting.</p> <p>Further refinement of service levels and standards should be informed by validated service delivery costs and may therefore depend on improved financial reporting systems (Horizon 2–3).</p> <p><b>Resource Requirements:</b> The restructuring of corporate GLs is contemplated in the Twp’s ERP implementation budget but will require significant effort from staff in the Finance department, particularly senior leadership.</p> <p>Service profiles should be maintained and reviewed using existing staff resources.</p>

# Long-Term Success Enablers (4/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>5. Evaluate the role of the Twp in directly delivering new or expanded discretionary programs and services.</b></p> <p>i. Adopt a consistent value-for-money assessment approach to evaluate service delivery options and provide findings to Council to support transparent, evidence-based decision-making on any proposed service delivery changes.</p> <ul style="list-style-type: none"> <li>• Assess recent changes to Twp’s role in the planning and delivery of community events, including levels of service, full Twp costs, and associated community outcomes.</li> <li>• Review the effectiveness, costs, and economic outcomes of economic development services currently provided by regional economic development partners to inform future service delivery options.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Data-based decision-making on municipal services and service levels.</li> <li>✓ Availability of detailed cost-benefit data to enable analysis of service delivery options.</li> <li>✓ Transparency for Council and residents.</li> <li>✓ Alignment of Twp resources to desired outcomes and highest value activities.</li> <li>✓ Alignment of services with long-term financial sustainability.</li> </ul>	<p><b>Owner:</b> CLT &amp; Specific Department Heads (<i>as appropriate</i>)</p> <p><b>Timeline:</b> Value-for-money assessments are a best practice used to evaluate whether services are delivered in the most effective way by comparing full costs, outcomes, and community benefits. However, the Twp currently lacks the detailed service-level cost tracking and reporting needed to support robust analysis. This initiative is therefore contingent on enhanced costing enabled through the new ERP and is recommended for implementation in Horizon 2, including for the community events and economic development examples identified. Once established, the process should be adopted as a standard, ongoing practice.</p> <p><b>Resource Requirements:</b> Establishing a consistent approach to assessing service delivery model changes against costs and community outcomes is not expected to require additional base budget or staffing. The need for external consultant support will depend on the scope and complexity of proposed service delivery changes under consideration; smaller adjustments can typically be assessed internally, while larger changes or new service models may require third-party expertise and analysis.</p>

# Long-Term Success Enablers (5/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>6. Establish stronger governance and strategic decision-making resources and capabilities for Council and Administration.</b></p> <ul style="list-style-type: none"> <li>i. Update the Corporate Strategic Plan for the 2026-2030 term of Council to set clear priorities for planning and budgeting.</li> <li>ii. Implement an annual Council training and education program to support good governance and continuous learning.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Consensus and clarity on the Twp's strategic direction.</li> <li>✓ Enhanced strategic leadership and long-term thinking.</li> <li>✓ Improved quality of decision-making and Council effectiveness.</li> <li>✓ Better understanding of roles, responsibilities, and expectations.</li> <li>✓ Alignment of priorities to staff and financial capacity.</li> <li>✓ Reduced legal and reputational risk.</li> </ul>	<p><b>Owner:</b> Director, Corporate Services</p> <p><b>Timeline:</b> A new Strategic Plan should be developed early in 2027 (Horizon 1) following the 2026 election to support alignment on key priorities for the term.</p> <p>Preparation for Council onboarding for the new term should be in Q2/Q3 2026, including the development of an annual plan for 2027. Annual plans should thereafter be developed with input from Council based on identified strategic priorities, knowledge gaps, or areas of interest.</p> <p><b>Resource Requirements:</b> Strategic planning may be led in-house or supported by a consultant to support an objective dialogue with Council and other interest holders as relevant. Consulting fees range from \$60,000-100,000 dependent on exact scope and level of consultation.</p> <p>Council education planning should be developed using existing staff resources and delivered through a combination of staff and third-party experts. Council may also choose to allocate an annual training budget of \$5,000-\$15,000 within its operating budget.</p>

# Long-Term Success Enablers (6/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>7. Ensure the Twp’s governance structures and policies support efficient decision-making and effective representation.</b></p> <ul style="list-style-type: none"> <li>i. Evaluate the impacts of recent governance policy and procedural changes, including the adoption of the Committee of the Whole model, on public participation, Council deliberation, and service delivery efficiency.</li> <li>ii. Conduct a Council Composition and Ward Boundary Review (CCWBR) to assess effectiveness of Council and election structures.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Transparent and public confidence through proactive review.</li> <li>✓ Continued efficacy and efficiency of decision-making to reduce approval delays and streamline service delivery.</li> <li>✓ Promotion of democratic participation and fair and effective representation.</li> <li>✓ Fair workload distribution and capacity of members of Council.</li> </ul>	<p><b>Owner:</b> Clerk</p> <p><b>Timeline:</b> Recent initiatives to improve and streamline governance and decision-making, including the new Committee of the Whole system, revisions to the procedural by-law, and adjustments to tracking Council requests for information, should be evaluated within three years (end of Horizon 1) to confirm changes are working as intended, address any challenges or gaps, and refine policies and practices as required to ensure effective governance.</p> <p>The CCWBR is necessary for evaluating and making recommendations on the size of Council, including how having an even number of councillors impacts overall governance and decision making. These Reviews are best undertaken following a census year to ensure accurate population data<sup>[1]</sup> and at least two years before an election year to ensure any proposed boundary changes can pass through any appeals and is therefore recommended in 2027 (Horizon 1) or 2031 (Horizon 3).</p> <p><b>Resource Requirements:</b> The policy review can be delivered using existing staff resources. The CCWBR should be led by an independent consultant, with typical fees of \$75,000–\$100,000, depending on scope and engagement.</p>

28 [1] The Twp last updated its ward boundaries for the [2010](#) election. The population has grown by approximately 15% since the 2011 census.

# Long-Term Success Enablers (7/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>8. Strengthen the Twp's corporate communications and marketing approach to improve consistency, coordination, and effectiveness.</b></p> <ul style="list-style-type: none"> <li>i. Complete ongoing Communications Plan Refresh.</li> <li>ii. Evaluate future opportunities to centralize all corporate communication/marketing functions (including those currently within Community Services) under a single functional division.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Clear expectations for Twp communications with residents and interest holders.</li> <li>✓ Consistent communication standards across departments / services.</li> <li>✓ Improved resident awareness and engagement with Twp programs and initiatives.</li> <li>✓ Consistent and cohesive external corporate brand to support recognition and trust.</li> </ul>	<p><b>Owner:</b> Manager of Communications &amp; Government Relations</p> <p><b>Timeline:</b> The Twp is already in the process of completing a refresh of its existing Communications Plan which will be primarily focused on setting priorities for – and optimizing - community engagement tactics (Horizon 1). Further centralization of communications and marketing functions should be deferred to Horizon 3 to allow the expanded Communications division to operationalize the Communications Plan and build capacity. In the interim, the Twp should maintain tailored communications support within Recreation (e.g., program marketing and after-hours communications). Over the longer term, a centralized communications function would improve consistency and service levels across all departments and could incorporate sponsorship activities currently led through Recreation.</p> <p><b>Resourcing Requirements:</b> The Twp has committed to the development of the Communications Plan Refresh as a key priority for Communications in the 2026 budget, and implementation will be supported through additional communications FTE recommended in Initiative 2 on slide 14/15.</p> <p>Further centralization of communications, marketing, and sponsorship functions could likely be implemented through re-organization of existing staff resources.</p>

# Long-Term Success Enablers (8/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>9. Implement a resilient corporate framework for policy development, review, and information management.</b></p> <ul style="list-style-type: none"> <li>i. Complete the SharePoint migration for corporate records.</li> <li>ii. Modernize records management policies and training and develop standard operating procedures (SOPs) where needed.</li> <li>iii. Conduct a corporate-wide policy review to inventory and assess current policies and identify gaps or required updates and define an approach and workplan to corporate policy management.</li> <li>iv. Build a centralized access portal for corporate documents, policies, notices for staff and/or Council.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved internal communication and coordination on corporate matters.</li> <li>✓ Clear, consistent policies and procedures across the organization.</li> <li>✓ Faster access to documents and clearer accountability for updates.</li> <li>✓ Less reliance on institutional knowledge, improving business continuity during staff transitions.</li> <li>✓ Reduced risk and stronger compliance through regular reviews and better records controls.</li> <li>✓ Reduced rework, inefficiency, and errors through centralized resources and tools.</li> <li>✓ More reliable, internal and external consistent service delivery through standardized SOPs.</li> </ul>	<p><b>Owner:</b> Clerk</p> <p><b>Timeline:</b> The Twp is currently migrating all records to SharePoint, with completion expected in 2026 (Horizon 1), though progress has been delayed due to staffing vacancies. Records management policies and SOPs should be developed concurrently with the migration, with staff training delivered at or before deployment and regularly refreshed to ensure ongoing compliance (Horizon 1).</p> <p>The Clerk will oversee the policy inventory and ongoing management process, supported by senior management. Departments should develop workplans to address outdated or missing policies in Horizon 1, with implementation occurring across Horizons 1 and 2 based on urgency and capacity. A regular review cycle should be established, with policies reviewed at least once per Council term.</p> <p>A centralized access portal (SharePoint site) to enhance internal communication and information sharing should be implemented in Horizon 2, with support from Communications.</p> <p><b>Resourcing Requirements:</b> The Twp allocated \$100,000 across the 2023 and 2024 budgets for the SharePoint platform. Remaining implementation activities are expected to be delivered using existing and planned staff resources. The initial policy review will require substantial staff time and effort; however, the ongoing workload will decrease once standardized review cycles are established and consistently followed.</p>

# Long-Term Success Enablers (9/10)

Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>10. Align Fire Master Plan and capital asset replacements with financial capacity and community risk.</b></p> <p>i. Conduct a full review of the Twp's Community Risk Assessment and Fire Master Plan that considers the cost/benefit of alternative service delivery models (that retain the Town's volunteer-based department) for meeting current and future demand and existing financial constraints.</p>	<ul style="list-style-type: none"> <li>✓ Improved understanding of risks to both the community and corporate operations.</li> <li>✓ Updated service level and financial investment forecasts.</li> <li>✓ Awareness of service delivery options to increase flexibility in how service levels are sustainably met.</li> <li>✓ Integrated financial plan that ensures capital assets and infrastructure and operational needs for Fire Services are coordinated with all other corporate priorities and demands.</li> </ul>	<p><b>Owner:</b> Fire Chief</p> <p><b>Timeline:</b> The Twp's current Community Risk Assessment expired in 2025 and requires a legislated update. To capture efficiencies, the Community Risk Assessment and Fire Master Plan should be launched in 2026, following completion of the LTFP and Official Plan in Q1/Q2 2026.</p> <p><b>Resourcing Requirements:</b> The 2026 Draft Budget includes \$20,000 to start the Fire Master Plan and Community Risk Assessment, with additional funding expected to be required in 2027 to complete the plan. Fire Mater Plan development is typically led by an external consultant.</p>
<p><b>11. Improve customer service delivery by modernizing frontline tools, processes, and standards.</b></p> <p>i. Conduct a Customer Service Review (CSR) to assess current practices, channels, tools, and building layout and identify improvements that make service delivery more consistent, responsive, and customer-focused, including the development of corporate customer service standards.</p>	<ul style="list-style-type: none"> <li>✓ Customer-centred approach to service delivery.</li> <li>✓ Improved customer satisfaction and experience.</li> <li>✓ Consistent customer service standards and expectations across Twp.</li> <li>✓ Improved tracking, follow-up, and accountability for customer requests.</li> </ul>	<p><b>Owner:</b> Director, Corporate Services</p> <p><b>Timeline:</b> A new CRM module is planned for Phase 3 of the Twp's ERP program, with Phase 1 implementation scheduled to begin in 2027. The CSR should be completed in advance of the CRM module implementation to inform its configuration and deployment (Horizon 2).</p> <p><b>Resource Requirements:</b> An estimated budget of \$60,000–\$80,000 is anticipated to retain a third-party consultant to conduct the Customer Service Review.</p>

# Long-Term Success Enablers (10/10)

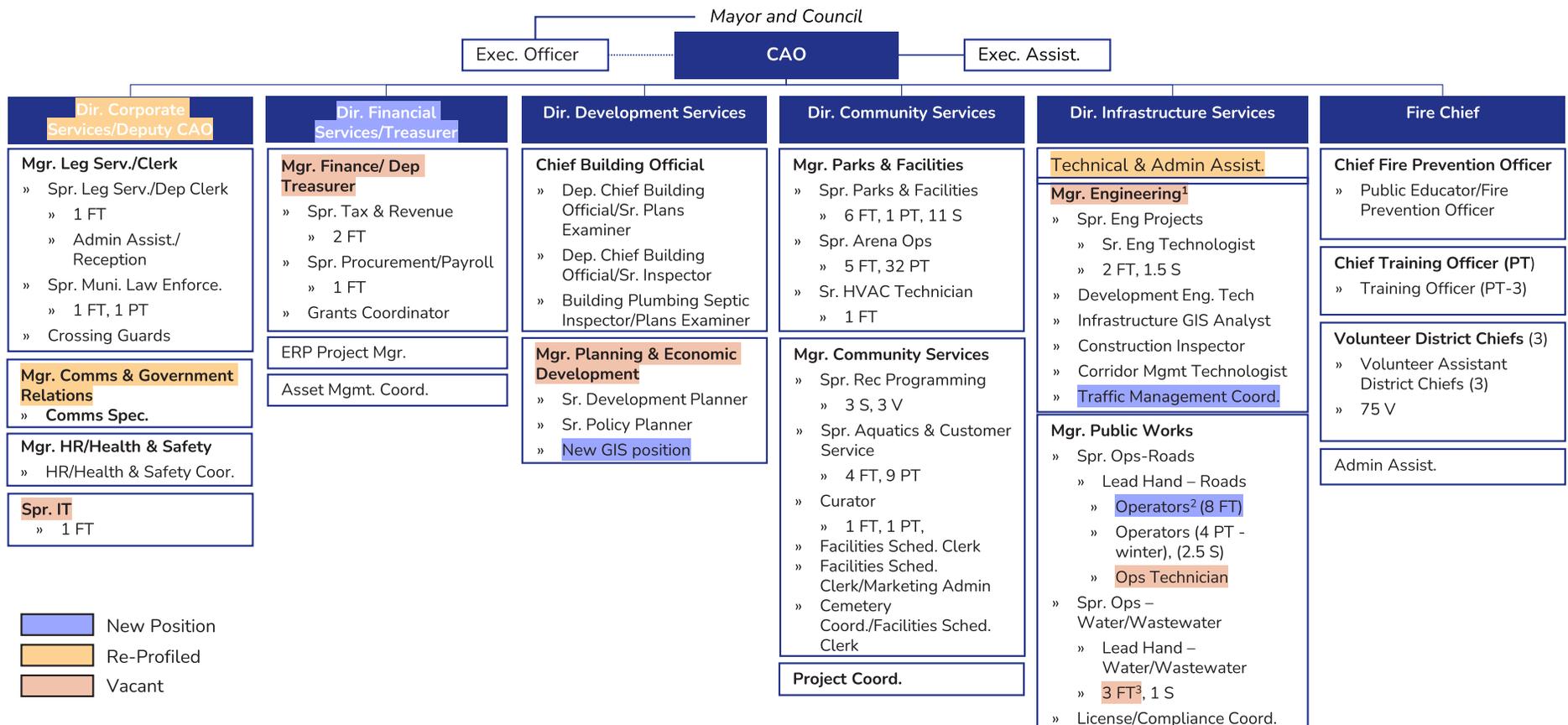
Initiatives & Recommendations	Expected Benefits	Implementation Considerations
<p><b>12. Improve public awareness and understanding of planning, development, and building processes to support efficient service delivery.</b></p> <ul style="list-style-type: none"> <li>i. Develop public education materials that clearly outline permits and application requirements, development standards, and guidelines to improve application quality and support compliance.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved public awareness of permit requirements.</li> <li>✓ Reduced instances of permit non-compliance, fines, and public frustrations.</li> <li>✓ Improved application review and approval timelines through a reduction in application errors and resubmissions.</li> <li>✓ Increased staff capacity through reduction in repetitive inquiries and information requests.</li> </ul>	<p><b>Owner:</b> Director, Development Services</p> <p><b>Timeline:</b> This initiative should be pursued through Horizon 1 and 2 based on available capacity and application volumes.</p> <p><b>Resource Requirements:</b> This initiative should be pursued with existing budget and staff resources; should the Twp wish to prioritize this initiative, it is likely additional staff resources (see below) may need to be considered.</p>
<p><b>13. Maintain current resiliency within Development Services.</b></p> <ul style="list-style-type: none"> <li>i. Hire for vacant Manager of Planning &amp; Economic Development role in Development Services.</li> <li>ii. Define the scope of an additional entry-level role for GIS and application/permitting administration.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Maintenance of customer service standards and service levels.</li> <li>✓ Improved strategic capacity for senior team members.</li> <li>✓ Additional capacity for operations, records digitization, and improvement initiatives (e.g., education materials, GIS enablement).</li> <li>✓ Supports succession pipeline by creating opportunities for seasoned staff to train new staff in alignment with comparators.</li> </ul>	<p><b>Owner:</b> Director, Development Services</p> <p><b>Timeline:</b> The Twp should prioritize filling the vacant Manager of Planning/Ec. Dev. position in 2026 (Horizon 1) to enable the Director to focus on strategic oversight and maintain current service levels. Expanding the department with an entry-level role should be deferred to Horizon 2 and evaluated based on corporate staffing needs, application volumes, and potential in-house economic development capacity.</p> <p><b>Resource Requirements:</b> There are no financial impacts to filling funded vacancies. An additional entry-level position would require an estimated \$69,600 in annual operating funding.<sup>[1]</sup></p>

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## Section 4 | Appendices

- Appendix A | Future State Organizational Structure
- Appendix B | Current Organizational Structure

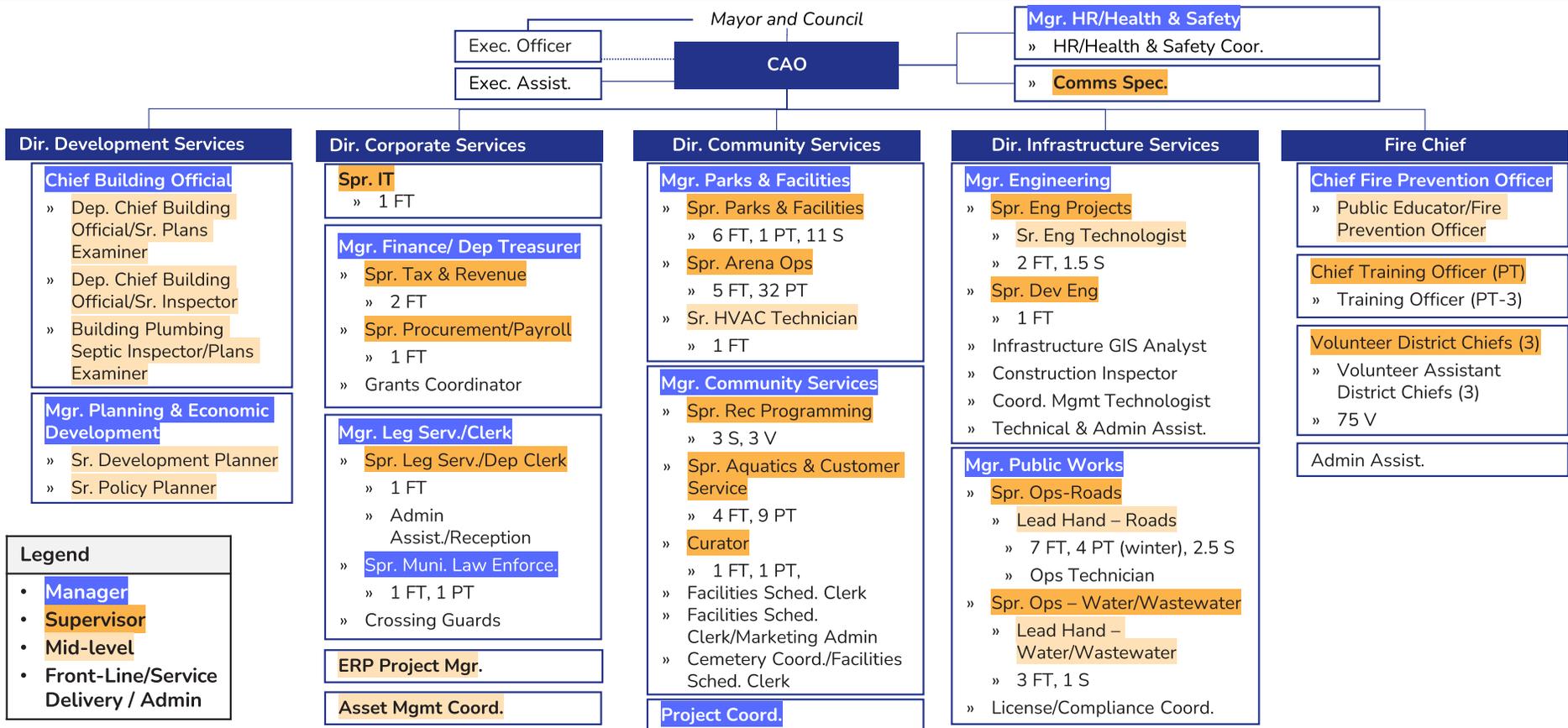
# Appendix A | Recommended Future State Organizational Structure



34 [1] Manager of Engineering is a vacant role that is being filled by a temporary contract.  
[2] One net-new Roads Operator Position is proposed.

[3] Two Water/Wastewater Operator positions are vacant.

# Appendix B | Current Organizational Structure<sup>[1]</sup>



35 [1] This organizational chart was included in the Current State Report, presented to Council on November 25, 2025. Minor revisions have been made with further validation from Twp staff.



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