



Township of Wilmot

Service Delivery & Organizational Review | Current State Report

November 5th, 2025

Table of Contents

Section	Page
1 Introduction	3
2 Operating Environment	12
3 Improvement Opportunities	23
<i>Appendix A: Department & Service Profile</i>	<i>38</i>
<i>Appendix B: Comparator Benchmarking</i>	<i>82</i>
<i>Appendix C: Staff Survey Results</i>	<i>95</i>

Section 1 | Introduction

This section includes:

- Project Overview and Context
- Overview of Methodology and Approach
- Key Findings
- Summary of Preliminary Improvement Opportunities
- Next Steps

Project Context & Work Plan

Project Context

- In 2025, the Township of Wilmot retained StrategyCorp to undertake a comprehensive Service Delivery and Organizational Review. The review assesses the Township's services, departmental structures, and overall organizational capacity to ensure Wilmot can effectively adapt, improve, and scale its operations to meet future growth and evolving community expectations.
- With a population of just under 23,000 and continued growth projected, Wilmot is facing the challenges typical of rural-urban communities transitioning into mid-sized municipalities. The Township is well-positioned for ongoing growth, driven by regional population increases and development pressures across Waterloo Region.
- Recent budget discussions have highlighted increasing fiscal and infrastructure pressures, as well as the need to strengthen internal systems, workforce capacity, and long-term financial planning. Together, these factors point to the importance of a coordinated strategy for efficient, sustainable service delivery.
- To prepare for this next stage, the Township has recognized the need to strengthen its organizational structure, processes, and service delivery models. This aligns with the *Strategic Action Plan's Goals of Financial Stability and Trustworthy Leadership*, which emphasize building a strong financial foundation, improving operational efficiency, and fostering a culture of accountability to ensure Wilmot remains resilient and responsive to community needs

Project Objectives



Identify opportunities to improve effectiveness and efficiency in service delivery



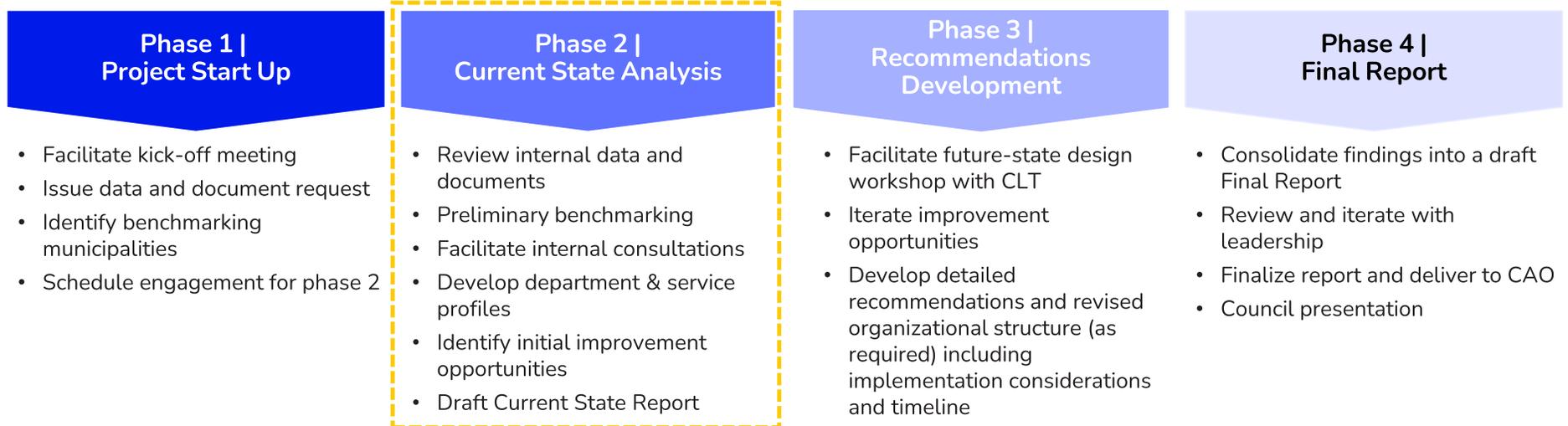
Eliminate duplication, overlap, and inefficiencies to streamline organizational operations



Ensure resources are aligned to Township priorities, service levels, and expected growth

Process Overview & Report Purpose

Project Phases



This report includes:

- An assessment of strengths, weaknesses, opportunities, and threats of the Township's operating environment;
- Profiles of each department, including services, budget, staffing complement and key observations; and
- A preliminary list of improvement opportunities for further analysis in the next phase of work.

Our Approach for the Current State Report



This Current State Report, including the list of improvement opportunities, has been informed by the following inputs:

- **Stakeholder Engagement:** StrategyCorp conducted interviews with the Mayor and members of Council (6); the Corporate Leadership Team (CLT) (6); workshops focused on service areas with staff (8); and an all-staff survey, which received 61 responses.
- **Data and Document Review:** StrategyCorp reviewed 30+ documents, including the 2025-2027 Strategic Plan, the 2023 Market Survey Report, the 2024 Community Services Service Delivery Review, Service Master Plans, organizational chart, current and past budgets, job descriptions and relevant by-laws and policies. The analysis included external data sources including the Financial Information Return (FIR), and Statistics Canada data.
- **Peer Comparator Research:** StrategyCorp analyzed the Township against selected municipal comparators, determined in consultation with the Township, to support the current state analysis, identify potential best practices, and improvement opportunities, particularly as it relates to staffing considerations and organizational and department structures. Benchmarking information was collected from a range of sources, including FIR data, publicly available information such as municipal budget documents and direct outreach by Township staff.

This Report is based on a current state marked by a period of significant transition for the Township. The inputs for the current state analysis do not fully reflect recent changes, such as staffing changes, since their effect(s) on operations have not yet been fully realized.

Summary of Key Findings

The opportunities in this Report and the Recommendations to be outlined in the Final Report are based on the following key findings regarding Wilmot's Current State.



Wilmot faces a number of challenging decisions as it looks to set the Township on a sustainable recovery path. Wilmot's financial situation is a difficult one that has evolved as the result of budgeting decisions over many years. Depleted reserves, combined with growing capital and operational demands are placing increasing pressure on the tax levy and debt financing tools to manage costs in a challenging economic environment.



Decision-making and course-corrections have been hindered by high-turnover and prolonged vacancies at the leadership level, creating gaps in institutional knowledge, data availability and poor morale among staff. The Township elected an entirely new Council in 2022, and since then has had 4 different CAOs, turnover of almost every senior leadership position within the administration, and continues to have key vacancies at the Director, Manager, and Supervisory levels. One impact of staff turnover has been a significant loss of institutional knowledge, as well as the capacity to maintain on-going data collection and reporting, creating a further knowledge gap. The pace of organizational change and improved morale remains constrained by institutional inertia, and reflects the time needed to stabilize the organization's leadership.



Resident-facing services have continued to maintain acceptable service levels but are increasingly at risk due to limited corporate support services and major capital needs. Service areas such as Planning, Building, Engineering, Public Works, Fire, Community Services, and Park & Facilities, remained under strain but continue to meet minimum service standards. However, insufficient investment in capital needs and enabling services – including records management, IT, finance, and asset management – create long-term risks of service interruptions, low quality, insufficient access and/or higher repair/maintenance costs.



The Township is taking important steps in the right direction, but difficult choices lie ahead. Wilmot has begun prioritizing investment in filling key vacancies and foundational data-gathering exercises necessary to make informed, strategic, decisions about organizational health and service sustainability. Unanimous support for a new CAO, the engagement of external expertise to rebuild trust and capacity in key areas such as the 2026 Budget, Long-Term Financial Plan, and Asset Management Plan, along with increased capital funding commitments, are all essential actions that lay the groundwork for the decisions ahead.

Methodology for Identifying Improvement Opportunities

StrategyCorp’s **Municipal Target Operating Model (TOM)** is a blueprint of an organization’s vision that aligns operating capacities and strategic objectives. It is a useful framework for identifying, evaluating, and organizing potential opportunities...

 **Governance & Strategy**

Where does the Township want to go and how will it get there?

 **Process & Technology**

Does the Township have the sufficient and appropriate internal processes and supporting technology to advance its goals?

 **People & Culture**

Does the Township have the right type, level, and structure for human capital to achieve its goals and support its core business? Does it have the leadership, support, physical environment to encourage a strong workforce?

 **Service Delivery**

How does the Township deliver on its core business—service delivery? Does it have the right service mix to achieve its goals?

...each department and service area was also evaluated against our **Service Assessment Framework**.

I. Size II. Growth III. Model IV. Maturity V. Performance

...and each service was also evaluated based on its assigned **Service Classification**.

Discretionary Core Discretionary Mandatory with Some Discretion Mandatory

...each opportunity is classified by a preliminary **Assessment of Organizational Urgency**.

- ✓ **Mission-Critical** | those necessary to return to compliance or normal service levels.
- ✓ **Urgent** | those necessary to mitigate significant risk to legislated or normal service levels.
- ✓ **Enabling** | those necessary to enable future service improvements or efficiencies.
- ✓ **Continuous Improvement** | those necessary to improve service levels, create efficiencies, reduce costs, or manage risk.

Based on these preliminary assessments we identified **39 improvement opportunities for consideration**. However, not all these opportunities are of similar importance. Some may require significant advancement of other opportunities before they could be pursued and benefits realized, others will be necessary enablers to move the organization forward. Further prioritization and triage will be conducted with CLT in the following phase of work.

Overview of Preliminary Improvement Opportunities (1/2)

Improvement Opportunities	
Governance & Strategy	#1. Establish a Long-Term Financial Plan to restore reserves, manage debt, and sustain investments in assets and growth.
	#2. Update the Asset Management Plan to reflect updated data and true asset replacement values.
	#3. Update the Strategic Plan to align with Council priorities, financial, and asset management goals.
	#4. Review Council composition and ward boundaries to assess representation and governance effectiveness.
	#5. Develop a Risk Management Plan to identify and prepare for issues that could impact operations or objectives.
	#6. Conduct a Customer Service Review to improve digital and in-person service, set standards, and explore CRM technology.
Process & Technology	#7. Invest in tools and support to maintain a full, up-to-date picture of Township asset conditions .
	#8. Modernize records management by completing the SharePoint migration, updating policies, and training staff organization-wide.
	#9. Assess IT infrastructure and staffing to determine the service level needed to meet current and future organizational demands.
Improvement Opportunities	
Process & Technology	#10. Review and adjust cost centre structures to align with service areas rather than expense categories.
	#11. As part of the new ERP rollout, catalog existing systems across departments and pursue integration or replacement to streamline processes and reduce redundancies.
	#12. Undertake a corporate-wide policy review to identify gaps, needed updates, and set a regular review schedule.
	#13. Create standard operating procedures for services lacking them and set consistent review and update cycles.
	#14. Enhance internal communication by assigning clear responsibility and centralizing access to corporate documents and updates.
	#15. Assess the costs, benefits, and efficiencies of adding HRIS functionality to the planned ERP to streamline HR operations.
	#16. Define GIS needs to improve data quality, access, and integration for planning and development.
	#17. Expand access to existing Maintenance Management Systems (MMS) across departments with use cases.
	#18. Review governance changes' impact on participation and decision-making.

Overview of Preliminary Improvement Opportunities (2/2)

Improvement Opportunities	
People & Culture	#19. Consider leveraging temporary contracted finance capacity to address backlogs, modernize policies, and improve service delivery.
	#20. Consider options for expanding operational and backfill capacity and redundancy within the Office of the CAO .
	#21. Expand full-time roads operator capacity to support the existing service levels and reduce reliance on contracted support.
	#22. Develop a comprehensive Human Resources Strategy to establish a clear roadmap and phased workplan for HR initiatives.
	#23. Consider establishing an entry-level position within Development services .
Service Delivery	#24. Define clear responsibility and appropriate resourcing toward improving corporate culture and morale .
	#25. Establish a Training & Education Plan for Members of Council.
	#26. Establish a government relations function and define the best model to advance advocacy priorities.
	#27. Review outdoor facility maintenance roles to optimize equipment use and reduce contracting costs.
	#28. Align Fire Master Plan and capital asset replacements with financial plans , community risk, and assess alternative service options.
	#29. Develop and maintain a service inventory with delivery models, standards, and KPIs aligned organization-wide.
Improvement Opportunities	
Service Delivery	#30. Assess existing facility assets and determine if any should be declared surplus or disposed of.
	#31. Define the Township's responsibilities for community event support and allocate resources accordingly.
	#32. Assess capacity to deliver the Traffic Calming Policy and explore options to strengthen resources or partnerships for implementation.
	#33. Assess engineering review capacity and staffing and consider reporting or structural changes to streamline development approvals.
	#34. Align on appropriate scope & level of support for Councillors to effectively fulfill their roles in their current part-time capacity.
	#35. Establish an enterprise-wide standard for capital projects and assess the Township's existing structure and capacity to deliver.
	#36. Consider centralizing municipal by-law licensing administration within the by-law or legislative service areas.
	#37. Conduct a value-for-money review of economic development services provided by regional economic development partners.
	#38. Complete Communications Plan Refresh & consider centralizing all corporate communication/marketing within a single service area.
	#39. Evaluate opportunities to educate the community on building standards , permitting requirements, and processes.

Next Steps

In the next phases of work, StrategyCorp will undertake the following:

I

Work with Corporate Leadership Team (CLT) to prioritize improvement opportunities for further exploration in Phase 3.

II

Facilitate future state design workshops and discussion with staff and leadership based on prioritized opportunities.

III

Develop detailed recommendations for Priority Initiatives, including a cost-benefit analysis and proposed implementation timelines (where feasible) to ensure alignment among services and service levels, strategic priorities and organizational capacity.

IV

Prepare a Final Report, including all recommendations and an implementation plan, for presentation to the CAO and to Council.

“Urgency” vs. “Priority”

While “urgency” has been used in this report as one evaluation criteria that may inform prioritization for further exploration in this Review, or as it related to implementation priority. For example, an opportunity with lower “urgency” (i.e. “Continuous Improvement”) may be high priority for implementation if it has few associated costs.

StrategyCorp will work closely with CLT to define and validate evaluation criteria to inform opportunity prioritization.

Section 2 | Operating Environment

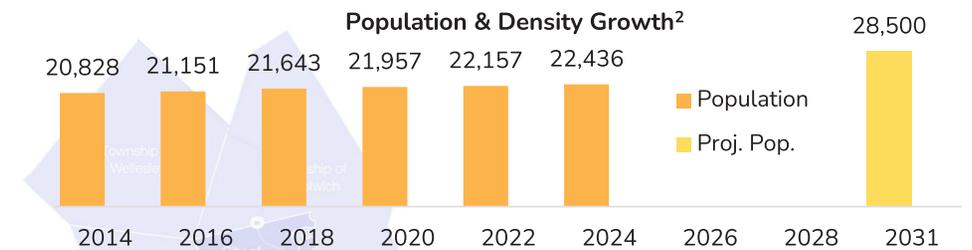
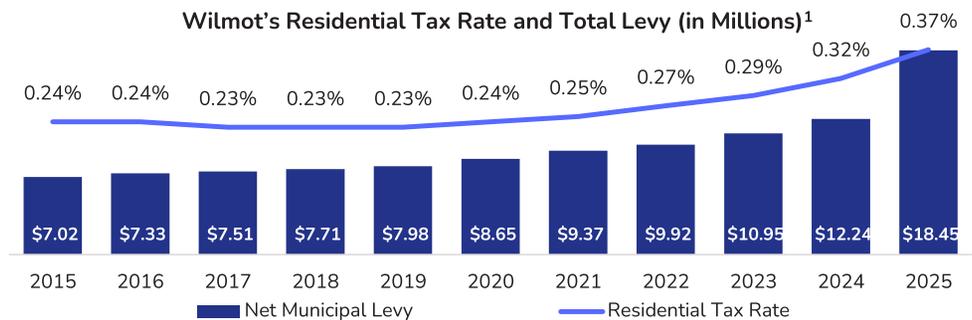
This section includes:

- Overview of Wilmot and Recent Successes
- Review of Wilmot's Financial Position
- Overview of Organizational Structure and Staffing
- Organizational Strengths, Opportunities, Challenges, Threats, and Risks.

Wilmot At-A-Glance

Wilmot is located within Waterloo Region, near Kitchener-Waterloo and known for its rural character, agriculture, and small-town charm.

- **Household income is higher than the provincial average:** Median after-tax household income is \$98,000, about 23% higher than the provincial median, supported by proximity to employment opportunities in Kitchener and Waterloo.
- **Increases in the municipal levy have put increasing upward pressure on the residential rate:** After several years without any residential tax increases, property tax changes have outpaced inflation for the past five years, with an average annual change of 9.1% following a 16.3% change in 2025 alone.
- **Wilmot is growing, but slower than projected:** The Township's 2019 Official Plan projected a population of 28,500 by 2031, a roughly 30% increase, concentrated primarily in Baden and New Hamburg, where most residential development and intensification is planned to occur. However, estimates for 2025 indicate Wilmot has only grown by about 2% since 2020.
- **The Future is uncertain:** While actual growth has not kept up with forecasts, the Region's Land Assembly Project may dramatically increase the rate of population growth, and in turn impact the service expectations, needs, and costs for the Township. However, the horizon for these changes and their possible impacts remains uncertain.



13 [1] Wilmot's 2015-2025 Official Operating Budgets and Historical Tax Rates
 [2] Statistics Canada, Census of Population
 [3] Statistics Canada, Census of Population

Wilmot's Recent Successes

The Township is now taking deliberate steps to strengthen its foundation – stabilizing leadership, rebuilding organizational capacity and aligning on strategic priorities.

- **Strategic Progress Reporting:** There is still work to be done to strengthen buy-in and ensure success in implementing strategic priorities. Progress toward the existing Strategic Plan has been limited due to challenges with Council alignment and staff turnover. An Action Plan should be developed to guide implementation, and it should include quarterly progress reporting to Council. Staff have already started taking steps to implement quarterly reporting
- **Stabilizing Leadership:** With the hiring of a new CAO and Manager of HR, the Township has begun to address the gaps in key roles. These appointments mark an important step toward strengthening organizational capacity, addressing challenges experienced in recent years and building resiliency within the organization. Further recruitment is underway.
- **Market Positioning:** The Township has made meaningful progress in evaluating market compensation, reviewing service delivery and undertaking lean process reviews where applicable.
- **Building Trust:** In addition, Wilmot has also engaged KPMG to develop the 2026 budget and a Long-term Financial Plan, to rebuild public trust in the budgeting process and Township finances.

The Township has recently completed or undertaken a number of major projects, some of which are in collaboration with or led the Region. These include¹:

- 2025-2027 Strategic Plan
- Wilmot Official Plan Review (*In Progress*)
- 2026 Budget Development (*In Progress*)
- Long-Term Financial Plan (*In Progress*)
- Rural Investment Readiness Strategy (WaterlooEDC)
- Community Services Service Delivery Review (2024)
- Community Services Master Plan (2024)
- Parks and Recreation Policy Framework (2024)
- Market Compensation Survey Report (2023)
- 2020 Lean Six Sigma Report on Planning in Waterloo Region
- Land Assembly (Waterloo Region)
- Enterprise Resource Management Project (*In Progress*)

The Township of Wilmot is emerging from a period of significant challenges and change, and is now focused on rebuilding stability, strengthening leadership capacity, and aligning strategic priorities to support service delivery and financial sustainability.

The Township's Financial Position

In recent years, the Township has faced ongoing financial challenges, including due to a backlog of capital projects, an over-reliance on reserves, and several years without property tax increases.

- **Capital Funding Shortfall:** The Township's 2024 Asset Management Plan identified a \$6 million gap between required capital investment and sustainable funding sources. This shortfall highlights the municipality's limited fiscal capacity to maintain and replace aging infrastructure without additional revenue, reserve growth, or external funding support.
- **Escalating Infrastructure Replacement Costs:** The 2025 Budget reveals that asset replacement values are understated by 50-200% due to outdated data in the 2022 Asset Management Plan (AMP) and effectively doubling the funding gap.
- **Growth-Driven Capital Strain:** Major projects supporting population and employment growth, such as the Baden Trunk Sewer, Snyder's Road West reconstruction, and Employment Lands Servicing, depend on Development Charges and external grants.
- **Minimal Reserves and No Emergency Capacity:** For the past decade, all tax-funded capital allocations were used for same-year projects, leaving no reserves for emergencies or unplanned expenses.
- **Financial Reporting:** The last Financial Information Return (FIR) was submitted in 2022. Addressing the deficient filing of FIRs should be an immediate priority as it may impact eligibility for access to Provincial grant funding programs.

The Township has taken deliberate, corrective actions to address these financial challenges.

- Retaining KPMG will help to create a credible picture of the current financial position and establish a clear roadmap to re-building reserves, meet future replacement costs, and support investment in for new capital projects.
- MNP has also been retained as the new Auditor for the Township to improve trust and confidence in the budget and financial reports.
- Council has now committed to increasing capital spending by 9% annually for the next 3 years.
- PSD Citywide ("CityWide") has also been retained to assist in bringing the AMP into compliance for 2024 and 2025. While this will help to ensure the AMP itself is meeting legislative reporting standards, more work will be needed to address additional data gaps and improve data accuracy including realistic replacement values and condition assessments to inform effective capital planning and future budgets.



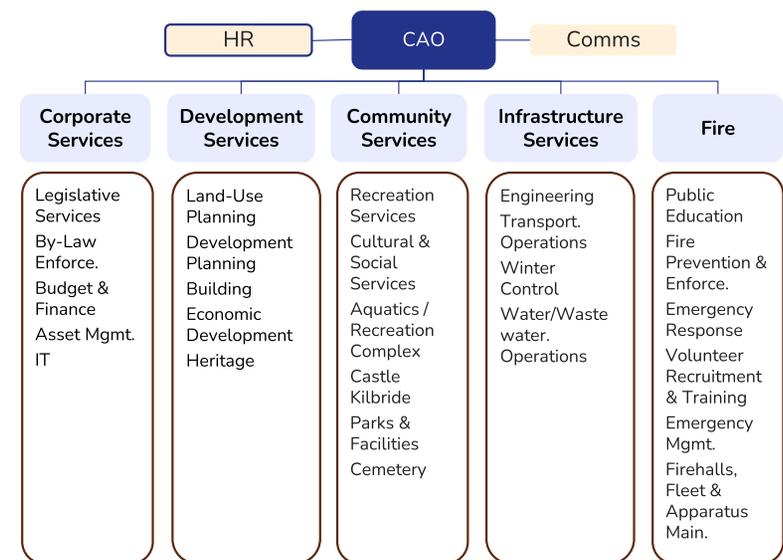
Wilmot's Organizational Structure & Staffing

A review of the Township's organizational structure is a key element of this service delivery review, including ensuring that service areas and departments are appropriately aligned, evaluating staffing levels and gaps, and assessing common practices used amongst comparators.

- The Township's current organizational structure is primarily aligned with common practice, with service areas and business functions aligned by specialization into departments under individual directors report into the CAO, and also serve on CLT.
- Wilmot sits in the middle-to-high range for the number of direct reports to the CAO. Direct reports include 5 Directors, an HR Manager, a Communications Specialist and the Executive Assistant. A mix of Director level and service-specific reports is common.
- The Township sits within the middle-to-high range of its comparators for the percent of management positions² in relation to total FTEs. However, 30% of management roles are impacted by a lack of permanent staffing, often shifting but not eliminating capacity gaps as staff take on additional management responsibilities, and contributing to long-term instability.
- While comparator benchmarking³ suggests that Wilmot is in the middle-to-high range for its full staff complement, this does not account for Wilmot's comparatively large number of community assets, vacancies, or roles being backfilled through external or short-term contracts. When looking at total full-time funded roles, 9% are currently vacant with no backfill.

The Township's staffing challenges can make it difficult to diagnose issues with the organizational structure alone.

Wilmot's Departments & Services



Staff who completed the survey had mixed opinions on the current structure.

Q 12. Does the Township's current organizational structure support efficient and effective service delivery?

Yes (36%)

Sometimes/Not Sure (46%)

No (18%)

[1] Wilmot's Current Organizational Structure can be found of slide 20.
 [2] Includes Manager- or supervisor-level staff, along with the Chief Building Official and Deputy Clerk.
 [3] Based on 2022 FIR data (see slide 86)

Staffing | Turnover

Average Years of Service by Department

Average Years of Service (YOS) represents the average length of time that staff within each department have been employed by the Twp.

- The Office of the CAO has experienced significant turnover in recent years. While the department includes only six full-time staff, the average YOS of 0.7 years indicates that most team members have been with the organization for less than one year.
- Within Corporate Services, the average YOS is 4.8 years. However, when Clerk's Services is examined separately, the average drops to 0.89 years, suggesting more recent turnover within that division.
- Similarly, the Infrastructure Services average YOS is 9.5 years. However, when examining Engineering separately, the average YOS is 1.86 years in comparison to 12.17 years for Public Works.
- In Community Services, several long-serving employees contribute to institutional stability; however, the department's overall average YOS is affected by its large number of part-time positions. For FT staff, the average YOS is 10.3 years, whereas for part-time staff the average YOS is 2.7 years.

Departments	YOS	Departments	YOS
Office of the CAO	0.7	Community Services	3.9
Corporate Services	4.8	Infrastructure Services	9.2
Development Services	17.8	Fire	6.1

Turnover in Key Roles

The Township has experienced significant turnover since 2020. There has been high-turnover in key roles in leadership, specifically; the Chief Administrative Officer, the Director of Corporate Services/Treasurer and the Manager of Human Resources.

- **Chief Administrative Officer:** The CAO has turned over 4 times in the last two years (acting and permanent). Changes in leadership at this level have created level of uncertainty for staff about the organization's direction and has at times left a vacuum of leadership. The new CAO will help stabilize leadership in the short term, with their contract ending early in 2027.
- **Director of Corporate Services/Finance:** Since 2020, the Township has had 3 Treasurers (Director of Corporate Services in the current organizational structure) and 2 Finance Managers. The next Director will be the 4th in five years. This has contributed to non-compliance with financial reporting standards, as well as gaps in management of financial information and outdated processes.
- **Manager of Human Resources:** Since 2020, the Manager of HR role has turned over 4 times. This has resulted in key HR initiatives being left to the "side of the desk", such as updating HR policies and developing a performance management system. The role has since been filled with an experienced HR Manager.

Each of these roles oversees a critical function of the organization and frequent turnover has led to gaps in advancement of long-term strategic initiatives, a vacuum of leadership in certain departments and gaps in institutional knowledge about key decisions and processes.

Staffing | Vacancies

Like many municipalities, Wilmot faces systemic challenges with recruitment and retention, compounded by challenges consistently staffing its HR function. The Township currently has **17 roles that are either vacant or backfilled** across several core areas of the organization.

- Six are short-term vacancies due to temporary leave or because a role has been left partially or entirely vacant while staff provide backfill for other vacancies. The remainder are true vacancies, for which long-term staffing decisions are required.
- Of the 8 backfilled positions, only four are being filled through added capacity. Three of those four added backfill positions are through temporary contracts with service providers, and only two of those are actual dedicated FTEs. The remaining positions are backfilled internally, resulting in a **net shortage of 8 FTEs**.
- Three of the six members of CLT are currently serving in “acting” roles, and the CAO role is only on a 2-year contract with a fixed end date in 2027.
- Corporate Services is currently experiencing several leadership vacancies, with 2 key roles unfilled, and 3 others with internal or contracted backfill.
- Infrastructure Services has the largest staffing gap without backfill, missing four FTEs, though not all positions are being actively recruited, as the department assesses its capacity needs moving forward.

Wilmot has **relied heavily on internal backfilling** to bridge temporary and permanent vacancies. While this can support short-term stability, it can lead to burn-out and drops in services levels over the long term, if overall staffing is not maintained and sustainable levels.

As the Twp evaluates how to best fill these vacancies, there is an **opportunity to consider if the existing vacant roles align with current service delivery need** or if the associated FTEs should be reallocated to support organizational priorities.

Dept	Vacant Position ¹	Backfill
Office of the CAO	Manager, Comms & Strategic Initiatives	Comms Specialist (replacement FTE)
	Executive Officer	Executive Assistant
	Executive Assistant	None
Corporate Services	Dir. Corporate Services	Dir. Dev Services
	Manager, Finance	None
	Manager, Legislative Services/Clerk	None
	Super. IT	CanonSupra (contract service provider)
	Asset Management Coord.	PSD CityWide (contract service provider)
	Development Services	Dir. Development Services
Manager, Planning & Ec Dev		None
Dir. Infrastructure		Manager, Engineering
Infrastructure Services	Manager, Engineering	MTE Consultants (contract FTE)
	Super. Development Engineering	None
	Water/Wastewater Operator (2)	None
	Ops Technician	None
Community Services	Facility Operator	None

Source: Data provided by the Township.

18 [1] Highlighted roles reflect staff members who are backfilling vacancies, leaving their roles vacant or acting in a dual-capacity. Highlighted roles are vacancies as a result of temporary leave (e.g., parental leave).

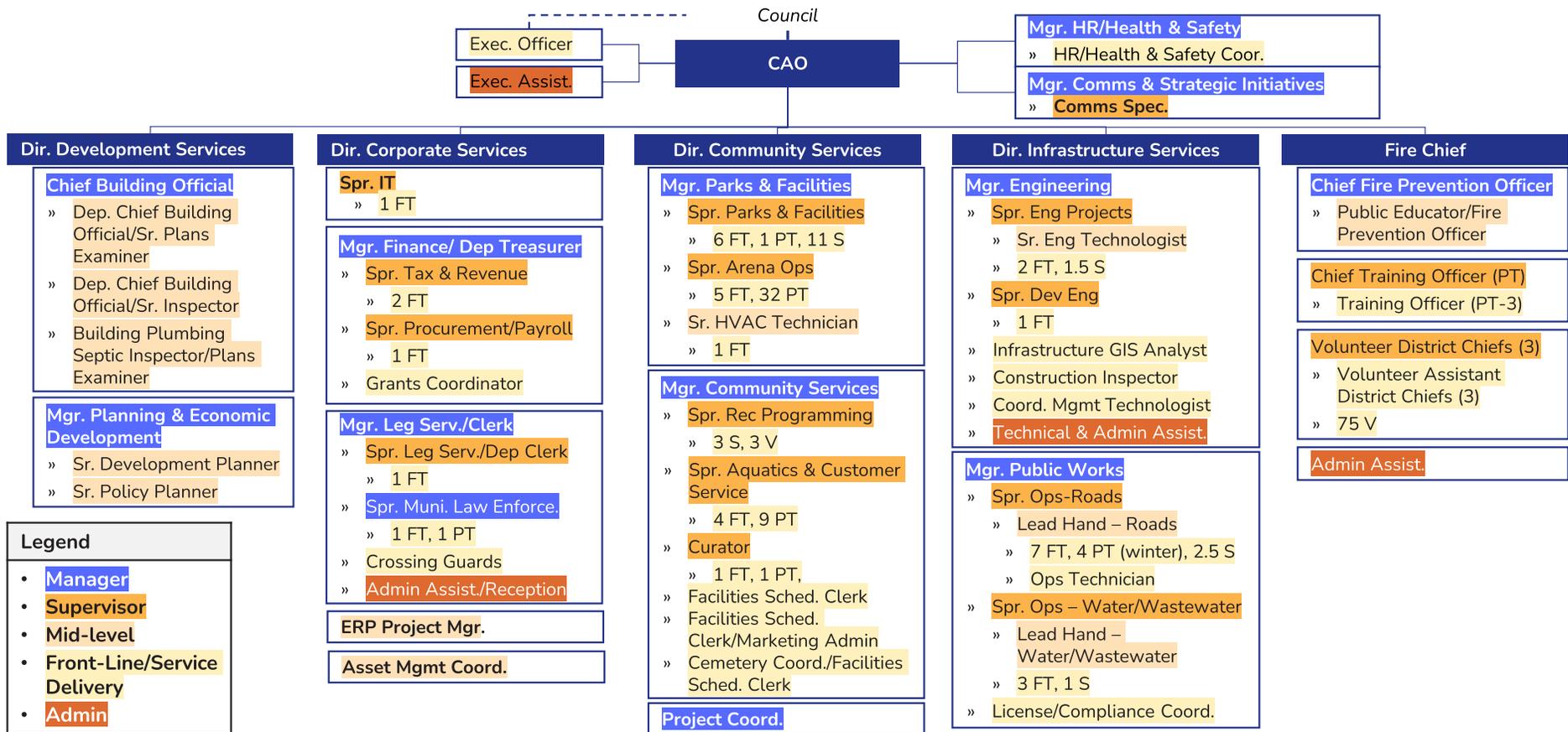
Township’s Departments & Services

The table below provides an overview of the Township’s six departments including Office of the CAO, which provide the high-level list of service areas set out below.

This is not intended to serve as a comprehensive list of each department’s business functions and responsibilities, but rather a list of the high-level services areas that are overseen, provided, and resourced by them. Department services are further defined in the profiles in Section 3 of this report, which include staffing levels, budget information, and key observations and analysis determined through the stakeholder engagement process and data review.

Office of the CAO	Corporate Services	Development Services	Community Services	Fire Services	Infrastructure Services
<ul style="list-style-type: none"> • CAO/Strategic Initiatives • Corporate Communications • Human Resources 	<ul style="list-style-type: none"> • Legislative Services • Municipal-Law Enforcement Services • Budget & Finance Services • Asset Management • IT Services 	<ul style="list-style-type: none"> • Land-Use Planning • Development Planning • Building • Economic Development • Heritage 	<ul style="list-style-type: none"> • Recreation Services • Cultural & Social Services • Aquatics / Recreation Complex • Castle Kilbride • Parks & Facilities • Cemetery 	<ul style="list-style-type: none"> • Public Education • Fire Prevention & Enforcement • Emergency Response • Volunteer Recruitment & Training • Emergency Management • Firehalls, Fleet & Apparatus Maintenance 	<ul style="list-style-type: none"> • Engineering • Transportation Operations • Winter Control • Water/Wastewater Operations

Township's Organizational Structure & Staffing



Strengths & Opportunities

What's working well?

As the Township continues to strengthen its organizational capacity and service delivery, there are aspects of the organization that are already working well.

- **Functioning Department Alignment:** Departments are structured in accordance with common municipal practices, and the CAO oversees a comparable number of direct reports relative to peer organizations.
- **Staff enjoy working within their teams:** Several departments demonstrate strong team dynamics, where staff take pride in their work and the services they provide to the community.
- **Recreation programs and amenities contribute to community vibrancy:** The Township offers a diverse range of recreation programs, parks, and trails that are well-maintained, well-loved, and contribute meaningfully to community well-being.
- **Robust development application process:** A regional LEAN process review recognized the Township for having some of the fastest development application review times in Waterloo Region.
- **Engineering oversight mitigates risks:** The dedicated Engineering division supports effective project delivery and reduces risk of budget overruns and delays, through municipal oversight.
- **Customer Service:** Customer service at the reception desk is highly valued. Community Services and Development Services were also recognized for providing responsive and effective support to residents.

What are the opportunities?

Wilmot is making meaningful progress toward building sustainable leadership, strengthening its financial position, and enhancing organizational resiliency for the future.

- **Governance and Strategic Alignment:** The Township is undergoing an organizational reset to strengthen leadership and service delivery. Clear accountability for implementing the Strategic Plan and corporate initiatives will be key to ensuring success.
- **Sustainable Leadership:** Following a period of high turnover, it is essential that Wilmot invest in retention and succession planning strategies to attract and retain senior leadership talent and front-line support to ensure greater stability across the organization.
- **Financial Sustainability:** Wilmot has begun taking important steps to address its financial situation and strengthen its long-term fiscal outlook. Continuing to invest in these opportunities, will strengthen the Township's credibility and establish a sustainable long-term outlook.
- **Modernized Human Resources:** With new leadership in place, the HR team has an opportunity to create a roadmap for modernization, including updates to policies and performance management.
- **Technology and Process Improvements:** As Wilmot continues to evolve, there is an opportunity in invest in ensuring all departments have access to the right technology to create efficiencies while improving reporting, data management, work order tracking, and customer service delivery.

Challenges, Threats & Risks

What are the challenges?

Wilmot faces ongoing organizational challenges, including leadership turnover, outdated processes, and significant financial pressures, which have slowed progress on strategic priorities.

- **High turnover in Leadership:** Frequent turnover has resulted in lost institutional memory, inconsistent direction, varied policy interpretation, differing expectations, and significantly damage workplace culture.
- **Vacancies:** On average, positions have remained vacant for 9.4 months, placing added pressure on staff to assume additional responsibilities and increasing error/service interruption risks – particularly within Corporate Services and Infrastructure Services where vacancies are highest.
- **Accountability for Strategic Initiatives:** Implementation of long-term strategic initiatives has been hindered by lack of clear ownership as well as frequent changes in leadership and ownership.
- **Outdated policies and processes:** Many policies and processes are outdated or informal, with no established service standards or standard operating procedures for key areas. This has led to inconsistent practices and a lack of common understanding of corporate assets and data.
- **Inconsistent modernization:** While some departments have modernized and digitized processes, progress has been uneven, underscoring the need for improved access to tools, technology, and training across departments.
- **Finance:** Ongoing financial pressures due to a backlog of capital projects, reliance on reserves, and years without significant tax increases.

What are the risks?

Wilmot will need to manage risks driven by leadership instability, limited trust in financial management and compliance gaps that could hinder progress.

- **Limited Understanding and Trust in the Twp's Financial Position:** Historical financial challenges have created mistrust among staff, Council, and the community. The 2025 budget proposed 50% increase was unexpected, undermining confidence and highlighting past issues with transparency, accountability, disclosure, consultation, and consistency in financial decision-making. The Twp has engaged KPMG to strengthen credibility in the budget process and long-term financial planning.
- **Compliance Risk in Finance:** The Twp's most recent FIR submission was for 2022. Continued non-compliance with provincial reporting standards poses a risk of disqualification from provincial funding.
- **Change Management in Corporate Services:** While recent organizational changes will support long-term improvement, Corporate Services continues to face challenges due to outdated infrastructure, limited tools, and manual processes. Strengthened change management is required to modernize operations and improve integration across the organization.
- **Succession Planning:** Half of CLT are working in an "acting" capacity and the CAO is on a fixed two-year contract. There is a need for intentional successional planning to ensure sustainable leadership.

Section 3 | Improvement Opportunities

This section Includes:

- Review of Improvement Opportunities and Rationale

Improvement Opportunities (1/14)

Opportunity & Rationale		Urgency
Governance & Strategy	<p>Opportunity #1: Ensure Wilmot’s Long-Term Financial Plan includes a strategy to return the Township’s reserves to a sustainable level, finance existing debt, while continuing to make sustainable investments in the AMP and growth-related projects. This may include the development or review of key documents such as policies on debt financing and reserves, and the AMP.</p> <p>Rationale: Wilmot’s Long-Term Financial Plan, which is being developed by KPMG, will provide the Township with the insights needed to establish a clear approach to returning the Township to a sustainable financial footing including exploring new financial tools and approach to decision-making. A clear baseline will allow Council to prioritize spending without further risking the Township’s financial position.</p>	Mission-Critical
	<p>Opportunity #2: Review and update the Township’s Asset Management Plan (AMP) based on recent inventory and condition data to appropriately account for total asset replacement value.</p> <p>Rationale: Wilmot’s current AMP was developed in 2022, and while municipalities are required to update their AMP every 5 years, significant progress has been made to inventory and to evaluate Wilmot’s above-ground assets. While additional investment may be required to improve data on below-ground assets (i.e., water/wastewater infrastructure), the current Plan no longer reflects the most up-to-date data the Township has available for other major asset categories. Ensuring long-term capital forecasts are informed by accurate data on asset condition and replacement cost will support asset renewal or investment decisions that make the best use of Council’s limited financial resources.</p>	Urgent
	<p>Opportunity #3: Review and update the Township’s Corporate Strategic Plan, Action Plan, and Reporting Framework to better align with Council priorities and the Township’s Long-Term Financial Plan and Asset Management Plan.</p> <p>Rationale: The Township’s existing Strategic Plan covers up to 2027, which will extend into the next term of Council. Councillors and Staff reported little progress toward key priorities in the Strategic Plan, in part, because priorities were not sufficiently supported or reinforced by budget or performance reporting processes. Following the election of Council in 2026, and the development of the Township’s Long-Term Financial Plan and Asset Management Plan Update, the new Council should prioritize a Strategic Plan update early in their term to help guide decision-making, budgeting, and staff operating plans.</p>	Enabling

Improvement Opportunities (2/14)

	Opportunity & Rationale	Urgency
Governance & Strategy	<p>Opportunity #4: Conduct a Council Composition and Ward Boundary Review to evaluate the effectiveness of the current Council structure in providing effective representation and strong governance.</p> <p>Rationale: Wilmot last reviewed its ward boundaries in 2010, when Council adopted recommended ward boundary changes including the addition of a second Councillor for Ward 4 to account for changes in Wilmot’s overall population and in population distribution. However, concerns have been raised over the effectiveness of having an even number of seats on Council. A Council Composition Review would account for considerations that include effective decision-making, Councillor workload, and Council’s size relative to its population and peers.</p>	Enabling
	<p>Opportunity #5: Conduct an Enterprise-wide Risk Assessment and Management Plan to identify, evaluate, and prepare for any potential critical issues that may interfere with the Township’s operations and objectives.</p> <p>Rationale: Given its history of financial insecurity, the Township should develop and maintain an Enterprise Risk Management Plan to help it actively plan for and manage strategic and operational risks. This would also support triage of capital and operational priorities.</p>	Enabling
	<p>Opportunity #6: Undertake a comprehensive Customer Service Review to assess current practices, channels, and tools, and develop a Corporate Customer Service Strategy with a focus on improving both digital service delivery and in-person customer experience and setting corporate customer service standards. The strategy should consider the physical layout of the main entrance area of the Administration Building, as well as opportunities to implement enabling technologies — such as a Customer Relationship Management (CRM) system — to support centralized tracking, coordination, and reporting of customer inquiries and service requests.</p> <p>Rationale: Council and staff report inconsistent service levels and customer satisfaction from department-to-department. While the Township’s in-person reception remains appreciated by residents, there are multiple service windows at different locations, like the Administration Building or the Wilmot Recreation Centre – that receive all kinds of general inquiries, payments, and even service requests – with varying staffing levels and backfill capacity. A coherent approach, clear service standards, and improved tracking for inquiries and service requests would support Council decision-making with respect to service levels and resourcing, improve customer experience, and support more informed service planning by staff.</p>	Continuous Improvement

Improvement Opportunities (3/14)

	Opportunity & Rationale	Urgency
Processes & Technology	<p>Opportunity #7: Prioritize investment in the tools, capacity, or contracted support needed for establishing and maintaining a complete picture of the condition of the Township's asset inventory.</p> <p>Rationale: Infrastructure Services would benefit from updated condition assessment ratings and the tools to rate conditions. The Township continues to lack a complete understanding of its core assets, especially those related to the water/wastewater distribution.</p>	Urgent
	<p>Opportunity #8: Modernize and harmonize records management across the organization, including through the completion of the SharePoint migration, updating corporate records management policies, and providing corporate-wide staff training.</p> <p>Rationale: Existing policies and tools are not meeting the needs of the Township, resulting in significant siloing of records within each department across platforms, withholding access over data integrity concerns, frustrations among staff, and contributing to overall corporate risk. An improved cross-departmental approach to records management that appropriately meets the needs of each department, while ensuring legislative compliance, should be coordinated by Legislative Services.</p>	Urgent
	<p>Opportunity #9: Review the Township's current IT service capacity, including key infrastructure and staff resources, to define the appropriate level of IT service required to support existing and forecasted organizational needs, to inform service delivery model decisions including the appropriate level of in-house resources.</p> <p>Rationale: While the Township has invested in recent updates to core IT infrastructure, there remain key service delivery gaps driven by staff vacancies, outdated technology, and unclear service level expectations. The Township has been leveraging contracted IT support on a temporary basis, as well as ad hoc emergency support as required in the absence of sufficient in-house resources. A clear understanding of organizational gaps and needs – including through the development of clear digital customer service levels – will support informed resourcing decisions around future staffing levels or contracted support for IT.</p>	Urgent
	<p>Opportunity #10: Evaluate opportunities to revise cost centre structures to align with service areas as opposed to expense categories.</p> <p>Rationale: There is some concern that the right tools and/or technical skills are not in place to support accurate service cost estimates. This data would ensure accountability assignments are appropriately evidence-based, improve transparency through more efficient reporting, and support informed decision making, including policy choices about user fees and charges, based on a service's full cost.</p>	Enabling

Improvement Opportunities (4/14)

	Opportunity & Rationale	Urgency
Processes & Technology	<p>Opportunity #11: In conjunction with the procurement and implementation of the new Enterprise Resource Planning System (ERP), conduct an inventory of existing information and process management platforms used by individual departments across the corporation and identify opportunities for integration or replacement where possible. Where integration is not a possible or preferable option, establish clear processes and policies on use cases for tools with specific use cases (e.g., default to an ERM module unless less than 80% of requirements are met).</p> <p>Rationale: Wilmot already leverages several digital tools across its service areas that have been procured over time to address a diverse range of operational needs. A significant amount of critical corporate information is housed across these platforms, including on core asset condition. Ensuring system integration through technical compatibility, clear policies, and centralized accountability for compliance, will ensure the new ERM can effectively reduce manual or duplicative processes, support key finance functions, but also deliver value for the whole organization.</p>	Enabling
	<p>Opportunity #12: Conduct a corporate-wide policy review to inventory and assess for gaps or required updates, and establishing a review-cadence.</p> <p>Rationale: There is concern that many corporate policies remain outdated, with no corporate-wide systematic approach for their development, review, indexing, and storage. This means that the Township has significant gaps in its understanding of what policies exist, where they are being actively implemented, and where informal practices have taken over for obsolete policies on a case-by-case basis. A corporate inventory would support the proactive identification of policies that need to be created, updated, or replaced.</p>	Enabling
	<p>Opportunity #13: Develop standard operating procedures for any services that do not currently have them in place and that require additional procedural standardization and establish clear review cycles.</p> <p>Rationale: Standard operating procedures – especially for services that are not regulated – are not codified, making training challenging for new staff. It was noted that in the absence of clear and consistent procedures, staff often experience “expectations whip-lash” in departments with high-turnover at the leadership level, as new leaders try to implement their own processes in a documentation vacuum, creating challenges for both staff and new leaders. Developing standard operating procedures supports the achievement of higher service standards, reduces on-boarding obstacles, and promotes information sharing.</p>	Enabling

Improvement Opportunities (5/14)

	Opportunity & Rationale	Urgency
Processes & Technology	<p>Opportunity #14: Improve information-sharing within the corporation, including through clear assignment of responsibility for internal communications and centralized access to all corporate strategies, policies, procedures, and updates on corporate wide initiatives.</p> <p>Rationale: Staff reported difficulty accessing both corporate and department-specific documentation as well as poor corporate wide communication of major initiatives that impact the entire organization (e.g., SharePoint migration, or the new ERP). Currently, internal communications is not a clear responsibility for anyone aside from the CAO, who has competing priorities. Dedicated accountability and a central access point for key announcements, progress tracking, and documentation would support more consistent application of existing policies and procedures, onboarding of new staff, implementation of corporate initiatives, and help break down corporate information-sharing silos.</p>	Enabling
	<p>Opportunity #15: Investigate the potential costs, benefits, and efficiencies of including Human Resources Information System (HRIS) functionality within the planned ERP to manage and streamline HR functions.</p> <p>Rationale: Many of Wilmot’s HR records, procedures, and processes have been digitized, but maintain significant manual processing. An HRIS helps centralize employee information, automate key processes (e.g. payroll), and improve reporting accuracy for health and safety compliance and workforce planning.</p>	Continuous Improvement
	<p>Opportunity #16: Define the level of GIS support and enablement needed to improve planning and development data quality, availability, and integration across the organization and for external service users.</p> <p>Rationale: Improving GIS support and integration will enhance the Township’s ability to manage, analyze, and share planning and development data efficiently. By collaborating with other GIS-enabled departments, such as Infrastructure, the Township can create a unified data environment that strengthens decision-making, reduces duplication, and improves service transparency for both internal users and the public. Integration with systems like CityWide and the new ERP will ensure consistent, real-time data access across departments.</p>	Continuous Improvement

Improvement Opportunities (6/14)

Opportunity & Rationale		
Processes & Technology	<p>Opportunity #17: Extend access, tools, and training on existing Mesh and CityWide Maintenance Management Systems (MMS) to all departments with regular asset maintenance responsibilities.</p> <p>Rationale: Use of the Township’s MMS are currently siloed within the Public Works Department, despite other departments (e.g. Parks & Facilities) having clear use cases for these tools. Planned roll-outs of the technology into other departments have been reportedly delayed due to limited access to hardware (e.g., tablets) and training for staff. There are clear efficiencies to be gained through expanded access to tools that are already familiar to the organization and would support continued break down of silos through consistent data management.</p>	Continuous Improvement
	<p>Opportunity #18: Evaluate the impacts of recent changes to key governance policies and procedures, including the introduction of the Committee of the Whole structure on public participation, Council deliberation, and service delivery and decision-making timelines. Such a review could also re-evaluate the effectiveness of the Township’s Committee structure overall.</p> <p>Rationale: Wilmot adopted a new Committee of the Whole structure at the beginning of 2025, along with other minor adjustments to the procedural by-law and processes for tracking Council requests for information and reporting back. Reviewing the overall implications of the new structure and processes after they have been in place for at least a year will help identify any future adjustments to ensure service delivery is not adversely impacted (e.g., longer approval timelines for development applications). It will also ensure that desired outcomes related to public participation and better enabling of Council decision-making are being impacted as anticipated.</p>	Continuous Improvement

Improvement Opportunities (7/14)

	Opportunity & Rationale	Urgency
People & Culture	<p>Opportunity #19: Consider leveraging temporary contracted finance capacity to address reporting backlogs, review and modernize core finance and budget policies, and improve service delivery for internal and external customers, followed by an evaluation of long-term resourcing requirements once service levels have been established.</p> <p>Rationale: Wilmot’s Finance function is on emergency footing, with key leadership positions vacant, non-existent institutional knowledge, outdated policies, and a mounting backlog of legislated reporting requirements. Even fully staffed, Wilmot’s Financial Services function is lean compared to benchmarks. Contracted support from KPMG for the development of the 2026 Budget and Long-Term Financial Plan will be instrumental in setting the municipality in the right direction, supplementing resources – including potentially staff resources, depending on financial constraints – may be required at least temporarily, to come back into compliance with legislative standards, let alone implement any service delivery improvements, including implementation of the new ERP.</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Mission-Critical</div>
	<p>Opportunity #20: Consider options for expanding capacity and redundancy within the Office of the CAO to support oversight and delivery against strategic priorities, and other corporate-wide initiatives.</p> <p>Rationale: Council and Staff identify a number of critical initiatives including the Land Assembly Project and significant funding requests that would typically fall to the CAO to deliver. However, given the capacity constraints of the CAO and the need to prioritize other mission-critical service delivery projects, additional senior level capacity may be necessary to deliver against internal and external priorities simultaneously. Municipalities leverage various organizational models to achieve this, including positions such as Director of Strategic Initiatives, Deputy CAO, or General Manager that can both expand leadership capacity and support succession planning.</p>	<div style="border: 1px solid black; padding: 2px; display: inline-block;">Urgent</div>

Improvement Opportunities (8/14)

	Opportunity & Rationale	Urgency
People & Culture	<p>Opportunity #21: Expand full-time roads operator capacity to support the maintenance of existing service level standards and reduce the Township's reliance on external contracted support for basic outdoor maintenance at the Township's facilities (e.g., pavement and walkway repairs, winter controls, etc.).</p> <p>Rationale: Wilmot's front-line operator capacity is primarily divided between the Public Works Division under Infrastructure Services, and the Parks & Facilities Division under Community Services. Community Services is responsible for outdoor maintenance of Township-owned facilities including parking lots and walkways but does not have the capacity or equipment to provide these services directly and the Public Works-Roads division is currently strained to meet minimum service levels for its own assets when fully staffed. Additional staff capacity would allow the Township to better optimize utilizations of existing equipment and materials, increase cost efficiency, and improve service levels for both service areas.</p>	Urgent
	<p>Opportunity #22: Develop a comprehensive Human Resources Strategy to establish a clear roadmap and phased workplan for HR initiatives, ensuring alignment with organizational priorities, workforce needs, and future growth.</p> <p>Rationale: The Township's recent "People Plan" included a number of adjustments to the organizational structure but did little to address the Township's overall approach to "Talent Management" for the organization. A coordinated HR Strategy will provide the Township with a structured approach to managing its people resources, guiding priorities such as workforce and succession planning, policy updates, recruitment, retention, performance management, and employee development.</p>	Enabling
	<p>Opportunity #23: Consider establishing an entry-level position within Development Services to support GIS capabilities, one-time projects, and ongoing service modernization (e.g., data and document digitization), as well as to support talent pipeline development and succession planning.</p> <p>Rationale: This department does not currently have any dedicated entry-level or administrative supports, having previously relied on volunteer support to help establish current GIS capabilities and lead the digitization of the Department's records. With that resource now unavailable, the department risks losing the efficiencies delivered through those initiatives. Such positions also create valuable opportunities to source and attract future talent, which is critical in departments like Development Services, which may soon face key retirements but has strong internal succession planning in place.</p>	Enabling

Improvement Opportunities (9/14)

Opportunity & Rationale		Urgency
People & Culture	<p>Opportunity #24: Define clear responsibility and appropriate resourcing toward improving corporate culture and morale, including through employee recognition, opportunities for inter-departmental relationship and team-building.</p> <p>Rationale: While most staff reported a lot of pride in their work and the services they deliver, several reported exceptionally low morale throughout many pockets of the administration, driven by high turnover and few opportunities to even meet their colleagues, let alone understand the roles. While the Community Services department provides limited informal support for ad hoc corporate events (e.g., staff BBQ), no dedicated resources exist to support organizational cohesion or corporate culture. There are a diverse range of delivery structure options for this function – either through assigned responsibility to a corporate services or HR function, or staff-led committee structures. However, even small amounts of resourcing can promote cohesion and improve employee engagement, morale, and retention.</p>	Enabling
	<p>Opportunity #25: Establish an Annual Training and Education Plan for all members of Council. Education could be in the areas of municipal finance, departmental processes, procurement, and others as identified.</p> <p>Rationale: Council and staff identified an ongoing need for enhanced resources and training for Council with respect to the key tools, best practices and legislated requirements related to municipal governance, finance, and service delivery. Such training would provide context and background for Councillors on their roles, strengthen decision-making, long-term planning and the budgeting process, and ultimately improve outcomes for residents.</p>	Continuous Improvement

Improvement Opportunities (10/14)

	Opportunity & Rationale	Urgency
Service Delivery	<p>Opportunity #26: Establish a government relations function and identify a preferred service delivery model for advancing advocacy priorities with other levels of government – including options for in-house or contracted, or a mixed delivery.</p> <p>Rationale: The needs and avenues for collaboration with neighbouring municipalities and other levels of government continue to expand, especially for smaller municipalities without the economies of scale to sustainably fund or deliver core services. Wilmot has, for example, identified potential priorities around advocacy for provincial and federal funding for water/wastewater capital projects to replace aging distribution infrastructure. Many municipalities have addressed this need by establishing dedicated internal government relations functions (either as a standalone function or as part of a corporate communications or strategy function), or by contracting external support on an as-needed basis as specific opportunities or priorities arise.</p>	Urgent
	<p>Opportunity #27: Evaluate the service delivery model and/or responsibility for maintenance of outdoor facilities maintenance (e.g., for walkways, parking lots, winter controls) to optimize utilization of specialized equipment and reduce third-party contracting costs for Community Services.</p> <p>Rationale: Community Services retains a number of service responsibilities that it does not have the equipment or materials to deliver (e.g., parking lot maintenance and repair), but that do exist in Public Works. The Township should evaluate options including contracting Public Works to provide these services, shifting responsibility for these services, or even organizational changes that would support increased flexible and responsive deployment of specialized equipment and personnel with the necessary qualifications and skills to meet the proactive and reactive service demands of the organization, including seasonal and surge demand.</p>	Urgent
	<p>Opportunity #28: Conduct a Community Risk Assessment (CRA) and update the Fire Master Plan, as needed, including capital asset replacement recommendations within the context of an updated 10-Year Capital Plan, Long-Term Financial Plan, asset conditions, and Council spending and tax commitments. The update should also evaluate the costs and benefits of additional alternative service delivery options - including fee-for-service or shared agreements – to bridge any service gaps created by deferred asset replacement.</p> <p>Rationale: The current CRA is from 2020 and due to be updated. Based on this, and Township’s financial condition, capital spending for Fire Services must be re-evaluated in the context of all municipal capital needs. Where feasible, alternative service delivery options should be considered to support existing service levels and standards in line with the Township’s CRA and level of risk tolerance.</p>	Urgent

Improvement Opportunities (11/14)

	Opportunity & Rationale	Urgency
Service Delivery	<p>Opportunity #29: Establish and maintain a robust service inventory that identifies (1) legislated and discretionary; (2) the service delivery model (in-house, contract, shared, etc.); (3) service standards; and (4) key performance indicators, and align on clear service levels across the organization.</p> <p>Rationale: Across the organization – and particularly with discretionary services – staff reported misalignment between service expectations and delivery capacity. Staff also reported ongoing scope creep with respect to municipal responsibilities. Establishing a comprehensive service inventory will give the Township an organization-wide view of what services the Township delivers, service levels or standards that are either legislated or have been mandated by Council, and how those services are or could be delivered. This clarity will strengthen transparency and accountability while supporting evidence-based decisions about potential service level changes. By defining core and discretionary services, delivery models, and performance indicators, the Township can better evaluate efficiency, resource needs, align service levels with Council priorities, and communicate service level expectations with internal and external service-users.</p>	Enabling
	<p>Opportunity #30: As identified in the Community Services SDR, the Township should assess its existing facility assets (e.g., community halls) and determine if any could be declared surplus and disposed of.</p> <p>Rationale: The Community Services SDR completed by the Township in 2023 identified that Wilmot had a higher proportion of these types of assets than many of its peer group, which supported this recommendation to mitigate or reduce financial pressures relating to on-going operation of these assets as well as capital renewal.</p>	Enabling
	<p>Opportunity #31: Clarify the Township’s role in supporting and executing community events and align resources accordingly.</p> <p>Rationale: The Township provides operational leadership on a select number of marquee events in the community, including the Canada Day celebration. While staff have been directed to support the leadership and coordination of these events, resourcing impacts of these events have not been accounted for in annual budgets or as it relates to deferment of other staff priorities. Many municipalities choose to deliver community events directly to support community well-being, but such services should be accounted for from a staff resourcing and budget perspective to ensure Council has full transparency of the delivery costs.</p>	Enabling

Improvement Opportunities (12/14)

Opportunity & Rationale		
Service Delivery	<p>Opportunity #32: Assess the Township’s current capacity to implement its Traffic Calming Policy and Implementation Plan and evaluate options to strengthen internal resources or partnerships to support program delivery.</p> <p>Rationale: Council endorsed the current Traffic Calming Policy and Implementation Plan in September 2024. The Township has one shared engineering resource assigned to this function, with available capacity for the Traffic Program dictated by other corridor management demands, which have remained high since the position was established. The Traffic Program does not have any other assigned financial resources to support the advancement of identified traffic calming priorities (e.g., for traffic studies or data collection). Additional staff or financial resources are likely necessary to move implementation forward, but recent provincial commitments to support traffic calming may present opportunities for additional funding.</p>	Enabling
	<p>Opportunity #33: Evaluate existing capacity and demand for engineering review of development applications and consider changes to reporting structures and within Engineering or Planning Services, as well as staffing levels based on current and vacant positions to streamline application review and improve approval timelines.</p> <p>Rationale: While engineering review of development applications has improved recently, there remain outstanding questions about the efficiency, effectiveness, and sustainability of existing staffing and organizational structures in supporting timely approval. The Supervisor of Development Engineering position has been vacant for two years, raising interest in alternative structures including bringing engineering review capacity into the Development Services reporting structure.</p>	Enabling
	<p>Opportunity #34: Align on the appropriate scope and level of support for the Mayor and Council to effectively fulfill their roles on Council in their current part-time capacity.</p> <p>Rationale: Like most municipalities of its size, the role of Mayor and Councillors are defined as part-time positions. It is therefore common – even among smaller municipalities – for the Mayor and/or Council to receive varying degrees of administrative and/or legislative support from shared or dedicated staff positions from within the administration (e.g. for scheduling, drafting motions, etc.). In response to increased political demands on municipal leaders, many municipalities have also begun to explore options for increasing capacity through various means including shifting Mayors to full-time roles or providing dedicated political staff.</p>	Continuous Improvement

Improvement Opportunities (13/14)

	Opportunity & Rationale	Urgency
Service Delivery	<p>Opportunity #35: Establish a standard, enterprise-wide approach to capital project planning and management and assess the Township’s existing structure and mix of in-house and contracted engineering capacity to deliver on capital projects across the organization based on the updated Asset Management Plan and Revised 10-year capital plan.</p> <p>Rationale: Most municipalities leverage a mix of in-house and contracted engineering capacity to support the delivery of capital projects, and even those that rely more heavily on contractors often require in-house project management capacity for both engineering and construction of these projects to help manage project risk. As with the maintenance and repair of assets, Community Services and Infrastructure Services manage their own capital projects entirely independently. As the Township develops its internal capacity to manage and deliver capital projects within the Engineering Division, the Township should investigate opportunities to breakdown the siloing of capital projects to streamline and standardize procurement, contract management, engineering standards, and project delivery. This should support the optimization of costs, development of in-house expertise, and build flexibility for responding to fluctuation capital program demands.</p>	Continuous Improvement
	<p>Opportunity #36: Consider centralizing municipal by-law licensing administration within the by-law or legislative service areas.</p> <p>Rationale: Currently, licensing activities are distributed among multiple departments, including Development Services, due to historic organizational and processing structures. While service standards for licensing in Development Services remains strong, a centralized model would streamline processes and records-keeping, strengthen compliance oversight, and provide a more intuitive point of contact for residents and businesses, while allowing departments to focus on their core service delivery mandates. This would require an evaluation of existing capacity within Legislative Services relative to demand and service level expectations.</p>	Continuous Improvement
	<p>Opportunity #37: Conduct a value-for-money review of the economic development services provided by the Waterloo Economic Development Corporation (Waterloo EDC) and Explore Waterloo Region.</p> <p>Rationale: Evaluating the effectiveness, efficiency, and return on investment for these external partnerships will clarify the extent to which these regional organizations are advancing initiatives that align with the Township’s local economic priorities, deliver measurable benefits, and complement limited in-house activities and allow the Township to make an informed decision on the future of this service area.</p>	Continuous Improvement

Improvement Opportunities (14/14)

Opportunity & Rationale		
Service Delivery	<p>Opportunity #38: Consider corporate-wide and department-specific communications needs through the completion of the Communications Plan Refresh and consider whether the Township would benefit from centralizing all corporate communications and marketing within a single service area.</p> <p>Rationale: The Township is currently undergoing a refresh of its existing Communications Plan. Based on the outcomes and identified needs, the Township may wish to centralize communications and marketing to improve service levels for internal customers across the organization, as well as consistency for resident-facing communications, engagement, and branding. Marketing and communications for Community Services is delivered through a dedicated resource within that department, while corporate communications is delivered by resources in the Office of the CAO.</p>	Continuous Improvement
	<p>Opportunity #39: Evaluate opportunities to educate the community on building standards, permitting requirements, and processes.</p> <p>Rationale: Staff reported many instances of customer dissatisfaction driven primarily by non-compliance and enforcement actions taken by the Township, including instances where barriers to compliance are quite low. Improved passive communication channels and availability of information can help inform and prepare applicants for the application process and support compliance and customer satisfaction (e.g., clear process maps, submission requirements, expected timelines, applicant expectations, etc.).</p>	Continuous Improvement

Appendix A | Department & Service Profiles

This section Includes:

- Service Classification and Assessment Methodologies
- Department and Service Profiles

Reading Wilmot's Service Profiles

This Section of the Report provides an overview of each department with an inventory of all services and sub-services provided by each department. Each department has two profile slides and a slide for each of the service areas it is responsible for.

How to read the Department Profile

Slide 1/2



Department Overview

Summarizes the department's key responsibilities, divisions, and services



Budget Overview

Provides a high-level summary of department's expenses and revenue over time. *(Values are based on 'budget' amounts rather than 'actuals' due to inconsistent reporting)*



Organizational Structure

Depicts the internal structure of the department and staffing levels



Department Spending

Breaks down the department's spending by cost type and/or service area for 2024

Slide 2/2



Assessment of Services²

Provides a high-level assessment of the department and its services. See slide 50 for detailed framework used to read service assessments.



Additional Observations

Overview of key observations about the department that emerged in the consultation phase

How to read the Service Profiles

Slide 1/1



Sub-Services Overview

Identifies service classification², delivery method, audience and allocated staff resources. We also report on the number of full-time equivalents for each service. *(Note: "FTE" refers to 'full-time equivalents. Where FTE data is unavailable or cannot be calculated, we report on the number of full-time (FT), part-time (PT), seasonal (S), or volunteer (V) positions)*



Financial Data

Provides a high-level summary of the service area's operating budget (where available).

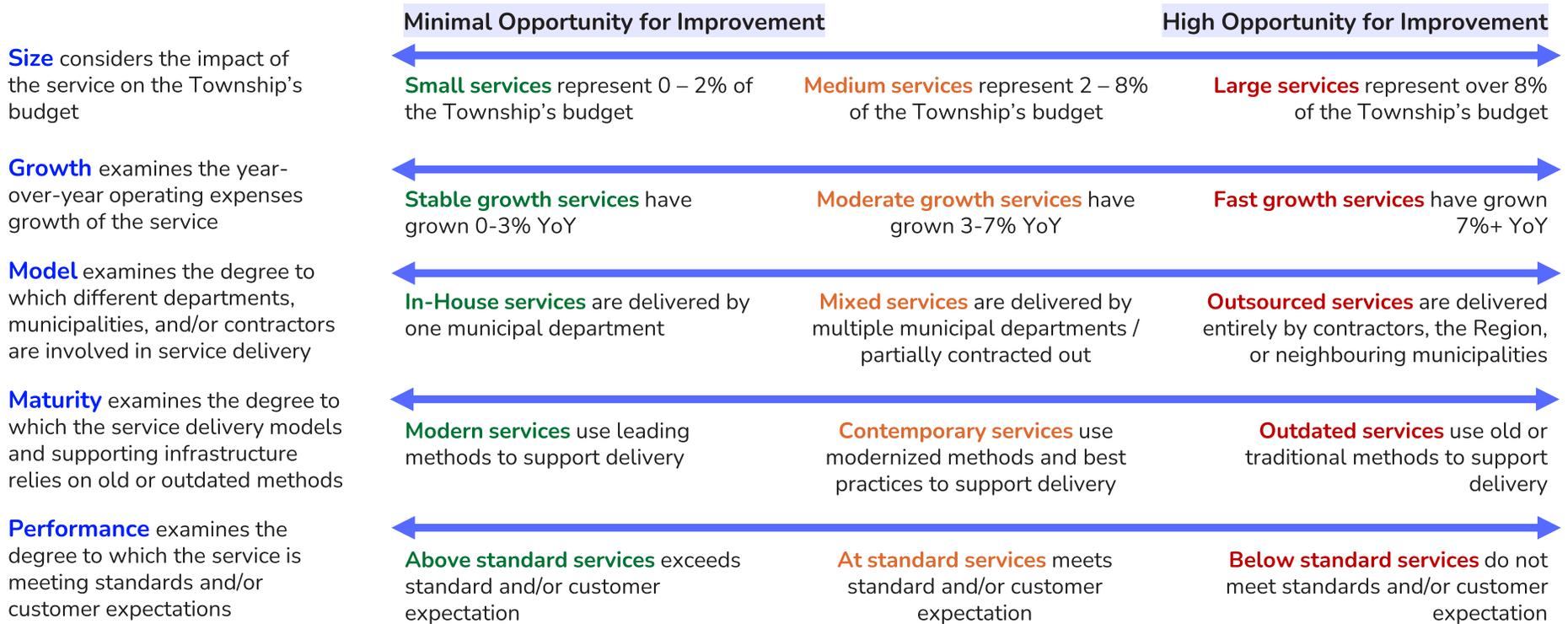


Service Observations

Summarizes how effectively the service performs, identifies legislative standards, and key strengths and challenges

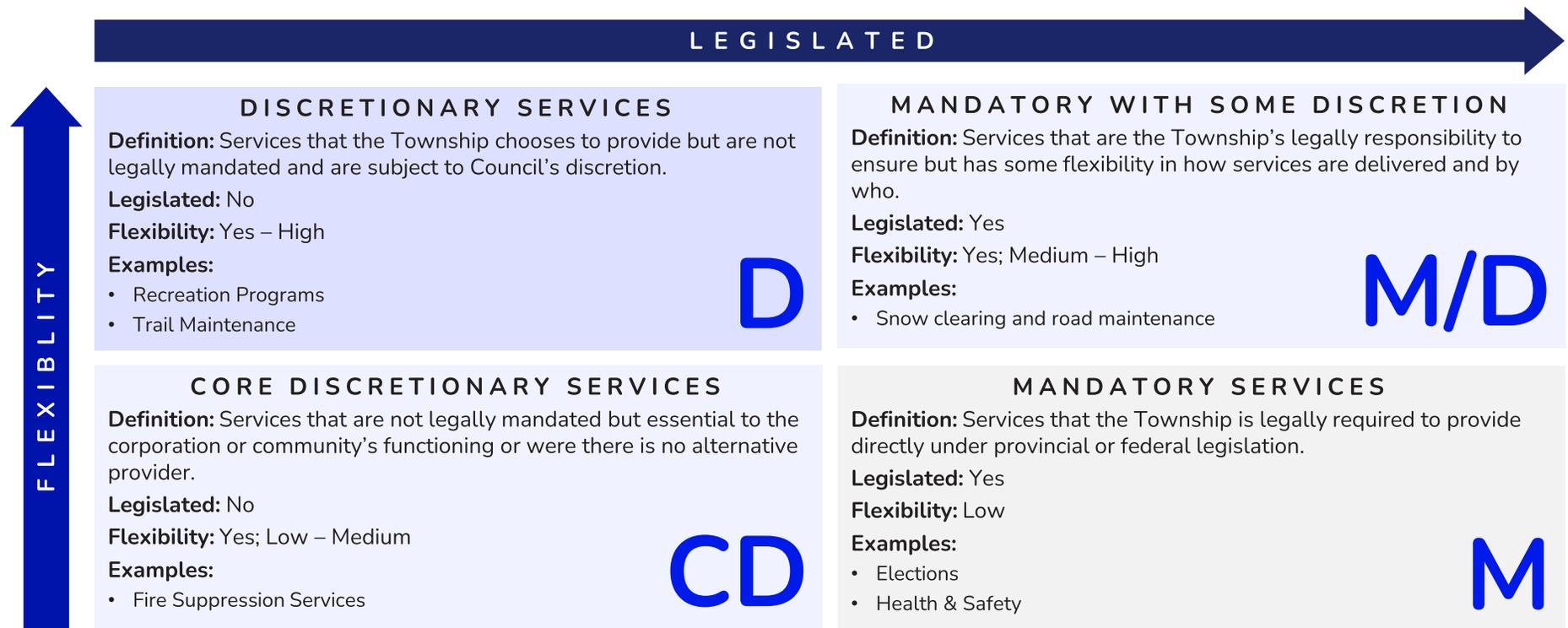
Evaluating Township Services | Service Assessment Framework

Each service is considered through **StrategyCorp’s Service Assessment Framework**, which includes the components and criteria set out below. A mix of quantitative and qualitative inputs are considered in the service assessments which supports the identification of areas of investigation.



Evaluating Township Services | Service Classifications

The services provided by the Township's departments have been classified according to the framework outlined below



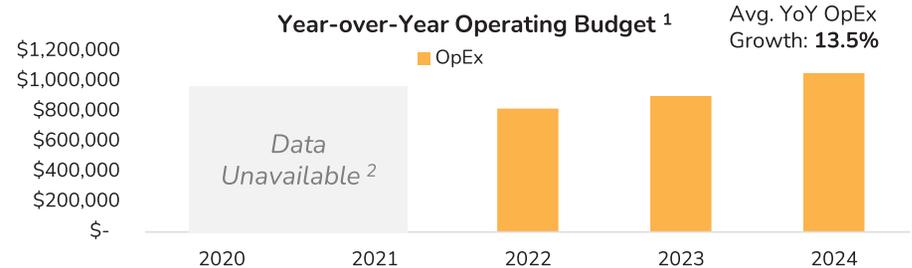
Department Profile | Office of the CAO (1/2)

Department Overview

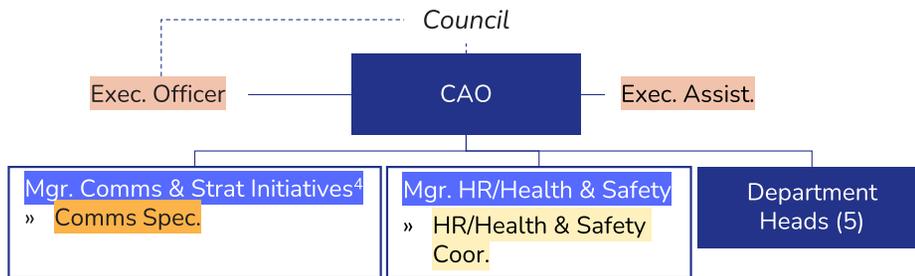
The Office of the Chief Administrative Officer (CAO) is responsible for overall management of the Twp's administration. Other business functions of this department include administrative and liaison support for the CAO and Council.

Service Areas: CAO/Strategic Initiatives, Corporate Communications, Human Resources

Budget Overview

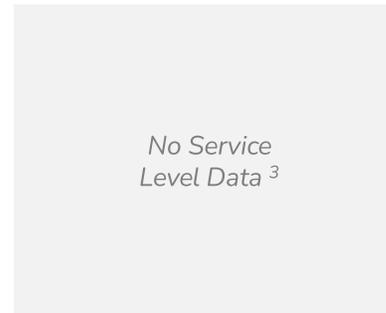


Organizational Structure

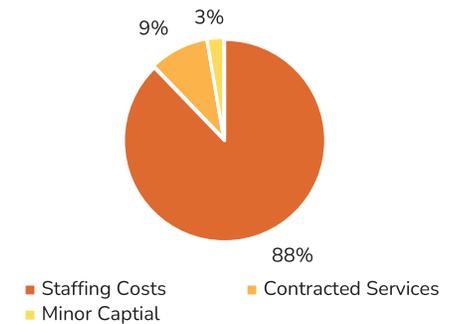


Departmental OpEx as a percentage of total Municipal OpEx (2024): 3.8%

Department Spending by Service Area (2024)



Department Spending by Expense Category (2024)



Department Head: CAO FT: 6 [1]

Total Staffing Costs: \$815,565

[1] Included EO position established in 2024 as part of the Council Operating Budget.
 [2] Organizational changes to the Office of the CAO, Legislative, and Financial Services in 2022, mean department-specific data prior to 2022 is unavailable.
 [3] The Office of the CAO does not provide a report on service specific expenses.
 [4] The Manager, Communications & Strategic Initiatives role is currently vacant.

Department Profile | Office of the CAO (2/2)

Assessment of Department Services

Size **Medium** Growth **Fast**

- The Office of the CAO makes up a medium portion of the Twp's overall OpEx. Department spending in 2024 totaled \$929,015 comprising 3.8% of municipal OpEx the vast majority of which was for staffing.
- Department spending is growing relatively quickly, at 13.5% year-over-year (YoY). This can partially be accounted for by the addition of the Executive Officer Position in 2024, which has been included in the Office of the CAO for reporting purposes.

Model **In-House/
Mixed** Maturity **Outdated** Performance **Below
Standard**

- The majority of services provided by the Office of the CAO are delivered in-house. Communications and HR leverage some contracted support to supplement staff capacity, website transition, recruitment, HR legal advice, benefits and job evaluation.
- Most services either lack entirely - or rely on outdated - processes and policies due to recent centralization of functions, high staff turnover, or a lack of dedicated resources.
- The services within the Office of the CAO do not generally have formal or informal service level standards, leaving customer feedback as the sole and primary indicator of service performance, and service customers (mostly internal) generally report significant room for improvement.
- Where legislated standards exist (e.g. Health and Safety) there are concerns about inconsistent compliance with standards.

Additional Observations:

- Turnover across the department is exceptionally high, with staff averaging only 0.7 years of service.
- In the past two years, there have been four CAOs (both acting and permanent). This has contributed to a lack of leadership and sustainable direction within the department and for the corporation as a whole. While the Township has been able to find a sustainable short-term solution by recruiting an experienced CAO for a two-year fixed term (until 2027), the Township lacks a long-term solution to stabilize leadership over the long-term.
- The HR function has experienced high turnover - four HR managers since 2020 - resulting in inconsistent policy implementation, reduced HR support, and the downloading of legislated functions like Health & Safety to departments.
- Introduced in 2024 and funded through Council's operating budget, the Executive Officer role encompasses both political and administrative functions, creating ambiguity in reporting structures and responsibilities.
- Responsibility for internal corporate communications, while not formally centralized, falls to the Office of the CAO. This has historically been a weakness for the organization, characterized by limited communication from administration and challenges in "closing the loop" on Council information requests. Contributing factors include high staff turnover and the absence of formal information management systems and project data.
- Certain responsibilities of the Office of the CAO, including strategic initiatives such as the Region of Waterloo's Land Assembly Project, must be managed off the side of the CAO's desk or delegated to other members of CLT because they lack dedicated staff resources.

Service Profile | Corporate Communications

Sub-Service	Type	Delivery	Customer	Staffing ¹
Public Engagement & Communication	CD	In-House / Contracted	Internal / External	1 FTE
Media Relations	D	In-House	Internal	
Social Media & Website Management	D	In-House	Internal / External	
Crisis Communications	CD	In-House	External / Internal	
Corporate Branding	D	In-House	Internal	

Financial Data

No Service Level Data

Service Observations

- Communications is delivered through a combination of in-house and contracted resources. Apptic Studios provides ongoing staff support and one-time assistance for specific initiatives, such as the Township's website transition.
- Although Corporate Communications were recently centralized within the Office of the CAO, Community Services continues to manage communications and marketing for Recreation, while Castle Kilbride operates its own communications and engagement activities. Corporate Communications primarily focus on event promotion through the Township's website and social media channels, particularly Facebook.
- Recent efforts have focused on modernizing and strengthening the Township's resident-facing communications function through initiatives such as the website redesign and the establishment of clearer processes to support departmental communication needs.
- However, the absence of defined service-level expectations (e.g., response timelines for social media inquiries) continues to create challenges and frustrations for both staff and residents.
- While largely discretionary, Communications plays a key role in building public trust and confidence by providing consistent and reliable updates on Township projects and initiatives and supporting resident education and awareness.

[1] Total staffing for this service area includes 1 full-time position: Communications Specialist

Classification Category Legend:

44 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | CAO / Strategic Initiatives

Sub-Service	Type	Delivery	Customer	Staffing ¹
Council Relations & Supports	CD	In-House	Internal	1 FTE (unfilled) ²
Special Projects	CD	In-House	Internal	N/A ³
Advocacy and Partnership Management	D	In-House	Internal	2 FTEs
Internal Communications/ Cross Departmental Coordination	CD	In-House	Internal	
Strategic Planning & Performance Measures	D	In-House	Internal	

Financial Data

No Service Level Data

Service Observations

- The CAO's Office has accumulated responsibility for any number of strategic initiatives identified by Council that are difficult to delegate to other department for reasons of political sensitivity, lack of clear alignment with departmental responsibilities, or due to limited available resources. This often results in initiatives existing as "side of the desk" projects that are delayed.
- The Twp has not been able to advance key priorities, including the corporate strategic plan, due to both a lack of Council buy-in and the lack of dedicated resourcing or accountability structures to support ongoing implementation, progress tracking, and reporting.
- Internal Communications *within* the Twp has historically been a weakness. There is a lack of clarity as to where these duties are assigned. Staff and Council expressed long-stranding concern over limited access to information on the status of requests, project updates, and corporate initiatives both due to missing processes and tools, as well as dedicated responsibility.
- While the Twp does not have a dedicated government relations function, several major ongoing projects - such as the Region of Waterloo's Land Assembly Project - require collaboration and advocacy with other levels of government. These activities are currently managed on an ad hoc basis by senior leadership.
- Council relations, including ongoing administrative support for the Mayor and Council are intended to be provided by the Executive Officer. However, the Executive Assistant role is also serving in a dual-capacity as the Executive Officer due to mat-leave, and reporting structures for this role remain unclear.

[1] Total staffing for this service area includes 3 full-time positions: CAO, Executive Assistant, and Executive Officer, each of whom have significant administrative or leadership functions to support.

[2] This department is currently operating with 2 FTEs as the Executive Officer is on parental leave with no backfill.

[3] Special Projects are delegated to CLT on an ad-hoc basis.

Classification Category Legend:

45 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Human Resources

Sub-Service	Type	Delivery	Customer	Staffing ¹
Recruitment & Retention	CD	In-House / Contracted	Internal	2 FTEs
Compensation & Benefits	M/D	In-House / Contracted	Internal	
Staff Performance	CD	In-House	Internal	
Policy Development & Implementation	CD	In-House	Internal	
Workplace Health & Safety	M	In-House	Internal	
Employee & Labour Relations	M/D	In-House / Contracted	Internal	
Employee Engagement & Recognition	D	In-House	Internal	

Financial Data

No Service Level Data

Service Observations

- The Twp has had four HR Managers in the last five years, leading to challenges developing a centralized, high-performing HR function to support internal customers.
- This has contributed to corporate-wide challenges with other departments receiving HR support, stranded initiatives, and inconsistent policy implementation, including for legislated functions. For example, Health & Safety has been functionally downloaded to individual departments.
- Many HR policies only exist informally, resulting in inconsistent application across departments, including vacation and performance management policies. Others are outdated and do not reflect the evolving needs or expectation of employees, residents, or Council.
- HR services rely heavily on manual and outdated processes and tools to manage employee information and support other departments in key HR functions. The new ERP is anticipated to support some HRIS functionality.
- While only a few sub-services within HR are legislated (e.g. Health & Safety, Employee & Labour Relations, and Compensation & Benefits) most remain core to the functioning of the municipality (Recruitment & Retention, Staff Performance, and Policy Development & Implementation).
- HR is also significantly involved in the administration of payroll, though the service continues to be the responsibility of Financial Services.

[1] Total staffing for this service area includes 2 full-time positions: Manager and Coordinator of Health & Safety / Human Resources

Classification Category Legend:

46 **D:** Discretionary Services **CD:** Core Discretionary Services
M/D: Mandatory Discretionary Services **M:** Mandatory Services

Department Profile | Corporate Services (1/2)

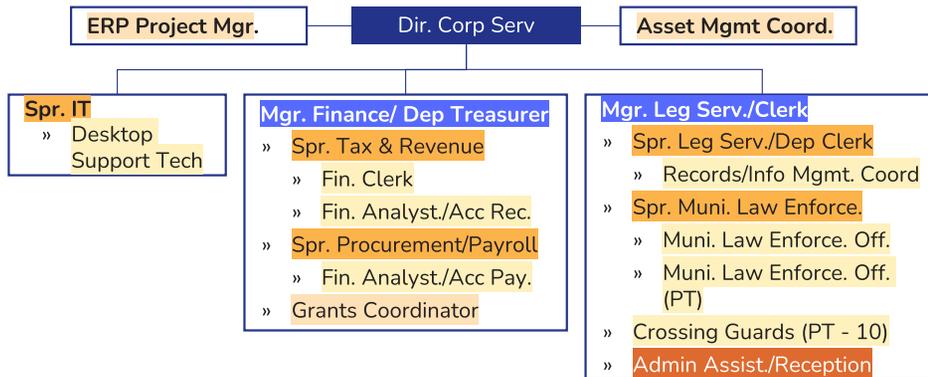
Department Overview

Corporate Services is organized into two major divisions: Legislative Services and Finance Services. The Director also oversees IT, Asset Management, and the ERP Project.

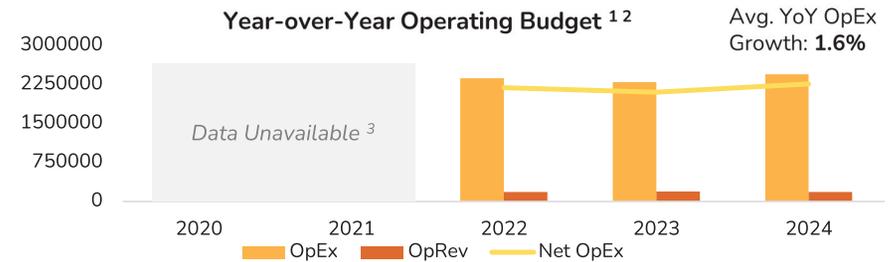
Legislative Services is responsible for all the statutory requirements of the Clerk under the *Municipal Act*, corporate policy management, by-law enforcement, reception, and some licensing. Financial Services is responsible for managing the Township's finances, budget and reporting, financial services, procurement, and grant coordination, and other business functions including risk management and a front-desk presence for receiving in-person payments.

Service Areas: Legislative Services, Municipal Law Enforcement, Budget & Finance Services, Asset Management, IT Services

Organizational Structure

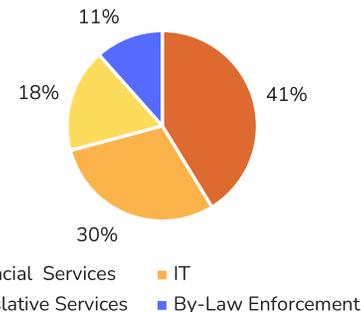


Budget Overview

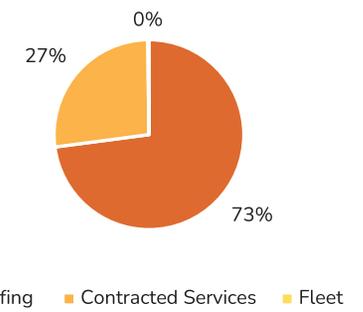


Departmental OpEx as a percentage of total Municipal OpEx (2024): 9.0%

Department Spending by Service Area (2024)



Department Spending by Expense Category (2024)



Dep. Head: Dir. Corporate Services / CFO FT: 18 Total Staffing Costs: \$1,782,750

[1] Excluded Transfer to Election Reserve in Department Operating Expenditures.

[2] Excluded Penalty and Interest on Tax / Water from Revenue.

[3] Organizational changes to the Office of the CAO, Legislative, and Financial Services in 2022, mean department-specific data prior to 2022 unavailable.

Department Profile | Corporate Services (2/2)

Assessment of Department Services

Size **Large** **Growth** **Stable / Mixed**

- Corporate Services' 2024 departmental spending totaled \$2,444,888, representing 9.0% of total municipal operating expenditures. The majority of this spending was within Financial Services (3.7%) and IT Services (2.7%).
- Departmental OpEx grew at a stable 2.6% year-over-year (YoY) from 2022 to 2024. Notable increases in IT Services (12.4% YoY) were offset by declines in Legislative Services (-13.1%), alongside moderate growth in Financial Services (2.7%) and Municipal Law Enforcement (6.1%).

Model **Mixed** **Maturity** **Outdated** **Performance** **Below Standard**

- While Corporate Services were historically delivered in-house, the Township has recently engaged several contracted supports to assist with the 2026 budget, long-term financial planning, AMP compliance and review, and IT support.
- While the organizational changes to consolidate Corporate Services into a single department will support improved consistency and quality for internal-facing services, the department's lacks the infrastructure, tools, and processes needed to modernize operations, automate manual workflows, and enhance integration across the organization.
- Non-compliance with key legislated standards in Financial Services poses corporate-wide risks, including potential ineligibility for provincial grants requiring reporting compliance that has not been maintained.
- Other service areas similarly face challenges meeting legislated or industry-based performance standards and sustaining existing service levels.

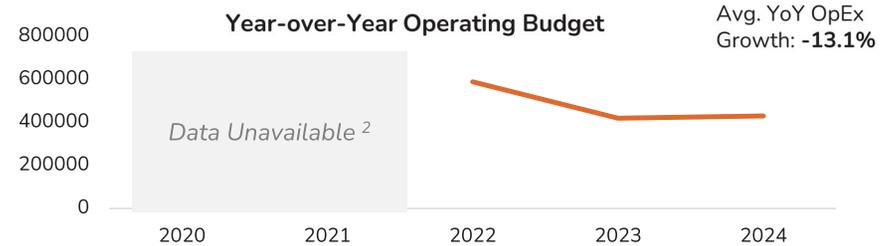
Additional Observations:

- Corporate Services is facing several critical vacancies, including the Director/Treasurer, Clerk/Manager of Legislative Services, Deputy Treasurer/Manager of Financial Services, Supervisor of IT, and the sole dedicated Asset Management Resource.
- Persistent vacancies and turnover in the Director role have contributed to chronic under-resourcing, inconsistent direction, stalled initiatives, and significant gaps in institutional knowledge - particularly regarding the Township's overall financial outlook. These challenges have also affected staff morale. The Director of Development Services has been Acting Director of Corporate Services to bridge the vacancy.
- Records management continues to present difficulties due to leadership changes, policy gaps, and incomplete implementation of new systems and processes. This has limited cross-departmental access to information and raised concerns about data security and integrity, further entrenching departmental silos. Updating key policies and completing the transition to SharePoint remain priorities for the Legislative Services Division.
- Technology capacity across the Twp vary and lags behind operational needs. Several service areas operate seven days a week and require expanded IT support beyond regular business hours. Current IT infrastructure and staffing are not keeping pace with growing service demands.
- The Twp is proactively seeking to fill key leadership vacancies and restore stability within the department, so it can effectively meet the needs of the corporation. A dedicated resource has also been established to manage the procurement and implementation of a new Enterprise Resource Planning (ERP) system, which will enhance modernization, service quality, and efficiency through process automation and improved digital integration across the organization.

Service Profile | Legislative Services

Sub-Service	Type	Delivery	Customer	Staffing ¹
Council & Committee Meetings	M/D	In-House	Internal	3 FTEs
Elections	M	In-House	Internal / External	
Records Management	M/D	In-House	Internal	
Privacy & FOI	M	In-House	External	
Marriage Licenses	M	In-House	External	
Lottery Permits	D	In-House	External	
Customer Service (Reception)	CD	In-House	External	1 FTE

Financial Data



Service Observations

- Legislative Services is delivered by in-house resources.
- Legislative Services are governed by several key statutes, including the *Municipal Act*, *MFIPPA*, *Municipal Elections Act*, *AODA*, and various Twp by-laws (e.g., licensing and procedural by-laws) that establish service delivery requirements and standards. Core functions include the administration of Council Meetings, Records Management, Elections, and FOI Requests.
- While Legislative Services generally meets service level expectations, records management continues to lag in performance as the Twp transitions to SharePoint. Progress has been delayed by limited capacity, a lack of strategic oversight, and incomplete supporting policies and procedures.
- Reception remains an expected and valued component of the Twp’s frontline customer service. While there have been changes to the Twp service model - such as the introduction of automated voice systems - staff continue to provide in-person and phone reception coverage. The in-person service element is highly valued by residents, though some coverage challenges persist during staff absences.

[1] Staffing estimates are based on an overall staffing level for the department of 4 FTEs for Legislative Services, including the Clerk, Deputy Clerk, Information and Records Management Coordinator, and Administrative Assistant / Reception.

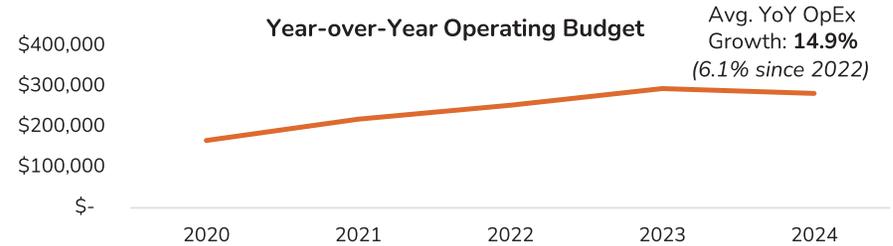
[2] Organizational changes to the Office of the CAO, Legislative, and Financial Services in 2022, mean department-specific data prior to 2022 unavailable.

Classification Category Legend:
 49 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Municipal Law Enforcement

Sub-Service	Type	Delivery	Customer	Staffing ¹
By-Law Education & Communication	D	In-House	External	3 FTE
By-Law Enforcement	M	In-House	External	
By-Law Exemptions Permits	M/D	In-House	External	
Animal Control	M/D	Contracted	External	N/A
Crossing Guards	CD	In-House	External	10 PT

Financial Data



Service Observations

- Municipal Law Enforcement is primarily delivered in-house, with the exception of Animal Control, which is fully contracted to the KW Humane Society.
- The Twp also provides Crossing Guard services at designated locations, with duties standardized under the *Highway Traffic Act*.
- The Twp is mandated by its own by-laws to ensure they are individually enforced, as opposed to being mandated through legislation. However, it retains flexibility in how enforcement is carried out—through education, communication, permitting, or direct enforcement—based on community needs.
- Since 2020, by-law operating expenditures have increased by an average of 15% annually, while revenues from licensing and fees have grown only 2.0% annually, achieving 38% cost recovery in 2024. Although significant increases in ticketing have been reported (from 234 tickets in 2021 to 809 in 2023), no long-term enforcement or compliance data is publicly available.

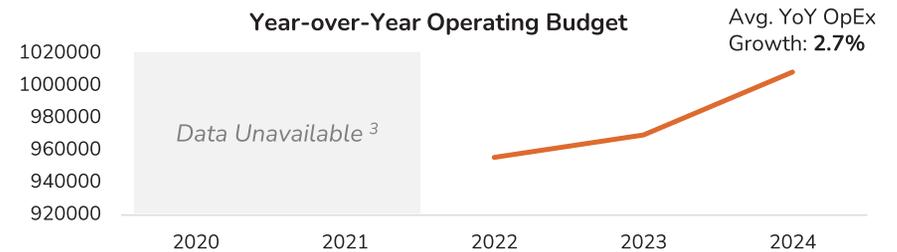
[1] Total staffing for this service area includes 1) 2 full-time positions: Supervisor and Officer of Municipal Law Enforcement; 2) 1 part-time position: Officer of Municipal Law Enforcement; and 3) 10 Crossing Guards

50 **Classification Category Legend:**
D: Discretionary Services **CD:** Core Discretionary Services
M/D: Mandatory Discretionary Services **M:** Mandatory Services

Service Profile | Budget and Finance Services

Sub-Service	Type	Delivery	Customer	Staffing ¹
Budget Preparation	M/D	Contracted	Internal	2 FTEs (unfilled) ²
Financial Reporting	M	In-House	Internal	
Tax Billing & Assessment Roll	M	In-House	Internal / External	3 FTE
Utilities Billing	M	In-House	Internal / External	
Accounts Receivable	M	In-House	Internal / External	
Accounts Payable	M	In-House	Internal / External	2 FTEs
Payroll	M	In-House	Internal	
Procurement	CD	In-House	Internal	1 FTE
Municipal Grant Administration	D	In-House	Internal	

Financial Data



Service Observations

- Budget and Finance Services are primarily delivered in-house through a centralized delivery model for core functions. Some areas, such as procurement and grant administration, remain decentralized, with Financial Services providing only policy, documentation, and standardization support due to limited staff capacity. HR Services also provides payroll support.
- The Twp has recently retained KPMG to develop the 2026 municipal budget as well as a long-term financial plan for the corporation.
- High staff turnover, outdated policies and procedures, and limited resources have contributed to poor compliance with legislated standards (e.g., the Township's last annual FIR was submitted in 2022) and underperformance relative to accounting and municipal best practices (e.g., vendor payments exceeding 30 days). These issues pose significant organizational risk.
- The Twp is actively recruiting for key positions and advancing procurement of an Enterprise Resource Planning (ERP) system to modernize financial processes, enhance access to information, and integrate systems across the organization, including payroll and billing.

[1] Total staffing for this service area includes 1) 8 full-time positions: Manager Finance/ Deputy Treasure, Supervisor of Procurement & Payroll, Supervisor of Taxation & Revenue, Financial Analyst (2), Finance Clerk, Grants Coordinator, Chief Financial Officer (The CFO is also responsible for overseeing all services area within Corporate Services as Director)

[2] Both the Dir. Corp Serv/CFO and Manager of Finance positions were vacant as of August 2025.

[3] Organizational changes to the Office of the CAO, Legislative, and Financial Services in 2022 means that mean department-specific data prior to 2022 is unavailable.

Classification Category Legend:

- 51 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Asset Management

Sub-Service	Type	Delivery	Customer	Staffing ¹
Asset Management Plan	M	In-House	Internal	1 FTE (unfilled) ²
Asset Inventory	M	In-House	Internal	N/A ³
Service Level Planning	M	In-House	Internal	
Lifecycle Management & Condition Assessments	M/D	In-House	Internal	
Long-Term Capital Forecasting	M/D	In-House	Internal	

Financial Data

No Service Level Data

Service Observations

- Asset Management is housed in Corporate Services and is primarily focused on ensuring the Twp’s Asset Management Plan (AMP) complies with provincial legislation.
- Other functions and sub-services related to Asset Management remain largely decentralized, with departments such as Infrastructure, Community Services, and Fire Services generally managing their own assets and capital projects.
- While departments continue to advance asset inventory and condition-based reporting initiatives, this decentralized approach has resulted in limited visibility, data integration, and coordination across the organization, constraining effective long-term asset management planning.
- Although housing Asset Management within Corporate Services is common practice and supports a corporate-wide approach to Asset Management, additional structures, tools, and policies are needed to support cross-departmental coordination and information sharing, ensuring the function delivers corporate-wide value.
- The Twp’s 2024 AMP identified a \$6 million gap between required capital investment and sustainable funding sources and the 2025 budget reported this estimate was likely vastly under-estimated highlighting the limitations of the Twp’s existing AMP to effectively support
- CityWide provides the Twp’s Asset Management software and is assisting with 2024–2025 compliance. While this supports legislative requirements, further work is needed to improve data gaps.

[1] Total staffing for this service area includes 1 full-time positions: Asset Management Coordinator.
 [2] The Asset Manager Coordinator is on parental leave without backfill.
 [3] Individual departments maintain their own assets.

52 **Classification Category Legend:**
 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | IT Services

Sub-Service	Type	Delivery	Customer	Staffing ¹
Desktop Support	CD	In-House	Internal	1 FTE
Network Infrastructure Maintenance	CD	Contracted	Internal	1 FTE (unfilled) ²
Hardware & Software Support	CD	Contracted	Internal	
Cybersecurity	CD	Contracted	Internal	
Physical Security Systems	CD	Contracted	Internal	

Financial Data



Service Observations

- The Twp began transitioning to a contracted IT service provider following the departure of the previous Supervisor of IT, a position that remains vacant. The only remaining in-house IT sub-service is Desktop Support.
- External contractors have been engaged to improve the Twp’s on-site servers, which currently do not meet organizational needs. IT has also begun exploring a potential transition to cloud-based servers to enhance service flexibility and improve user experience within the administration.
- Individual departments generally manage their own digital tools and software platform directly through external service providers (CityWide, GIS, etc.), resulting in system silos and limited integration across the organization.
- Limited staffing and outdated infrastructure have contributed to an underperforming IT service that does not fully meet organizational needs. This has increased reliance on third-party contractors to manage IT emergencies and left staff without the tools required to deliver their own services effectively.
- Between 2022 and 2024, YoY IT spending growth was primarily driven by increased costs for contracted services and materials, rather than staffing.

[1] Total staffing for this service area includes 2 full-time positions: Supervisor of IT, Desktop Support Technician.
 [2] Supervisor is a funded position that has been left vacant since early 2025 and backfilled with a contracted IT service provider.
 [3] Prior to 2022, IT Services were not reported as a distinct budget line.

53 **Classification Category Legend:**
 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

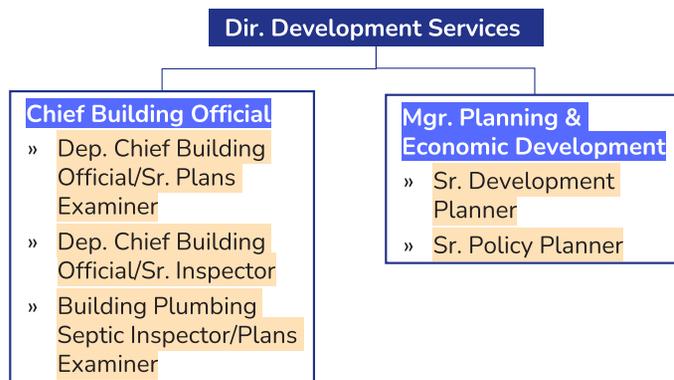
Department Profile | Development Services (1/2)

Department Overview

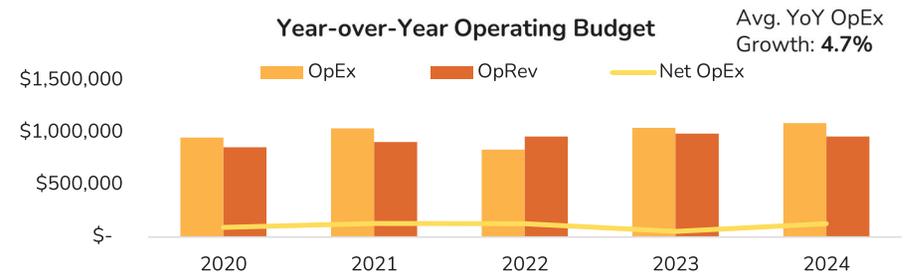
The Development Services Department is responsible for planning, setting policy and regulating the physical and economic growth of the community, and heritage protection. The department is organized into two main divisions: Planning and Development and Building Services. The department also maintains some responsibility for zoning-related licensing as well as maintains a “front-desk” presence.

Service Areas: Land-Use Planning, Development Planning, Building, Economic Development, and Heritage

Organizational Structure

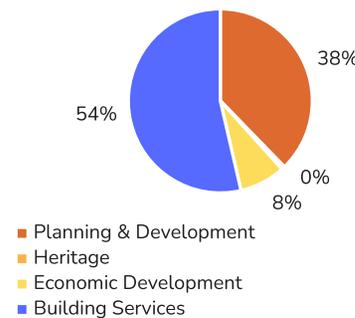


Budget Overview

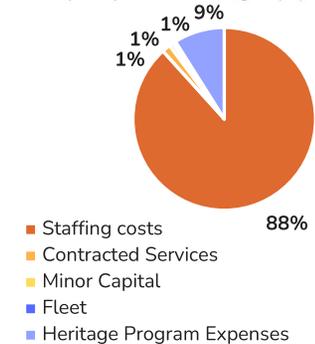


Departmental OpEx as a percentage of total Municipal OpEx (2024): 4.0%

Department Spending by Service Area (2024)



Department Spending by Expense Category (2024)



Department Head: Dir. Development Services FT: 8 Total Staffing Costs: \$964,505

Department Profile | Development Services (2/2)

Assessment of Department Services

Size Medium **Growth** Moderate

- Development Services represents a mid-sized portion of the Township's overall operating expenditures, totaling \$1,241,505 (4.0% of total OpEx). More than half of this funding is allocated to Building Services.
- Departmental OpEx growth increased moderately by 4.7% YoY, driven primarily by growth in Planning and Development Services (21.4% YoY). While revenues in Planning and Development also rose significantly (13.4% YoY), overall departmental revenues remained relatively stable (2.9% YoY) due to stagnant revenue growth in Building Services.

Model In-House **Maturity** Contemporary **Performance** At Standard

- Planning, Development, and Building Services in Wilmot are delivered in-house, with additional support from the Region and Castle Kilbride for Heritage and Economic Development functions.
- The department has undergone significant modernization and digitization in recent years, particularly in the areas of data management and process automation.
- Development Services continues to meet provincially legislated service standards for permit and application processing. Prior to the implementation of the Committee of the Whole (CoW) system, the Twp was also recognized by Waterloo Region as a regional leader in processing timelines.
- The department is on track to complete its Official Plan review cycle by Summer 2026, consistent with legislated requirements.

Additional Observations:

- Development Services is a highly experienced and resilient department, with an average staff tenure of 17 years. While formal documentation is limited, the department benefits from effective succession planning and backfill capacity, supported by a strong culture of mentorship that emphasizes proactive onboarding and professional development for junior staff.
- Despite ongoing concerns about processing timelines, the Department continues to demonstrate a strong commitment to customer service and responsiveness, consistently identified as one of its key organizational strengths.
- During the COVID-19 pandemic, the department adapted swiftly, digitizing building and planning application processes and converting all records into digital formats. It also introduced fillable PDF forms and implemented remote inspection tracking tools. However, some challenges remain due to limited integration across information management systems, leading to decentralized data within the department and across related service areas.
- The Department also maintains legacy licensing responsibilities for permits requiring zoning review (e.g., refreshment vehicles, portable signs, billboards, farm occupations, and home occupations). These are managed by staff on an as-needed basis, depending on capacity. While this arrangement is not ideal, staffing constraints in other departments currently prevent the centralization of licensing functions without affecting customer service standards.
- There are no entry-level positions within the Development Services team. The Department currently faces a gap in entry-level and GIS support, following the loss of a volunteer resource who had provided assistance with GIS and administrative functions.

Service Profile | Land-use Planning

Sub-Service	Type	Delivery	Customer	Staffing ¹
Official Plan Development & Updates	M	In-House	Internal / External	1.75 FTE ² (0.5 unfilled) ³
Zoning By-Law Administration	M	In-House	External	
Licensing	M/D	In-House	External	
GIS Mapping	D	In-House	Internal	0 FTE

Financial Data

No Service Level Data

Service Observations

- Land-use planning is delivered in-house for the Twp.
- The Ontario *Planning Act* governs land-use planning compliance standards and the activities the Twp is required to enforce. Planning staff are expected to remain current with evolving provincial legislation and ensure the Twp's policies align with provincial direction.
- Maintaining planning policies - such as the Official Plan, Zoning By-law, and development guidelines - in a manner that reflects both provincial and Council priorities helps reduce pressure on development application services by minimizing amendment requests. Keeping these policies current also enhances the user experience for residents and developers by ensuring clarity and predictability in the planning process.
- Some policies, such as the Official Plan, have legislated renewal requirements, while others, though not mandated, play a significant role in improving customer experience and service delivery (e.g., development guidelines).
- Planning staff are currently leading policy development and community consultation for the Official Plan Update, which is legislated and expected to be completed by summer 2026. Updates to the Zoning by-law and other supporting policies will follow.
- Until recently, the Twp relied on a volunteer to provide GIS mapping support for Development Services. The volunteer also contributed to record digitization and data management modernization efforts. Their departure has created a technical capacity gap that the team had previously depended on.

[1] Total staffing for Land-use Planning and Development Planning service areas includes 4 full-time positions: Director of Development Services, Manager of Planning and Economic Development, Sr. Development Planner, Sr. Policy Planner.

[2] The Sr. Policy Planner is the only position dedicated to policy development; other staff in Planning services provide support for both policy and licencing functions.

[3] The Director of Development Services is currently the Acting Director of Corporate Services, with the Manager of Planning and Economic Development acting as backfill for the Development Services Department.

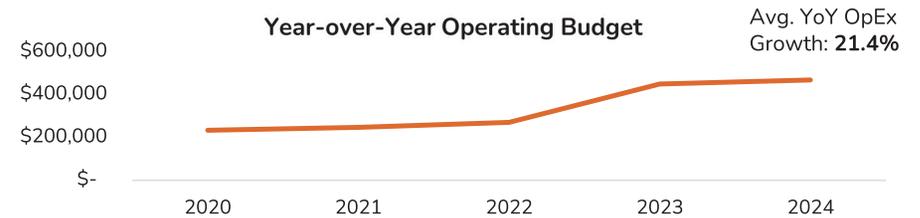
Classification Category Legend:

56 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Development Planning

Sub-Service	Type	Delivery	Customer	Staffing ¹
Development Application Review (OPA, ZBA, site plan, subdivision, condo, etc)	M	In-House	External	1.75 FTE ² (0.25 unfilled) ³
Committee of Adjustment	M	In-House	Internal / External	

Financial Data



Service Observations

- Development Application Review is delivered in-house by the Planning Services Division and requires coordination and input from other departments and service areas, including Engineering Services and Building Services.
- Development Application Review and the Committee of Adjustment are mandated services under the *Planning Act*, which sets standards for policy implementation and processing timelines. The Twp is fully compliant with these provincial requirements.
- This Department participated in a Lean Six Sigma review conducted by the Region, which found that the Twp had the fastest application approval times in Waterloo Region. However, the transition to a COW structure has since resulted in a longer review process.
- The Twp does not currently leverage any specialized software to support development application submission or review.
- The YoY increase in OpEx was primarily driven by higher staffing levels. This was partially offset by a 13.4% YoY rise in revenues from planning and development fees, resulting in a cost recovery rate of 70% in 2024.

[1] Total staffing for Land-use Planning and Development Planning service areas includes 4 full-time positions: Director of Development Services, Manager of Planning and Economic Development, Sr. Development Planner, Sr. Policy Planner.

[2] The Sr. Development Planner is the only position dedicated to Development Planning; other staff in Planning Services provide support for Application Review as needed.

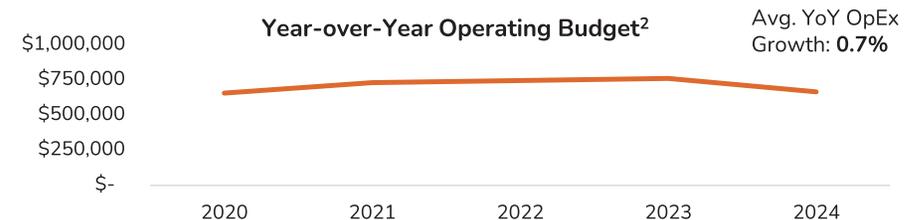
Classification Category Legend:

57 **D:** Discretionary Services **CD:** Core Discretionary Services
M/D: Mandatory Discretionary Services **M:** Mandatory Services

Service Profile | Building

Sub-Service	Type	Delivery	Customer	Staffing ¹
Development Application Review	M	In-House	Internal / External	3 FTE
Building Permits	M	In-House	External	
Building Inspections & Enforcement	M/D	In-House	External	
Septic Inspections	M/D	In-House	External	1 FTE

Financial Data



Service Observations

- Building Services are delivered in-house by the Twp.
- The Twp is mandated by the *Ontario Building Code* to enforce the standards outlined in the *Act* and to review and permit all developments. While municipalities have flexibility to contract out some sub-services, such as inspections, many choose to provide these services in-house where demand is sufficient due to the typically high cost-recovery rates.
- The *Building Code* includes highly prescriptive service delivery standards (e.g., permit processing timelines) within which the Twp remains fully compliant.
- A new inspection module was recently added to CityWide, enabling remote scheduling and digital recording of building inspections. However, integration with the Twp's financial and internal records management systems remains a challenge. Building Services also utilizes CityWide for application reviews.
- Operating revenues from permitting fees and departmental expenses have remained stable YoY, with the service achieving a 95% cost recovery rate in 2024.

[1] Total staffing for this service area includes 4 full-time positions: Chief Building Official, Deputy Chief Building Official/ Senior Plans Examiner, Deputy Chief Building Official/Senior Inspector, Building Plumbing Septic Inspector/Plans Examiner

[2] Excluding transfer to reserve funds from the YoY operating expenditures.

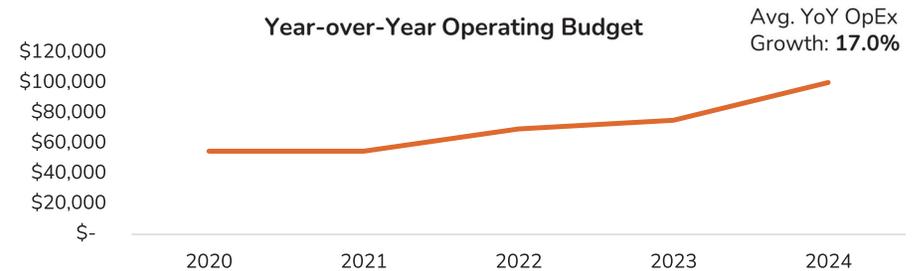
Classification Category Legend:

58 **D:** Discretionary Services **CD:** Core Discretionary Services
M/D: Mandatory Discretionary Services **M:** Mandatory Services

Service Profile | Economic Development

Sub-Service	Type	Delivery	Customer	Staffing ¹
Business Attraction & Retention	D	Contracted (WaterlooEDC)	External	0.25 FTE (unfilled) ²
Strategic Partnerships with MSCs	D	In-House	External	

Financial Data



Service Observations

- Economic Development is an entirely discretionary service that municipalities have a great deal of flexibility in providing.
- In Wilmot, economic development initiatives are delivered regionally by two main Municipal Services Corporations (MSCs), WaterlooEDC and Explore Waterloo Region, which support business/investment attraction and tourism marketing, respectively.
- Wilmot is a member of both organizations and provides annual financial contributions to support the services these organizations deliver.
- Wilmot’s Manager of Planning and Economic Development is formally responsible for collaborating with MSCs and for local economic development initiatives should the opportunity arise (e.g. Housing Accelerator Funding). Practically though, no capacity exists to support local initiatives currently.
- While YoY OpEx growth was significant, Economic Development accounted for less than 0.4% of total municipal operating spending in 2024.

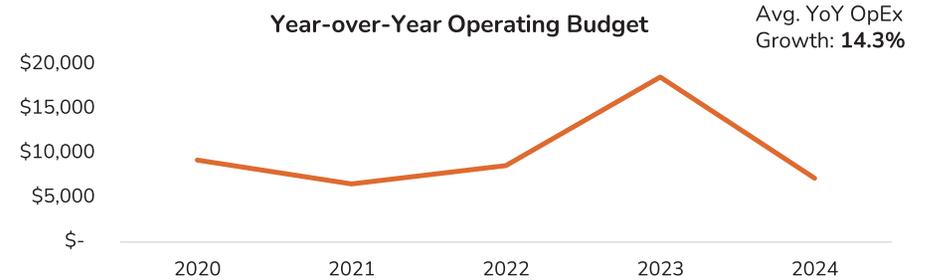
[1] There are no dedicated positions for Economic Development, it falls under the broader responsibilities of the Manager of Planning and Economic Development.

59 **Classification Category Legend:**
 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Heritage

Sub-Service	Type	Delivery	Customer	Staffing ¹
Municipal Heritage Register	CD	In-House	External	0.25 FTE
Heritage Wilmot Advisory Committee	CD	In-House	External	

Financial Data



Service Observations

- The Heritage Wilmot and Castle Kilbride Advisory Committee reports to Council and is administered by both Development Services and Community Services. The purpose of the Committee is to advise Council on matters relating to the designation and conservation of properties of cultural and heritage value.
- While these sub-services are not mandated, they are regulated by the *Ontario Heritage Act*, which grants municipalities the authority to maintain a Municipal Heritage Register of properties with cultural heritage value or interest, if they elect to do so through by-laws.
- Budget 2024 reported a 50% reduction in student placements, resulting in nearly a 62% reduction in program expenses between years 2023 to 2024, and skewing YoY growth figures. Heritage operating expenses made up only 0.03% of total municipal operating expenses.

[1] There are no dedicated positions for Heritage, the Sr. Policy Planner provides support to the Heritage Committee.

60 **Classification Category Legend:**
 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

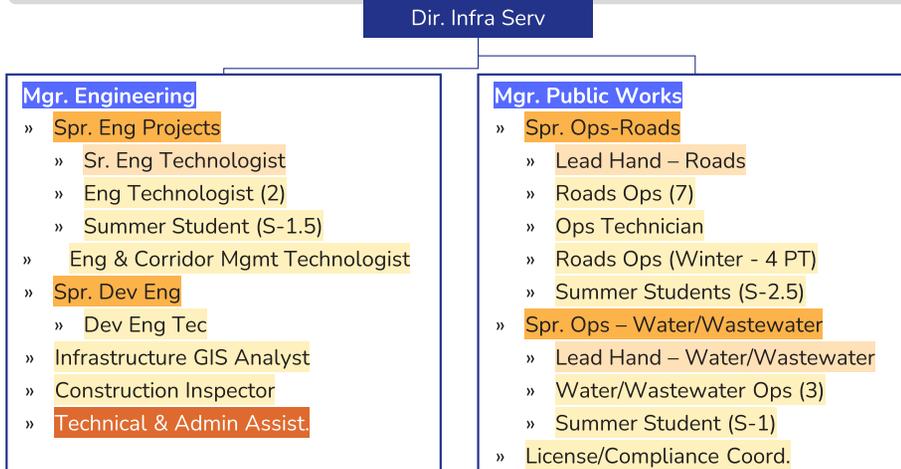
Department Profile | Infrastructure Services (1/2)

Department Overview

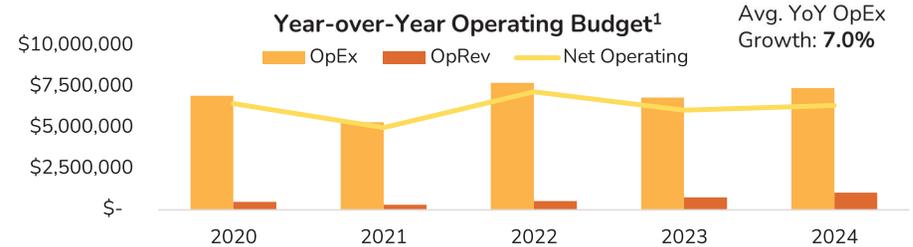
The Infrastructure Services Department is responsible for the planning, maintenance, oversight, and management of the majority of the Township's physical assets, as well as its water and wastewater management systems. The department is organized into two main divisions: Engineering, and Public Works. Other business functions include contract management for construction projects and general administrative support to the department.

Service Areas: Engineering, Transportation Operations, Drinking Water Systems Operations, and Wastewater Operations

Organizational Structure

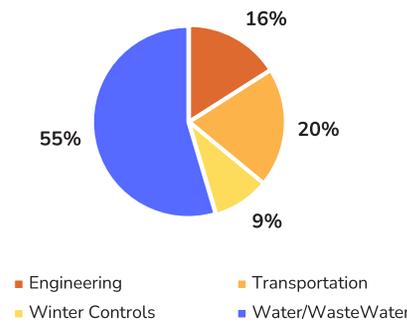


Budget Overview

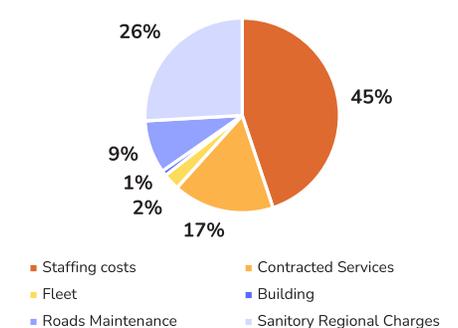


Departmental OpEx as a percentage of total Municipal OpEx (2024): **34.4%**

Department Spending by Service Area (2024)^{2,3}



Department Spending by Expense Category (2024)



Department Head: Dir. Infrastructure Services FT: 30 Total Staffing Costs: \$3,396,095

61 [1] Excluded Transfer T/F Reserve Fund in Department Operating Expenditures.
 [2] "Transportation" includes Transportation Services/Roads Operations, Street Lighting, and Municipal Drains
 [3] Wastewater budget included within the Infrastructure budget.

Department Profile | Infrastructure Services (2/2)

Assessment of Department Services

Size Large **Growth** Moderate

- Infrastructure Services accounts for the largest share of the Twp’s OpEx, totaling \$9,342,525 (or 34.4% of municipal OpEx), with the majority allocated to Water/Wastewater Services.
- OpEx grew moderately at an average of 7.0% YoY from 2020 and 2024, driven primarily by increased staffing costs within Engineering.
- Other service areas are all growing at a stable or moderate pace.

Model In-House / Mixed **Maturity** Contemporary **Performance** At Standard

- Infrastructure Services are primarily delivered in-house, with certain key functions - water and wastewater treatment and technical capital engineering, maintenance, and repairs - contracted to specialized external providers.
- Municipalities are mandated to maintain provincially and professionally regulated standards and service levels for critical infrastructure and assets. However, they retain flexibility in determining how services are delivered to meet those standards. Infrastructure Services meets applicable requirements.
- The departments service delivery is generally contemporary, including modern work-order management systems (Mesh for Transportation and CityWide for Water/Wastewater) that allows staff to prioritize, track, and resolve work efficiently. The Twp has also implemented a digitized asset inventory using GIS, which continues to undergo improvement.
- However, integration and collaboration challenges persist, particularly within Engineering Services, which currently lacks access to Mesh or CityWide, limiting visibility into ongoing maintenance and construction projects.

Additional Observations:

- Like most departments, Infrastructure Services has had to manage critical staffing vacancies across all levels, including the Director and front-line positions.
- While the Twp has gradually increased staffing levels in Engineering Services to support a growing volume of construction projects, other front-line areas within Public Works continue to operate with lean staffing. Staff noted that the past year represented the Twp’s busiest construction season in over 15 years.
- In certain areas, such as Water/Wastewater Services, recent vacancies have reduced staffing to the minimum operational standard. Although legislated service levels continue to be met, this has introduced operational and safety risks.
- The Department recently completed a comprehensive inventory of Twp infrastructure assets to better understand the municipal asset base and monitor asset life cycles. This analysis also identified gaps in culvert data, underscoring the need for improved data collection and integration.
- Many of the Twp’s core assets are aging and require substantial investment and ongoing maintenance to remain operational and safe. In addition, several key policies and procedures - including those governing roundabout design, traffic signal standards, and encroachment management - require updates to reflect current best practices and service demands.
- Infrastructure Services also lacks a modern timesheet system, limiting staff’s ability to accurately track time allocation. This constraint affects the department’s capacity to monitor project costs, budget for equipment and materials, and produce detailed financial reporting. The upcoming implementation of an ERP system is expected to resolve these issues by introducing a robust, centralized time-tracking tool.

Service Profile | Engineering

Sub-Service	Type	Delivery	Customer	Staffing ¹
Capital Projects	CD	In-House / Contracted	Internal	5 FTE (1 backfill) ²
Development Engineering (Planning Applications Review)	M/D	In-House	Internal / External	2.5 FTE (1 unfilled) ³
Asset Inventory & Condition Reporting / GIS	M/D	In-House	Internal	1 FTE
Corridor / Utilities Management (Municipal access, Right-of-Way, municipal consent)	M/D	In-House / Contracted	Internal / External	1.5 FTE
Traffic Management	D	In-House / Contracted	Internal	1 FTE (+1.5 seasonal)
Construction Inspection	CD	In-House / Contracted	Internal / External	1 FTE

[1] Total staffing for this service area includes 1) 12 full-time positions: Director-Infrastructure Services, Manager-Engineering, Supervisor-Engineering Projects, Sr. Engineering Technologist, Engineering Technologists (2), Construction Inspector, Supervisor-Development Engineering, Development Engineering Technologist, Infrastructure GIS Analyst, Engineering & Corridor Management Technologist, Technical & Administrative Assistant; and 2) 1.5 summer students (1 shared with Transportation).

[2] The Manager of Engineering is currently backfilled through a temporary 6-month contract with an Engineer from MTE Consultants, and the previous Manager is the Acting Director of Infrastructure.

[3] The Supervisor of Development Engineering has been vacant for over two years.

Financial Data



Service Observations

- Wilmot delivers a significant amount of Engineering Services in-house. Like many municipalities, the Twp also relies on contracted support for highly specialized or technical capital projects, or where internal capacity is limited.
- Most services within Engineering are mandatory or governed by legislated and professional standards. However, municipalities retain flexibility in how these services are delivered, and some do not operate distinct “engineering departments.” Wilmot’s in-house delivery model provides greater operational oversight, risk management, and quality control over infrastructure projects.
- The Twp maintains dedicated resources for Corridor and Utilities Management and Traffic Management, which is uncommon among peer municipalities, but which also serves as a discrete revenue source for the Twp.
- While Development Application Review has historically been an underperforming sub-service, delaying processing timelines, recent personnel changes have supported improved service levels.
- Engineering represents a moderate share of Twp OpEx (5.5%), and although spending has grown in recent years, revenue from service charges increased by more than 50% YoY, recovering 45% of Engineering’s OpEx in 2024.

Classification Category Legend:

63 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Transportation Operations

Sub-Service	Type	Delivery	Customer	Staffing ¹
Road & Roadside Maintenance	M/D	In-House	External	10.5 FTEs (+2.5 seasonal) ²
Roads Fleet & Equipment Maintenance	CD	In-House	External	
Bridge Maintenance & Repairs	M/D	In-House / Contracted	External	
Street Lighting & Traffic Signals	M/D	In-House / Contracted	External	
Drainage Systems Maintenance & Repairs	M/D	In-House / Contracted	External	
Gravel Pit Management	D	In-House	Internal	

Financial Data



Service Observations

- Wilmot delivers maintenance and repair services for Twp-owned transportation infrastructure, as well as some non-Twp-owned infrastructure (e.g. boundary roads or structures) through various service agreements.
- Municipalities are subject to legislated service level requirements, defined under the *Ontario Minimum Maintenance Standards*, which establish road and roadside inspection and maintenance standards. Additional legislation, including the *Municipal Act* and *Drainage Act*, governs inspections and maintenance for bridges and drainage systems, respectively.
- Transportation Operations are primarily delivered in-house up to a certain level of specialization or repair, after which work is contracted to external providers. E.g., Twp staff perform minor bridge and drainage system maintenance, while major repairs or complex maintenance activities are contracted out. Staff also manage their own fleet and equipment maintenance, except in cases involving major repairs or transmission issues. Street Lighting Services are fully contracted to external providers.
- The Twp's gravel pit operation also contributes to municipal revenue through the collection of aggregate resource fees, which represents just under 9% of the services area's OpEx.

[1] Total staffing for both Transportation Services and Winter Controls includes 10 full-time positions: Supervisor of Roads Operations, Lead Hand – Roads, Roads Operators (7); Operations Technician; 2) 1 shared Manager of Public Works with Water/Wastewater.

[2] Transportations Servies also leverages 2.5 summer students (1 shared with Engineering).

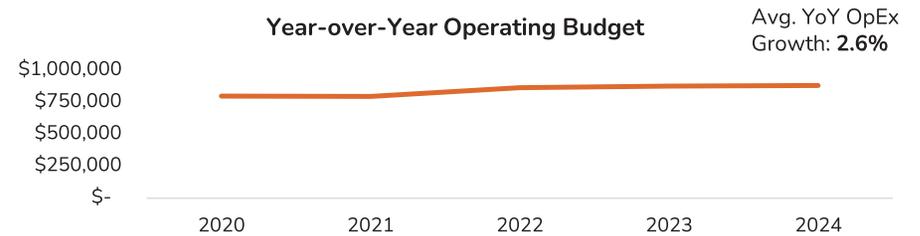
Classification Category Legend:

- 64 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Winter Controls

Sub-Service	Type	Delivery	Customer	Staffing ¹
Snow Removal	M/D	In-House / Contracted	External	10.5 FTEs (+4 PT) (as needed) ²
Salting / Sanding	M/D	In-House	External	

Financial Data



Service Observations

- Winter Maintenance Services are primarily delivered in-house by the Twp to ensure safe road conditions throughout the winter season. Services are carried out in accordance with the *Ontario Minimum Maintenance Standards*, which sets legislated service levels for snow clearing and ice control to support road safety and accessibility. The Twp also conducts regular patrols to monitor road conditions and deploy equipment as legislated.
- The Twp clears sidewalks only in front of municipal properties, walkways, and back-lotted properties. Winter Maintenance for municipal parking lots is contracted out to a third-party as it does not fall within the scope of services provided by Public Works. The Region maintains responsibility for certain boundary roads.
- Residents are responsible for snow removal on sidewalks adjacent to their properties.
- With current staffing levels, the Municipalities occasionally struggles to meet Minimum Maintenance Standards related to Winter Controls, especially for afternoon and weekend coverage.

[1] Total staffing for both Transportation Services and Winter Controls includes 10 full-time positions: Supervisor of Roads Operations, Lead Hand – Roads, Roads Operators (7); Operations Technician; 2) 1 shared Manager of Public Works with Water/Wastewater; and 3) 4 part-time seasonal positions.

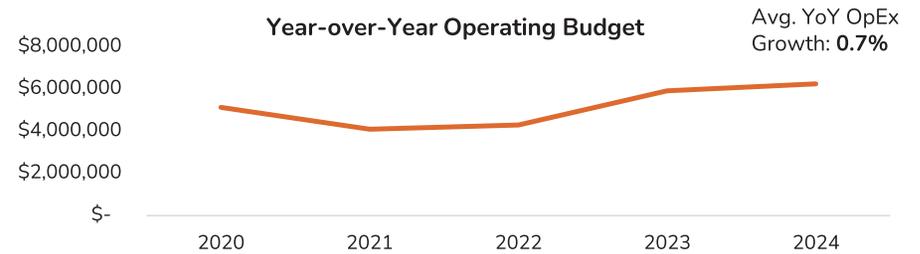
[2] Transportation Services staff are only deployed for winter controls seasonally as needed.

65 **Classification Category Legend:**
D: Discretionary Services **CD:** Core Discretionary Services
M/D: Mandatory Discretionary Services **M:** Mandatory Services

Service Profile | Water/Wastewater Operations

Sub-Service	Type	Delivery	Customer	Staffing ¹
Distribution & Collection System Maintenance	M/D	In-House	External	5.5 FTEs (2 unfilled) ² (+1 seasonal)
Water Meter Maintenance	M/D	In-House	External	
Hydrant Maintenance	M/D	In-House	External / Internal	
Pumping Station Operations	M/D	In-House	External	
Quality Management (incl. drinking water testing)	M/D	In-House	External	
Reporting & Licensing	M	In-House	Internal / External	1 FTE
CLI-ECA permitting	M/D	In-House	External	N/A
Drinking Water Treatment	M/D	Contracted (Region)	External	
Wastewater Treatment	M/D	Contracted (Region)	External	

Financial Data



Service Observations

- The majority of Water/Wastewater Services are delivered in-house with Township-owned assets.
- Water/wastewater treatment is provided by the Region through a fee-for-service model, as the Region owns local water treatment assets. These sanitary charges make up ~70% of the total OpEx for Water/Wastewater.
- Water/Wastewater Operations are regulated by the *Ontario Water Resources Act*, which establishes clear service standards that the Twp must adhere to.
- This service area is required to meet minimum staffing standards to ensure 24-hour on-call coverage. At present, the division has only 3 Certified Operators FTEs and are therefore running at minimum staffing levels, raising concerns about potential staff burnout and potential impacts on service levels and quality.
- The Twp's water/wastewater infrastructure is aging, increasing demand for maintenance and repairs, which can only be managed on a reactive basis based on existing staff capacity and tools.

[1] Total staffing for Water/Wastewater includes 1) 6 full-time positions: Supervisor of Water/Wastewater Operations, Lead Hand – Water/Wastewater, Water/Wastewater Operators (3); Licensing and Compliance Coordinator; 2) 1 shared Manager of Public Works with Water/Wastewater; and 3) 1 summer student
 [2] Two Operator positions are currently vacant.

66 **Classification Category Legend:**
 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

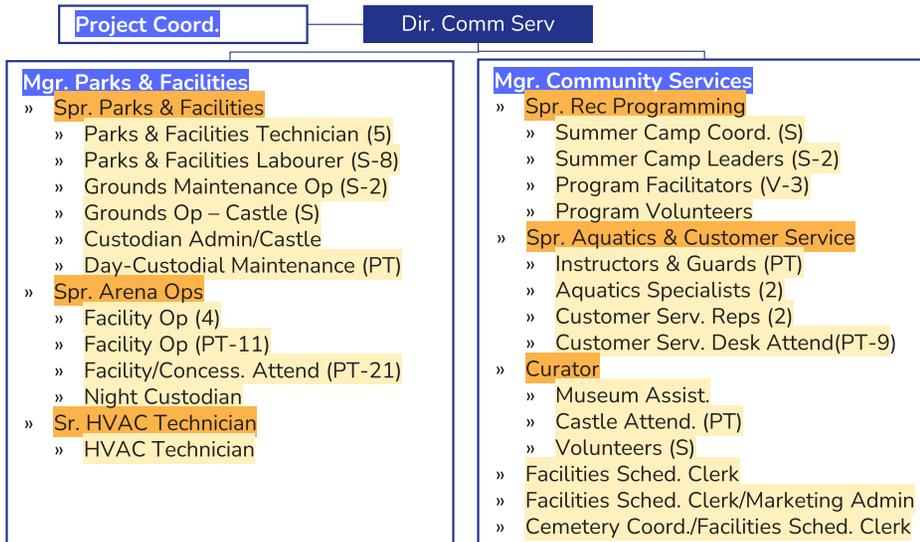
Department Profile | Community Services (1/2)

Department Overview

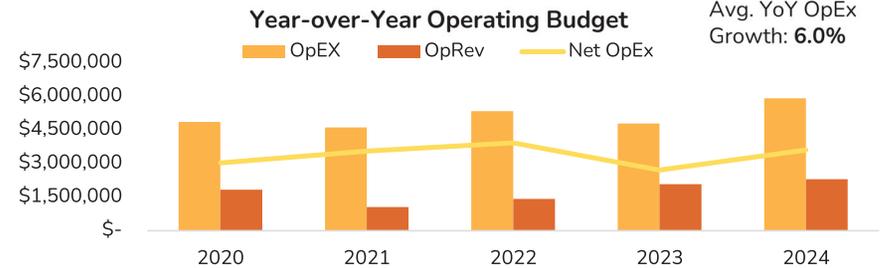
Community Services is organized into two major divisions: Parks & Facilities and Community Services. This department is also responsible for its own maintaining its own assets and capital projects.

Service Areas: Wilmot Recreation Complex, Arena, Customer Service, Recreation Programming, Arts & Culture, Events, Museum (Castle Kilbride), Cemeteries, Parks and Facilities

Organizational Structure

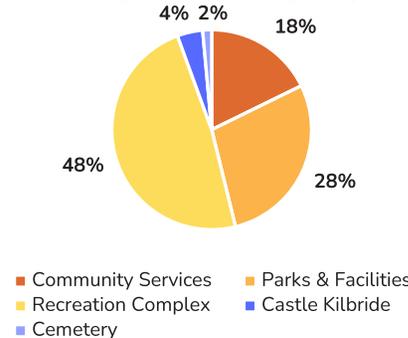


Budget Overview

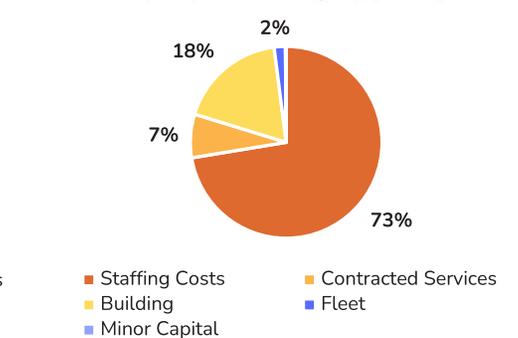


Departmental OpEx as a percentage of total Municipal OpEx (2024): 21.7%

Department Spending by Service Area (2024)



Department Spending by Expense Category (2024)



Department Head: Dir. Community Services FT: 30 Total Staffing Costs: \$4,253,400

Department Profile | Community Services (2/2)

Assessment of Department Services

Size **Large** **Growth** **Moderate**

- Community Services makes up a large portion of the Twp's overall OpEx, totaling \$5,911,870, or 21.7% of municipal OpEx in 2024. Nearly half of this spending went to the Wilmot Recreation Complex (WRC), while another 28% went to Parks & Facilities.
- Department OpEx is growing at a moderate rate of 6.0% YoY. The WRC had the highest individual average YoY growth within the department at 10.1%.

Model **In-house / Mixed** **Maturity** **Contemporary / Outdated** **Performance** **At Standard**

- The majority of Community Services are delivered in-house. However, most capital projects, and some select outdoor maintenance are delivered by third-party contractors.
- This department leverages a mix of outdated and contemporary service delivery models and tools. While recreation programming has adopted several digitally enable service delivery options for service users, some areas - particularly Parks & Facilities operations - still rely on outdated tools and processes to support service delivery, even where tools are already used in other departments (e.g., work-order management system), which has not been deployed due to a lack of available tools and training.
- Overall, the Department consistently delivers services to standard that meets resident expectations, and the department's service delivery is frequently recognized as a strength within the Twp.

Additional Observations:

- The Community Services Department completed a Service Delivery Review (SDR) in 2024. Progress has been made toward implementing the SDR's recommendations, including aligning the Aquatics branch under Community Services and eliminated the Manager of Aquatics position.
- Community Services is recognized as a strong department that provides high value and quality service to residents. The Department is noted for its positive internal culture, strong customer service, and programs that effectively meet community needs and expectations.
- Staff reported ongoing challenges consistently responding to pressures to increase revenues based on existing staff and infrastructure capacity and resources. Staff reported anecdotally that utilization of key assets like the WRC is generally strong.
- Systems for tracking maintenance and work orders require modernization. The growing number of capital projects and maintenance requests for aging facilities highlights the need for investment decisions regarding aging assets, and to implement modernization solutions within this department that are already available within the Twp.
- Parks & Facilities staff are deployed based on seasonal demand for both parks-related work and facilities maintenance. Given the extensive footprint of municipal parks and facilities, staff workloads increase in the warmer months to meet higher operational demands. Remaining staff are redeployed to support more indoor maintenance in the colder months.
- The Project Coordinator plays a key role in managing contracts for internal capital projects. Greater collaboration between departments—rather than outsourcing to third parties—could help improve project efficiency and cost-effectiveness. For example, the Roads Division could be leveraged to address potholes in municipal parking lots instead of contracting the work externally.

Service Profile | Recreation, Cultural & Social Services

Sub-Service	Type	Delivery	Customer	Staffing ¹
Dry Recreational Programming	D	In-House	External	2.5 FTEs
Community Events	D	In-House	External	
Social Programs	D	In-House	External	
Corporate Events	D	In-House	Internal	
Summer Camps	D	In-House	External	N/A (+3 seasonal) ²
Registration, Bookings & Scheduling	D	In-House	External	2 FTE
Marketing & Promotions	D	In-House	External	1 FTE
Community & Business Development (Advertising Sales)	D	In-House	External	

Financial Data

No Service Level Data

Service Observations

- Recreation Services are discretionary but they play an important role in supporting community well-being. The Twp offers a strong portfolio of recreation, cultural, and social programming in-house that provides diverse and affordable opportunities for residents of all ages.
- A dedicated marketing position has strengthened the department’s ability to communicate effectively with residents about available programs and to provide timely updates, including seven-days-a-week notifications during facility closures.
- However, facility bookings and maintenance staff continue to use outdated processes to capture work orders related to facility bookings, despite existing platforms already leveraged within the Twp, which limits efficiency and coordination across service areas.
- This service area is also responsible for coordinating a growing number of community events, including major celebrations such as Canada Day, which require significant staff involvement—both from management, who oversee planning and logistics, and from frontline parks and facilities staff, who provide on-the-ground support during events.
- In addition to programming, facility bookings and advertising sales generate revenue that supports cost recovery for recreation programs, helping sustain operations while maintaining affordability for participants.

[1] Total staffing for this service area includes 1) 5 full-time positions: Director of Community Services, Manager of Community Services, Supervisor of Recreation Programming, Facilities Scheduling Clerk, Facilities Scheduling Clerk and Marketing Administrator; and 2) 1 full-time positions shared with other services areas, Cemetery Services Coordinator / Facilities scheduling Clerk;
 [2] 3 seasonal full-time positions: Summer Camp Coordinator, Summer Camp Leaders (2) and several volunteers to support the Summer Camp program.

Classification Category Legend:
 69 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Aquatics Program

Sub-Service	Type	Delivery	Customer	Staffing ¹
Aquatics Programming	D	In-House	External	3 FTE (+PT staff) ²
Lifeguards	D	In-House	External	
Customer Service	D	In-House	External	2 FTE (9 PT staff) ²

Financial Data

No Service Level Data

Service Observations

- Aquatics Programming is delivered in-house by the Twp. The Aquatics service area is also responsible for Customer Service at the WRC.
- While not a mandated service, Aquatics is highly regulated. For example, Aquatics programs must comply with lifeguard-to-swimmer ratios and other provincial safety requirements, that are typically more stringent than for other types of programming offered by municipalities.
- Staff report increased programming levels for aquatics facilities but also raised concerns over the Twp's ability to appropriately staff existing programs to remain compliant with legislated safety standards. This often results in circumstances where a supervisor must remain on the swim platform for programming to occur.
- Aquatics are generally considered a "core service" for many residents, who take great pride in their local access to swim amenities and programming.

[1] Total staffing for this service area includes 1) 5 full-time positions: Supervisor of Aquatics and Customer Service, Aquatics Specialist (2), Customer Service Representatives (2); 2) 9 part-time customer services desk attendants, and 3) an unspecified number of part-time aquatics instructors and guards.

[2] FTEs or weekly hours for part-time positions are varied and unavailable.

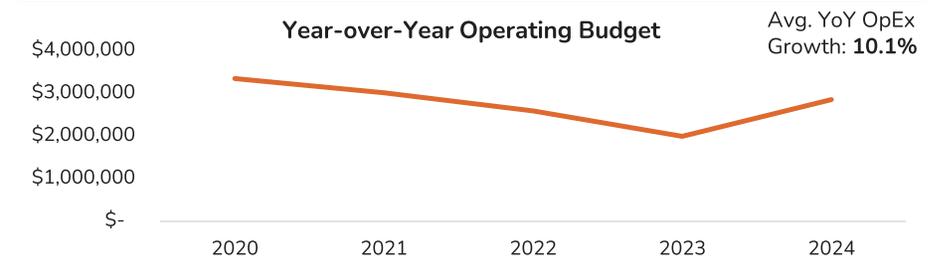
Classification Category Legend:

70 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Wilmot Recreation Complex

Sub-Service	Type	Delivery	Customer	Staffing ¹
Arena Operations & Maintenance	CD	In-House	External	5 FTEs (1 unfilled) ² (+3 PT staff) ³
Custodial Services	D	In-House	External	1 FTEs (+3 PT staff) ³
Arena Concessions	D	In-House	External	N/A (+21 PT staff) ³

Financial Data



Service Observations

- The WRC is a multi-use sports and recreation facility that includes two arenas, rental spaces, an indoor track, two pools, and dedicated areas for older adults and youth. During peak season, the WRC is operational 18 hours/day.
- As the facility has aged, it now requires a higher level of custodial maintenance to maintain standards. Staff have noted that complaints regarding cleanliness have become more frequent.
- Despite the high number of part-time staff, this service area has challenges staffing shifts for custodial or maintenance work, contributing to service level complaints from users of the Complex, including other Twp staff and departments.
- While accounting for several other service areas, revenue from the WRC grew at an average 27.5% YoY from 2020-2024 and recovered almost half of all OpEx for the WRC and Community Services Administration in 2024.

[1] Total staffing for this service area includes 6 full-time positions: Supervisor of Area Operations, Facility Operator (4), Night Custodian; and 36 part-time positions: Facility/ Concessions Attendant (21), Night Custodial Maintenance (3), and Facility Operators (11).

[2] 1 Facility Operator role is currently vacant.

[3] FTEs or weekly hours for part-time positions are varied and unavailable.

Classification Category Legend:
 71 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

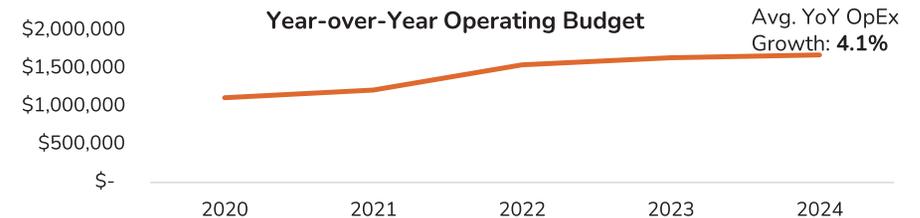
Service Profile | Parks & Facilities

Sub-Service	Type	Delivery	Customer	Staffing ¹
Parks & Outdoor Amenities Maintenance	D	In-House	External	9 FTEs (+11 seasonal staff) ²
Streetscaping & Urban Design	D	In-House	External	
Indoor/Outdoor Facilities Maintenance (excl. Fire)	CD	In-House / Contracted	Internal	
HVAC	M/D	In-House	Internal	
Forestry Services	M/D	In-House	External	N/A (+1 seasonal)
Custodial Services (Admin/Castle)	D	In-House	Internal	1 FTEs (+1 PT staff) ²
Capital Projects (All Community Services Assets)	D	In-House	External / Internal	1 FTE

[1] Total staffing for this service area includes 1) 11 full-time positions: Manager of Parks and Facilities, Supervisor of Parks & Facilities, Sr. HVAC Technician, HVAC Technician, Parks & Facilities Technicians (5), Project Coordinator, Custodian, and 2) 1 part-time position: Day Custodial Maintenance; and 12 seasonal positions: Park & Facilities Labourer (8), Grounds Maintenance Operator (2), Jr. Arborist, Castle Grounds Operator.

[3] FTEs or weekly hours for part-time positions are varied and unavailable.

Financial Data



Service Observations

- This service area is responsible for maintaining parkland, green space, and municipal grounds, all outdoor amenities (e.g., playgrounds); and indoor/outdoor maintenance for the Twp’s five community centre facilities, Castle Kilbride, the Administration Building, and the Neville Street Building.
- Most services are delivered in-house, with some seasonal contracted support for grass cutting and snow removal at municipal parking facilities. This department is not responsible for the Fire Halls, and with the exception of HVAC and some forestry, all sub-services are discretionary.
- Trail maintenance has been identified as a particular strength within Community Services. While the Twp does not provide Winter Maintenance for trails, the network remains a valued recreational amenity throughout the year.
- Community Services is responsible for managing its own Capital Projects.
- Currently, processes for tracking maintenance needs and priorities are managed manually. While other departments use Mesh or CityWide to support digital work order management, Parks & Facilities staff do not yet have access to this technology. Modernizing these processes would enhance efficiency, record-keeping, and response times for maintenance activities.

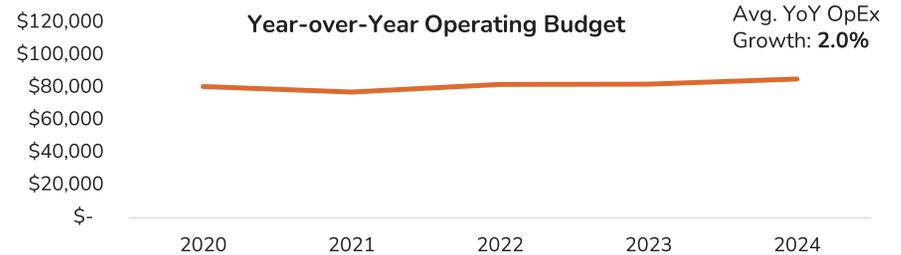
Classification Category Legend:

72 **D:** Discretionary Services **CD:** Core Discretionary Services
M/D: Mandatory Discretionary Services **M:** Mandatory Services

Service Profile | Cemeteries

Sub-Service	Type	Delivery	Customer	Staffing ¹
Sales	D	In-House	External	0.5 FTE
Administration	M/D	In-House	External	
Operations	M/D	In-House	External	N/A ²
Grounds Maintenance	M/D	In-House	External	

Financial Data



Service Observations

- The Twp is responsible for the sales, records management, operations, and grounds maintenance of the cemeteries it owns and operates. Cemetery operations are carried out in compliance with the *Funeral, Burial, and Cremation Services Act*, which establishes the standards and regulations governing cemetery maintenance, record-keeping, and interment practices.
- The Twp currently operates one active cemetery and maintains eight inactive cemeteries. Administration is managed through a shared full-time position with Recreation Services, and Parks & Facilities staff manage operations and groundskeeping.
- To ensure the long-term sustainability of these sites, 40% of all sales collected for interment rights are directed to a *Care and Maintenance Fund*, which supports the continued upkeep of cemetery grounds and facilities. This approach helps preserve the quality and appearance of Twp cemeteries while maintaining compliance with provincial legislation.

[1] Total staffing for this department includes 1 shared full-time position: Cemetery Services Coordinator / Facilities scheduling Clerk

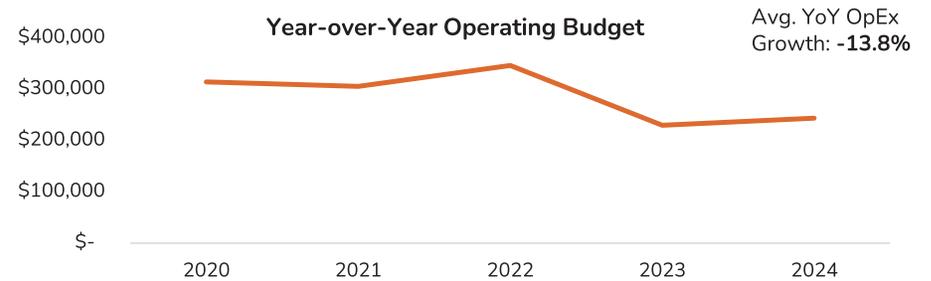
[2] Grounds maintenance and operations are provided by Parks & Facilities staff as part of normal operations.

73 **Classification Category Legend:**
 D: Discretionary Services CD: Core Discretionary Services
 M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Castle Kilbride

Sub-Service	Type	Delivery	Customer	Staffing ¹
Museum Operations & Curation	D	In-House	External	2 FTE (+1 PT staff) ²
Programming & Events	D	In-House	External	
Marketing & Promotions	D	In-House	External	

Financial Data



Service Observations

- Wilmot’s Castle Kilbride is a heritage landmark that contributes to tourism, education, and cultural programming within the Twp.
- The Museum is a discretionary service that is delivered in-house, including all curation, programming, and community events. Notably, the Castle hosts a summer concert series that serves as a popular community attraction.
- The Castle is responsible for its own marketing but collaborates with the Communications Specialist to ensure a cohesive promotional approach.
- Revenue is generated through grants, ticket sales, events, and wedding ceremonies, which help to offset the operational costs of the Museum. In 2024, the Museum recovered 27% of its OpEx, which has decreased YoY at an average rate of 13.8% from 2020 to 2024 due to staffing reductions.
- The Heritage Wilmot and Castle Kilbride Advisory Committee provides advice to Council on matters related to Castle Kilbride, including the Museum’s Strategic Plan, policies, and services, and makes recommendations regarding the *Museum Trust Fund*.

[1] Total staffing for this service area includes 1) 2 full-time positions: Museum Curator and Museum Assistant, 2) 1 part-time attendant, and 3) seasonal volunteers.

[2] FTEs or weekly hours for part-time positions are varied and unavailable.

Classification Category Legend:

74 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

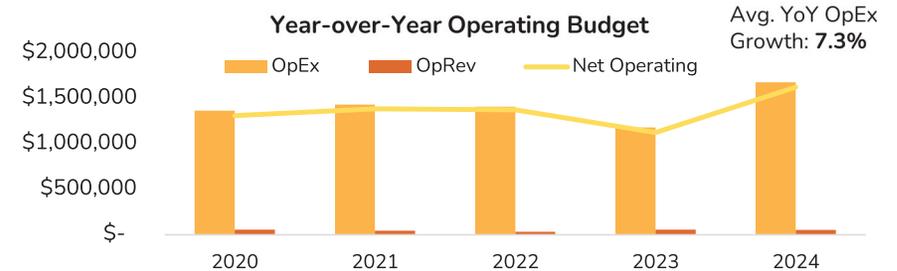
Department Profile | Fire Services (1/2)

Department Overview

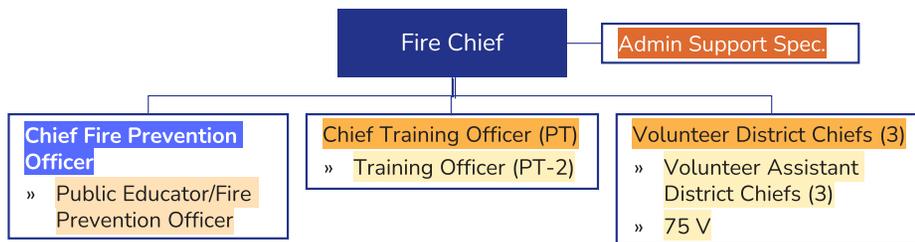
The Fire Services Department is responsible emergency planning and response, fire prevention, public education, and compliance with relevant legislation. Other functions of this department include the recruitment and training of volunteers, administrative support, and maintenance of special equipment.

Service Areas: Public Education, Fire Prevention & Public Education, Volunteer Recruitment & Training, Emergency Management, Firehalls, Fleet & Apparatus Maintenance

Budget Overview



Organizational Structure

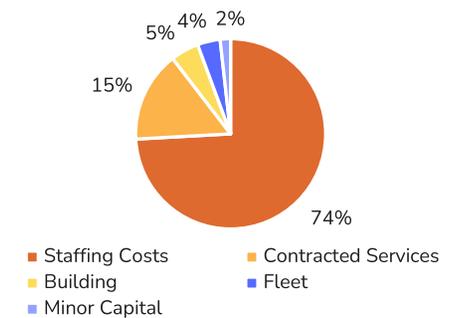


Departmental OpEx as a percentage of total Municipal OpEx (2024): **6.1%**

Department Spending by Service Area (2024)

No Service Level Data¹

Department Spending by Expense Category (2024)



Department Head: Fire Chief FT: 4 Total Staffing Costs: \$1,243,805

[1] The Fire Services department does not report a service specific expense breakdown.

Department Profile | Fire Services (2/2)

Assessment of Department Services

Size **Moderate** Growth **Moderate**

- Fire Services make up a moderate portion of the Township's overall OpEx, totalling \$1,678,050, or 6.1% of municipal OpEx the majority of which covered staffing.
- Department OpEx growth is moderate at 7.3% YoY but does not include capital expenditures that support service delivery.

Model **In-House (Volunteer)** Maturity **Contemporary** Performance **At Standard**

- Wilnot operates a Volunteer Fire Services Department of over 75 volunteers, supported by a small number of full-time staff and mutual and automatic aid agreements with neighbouring municipalities.
- While the department continues to deliver high-quality public education and fire prevention services, inspection services are not proactive and primarily deliver these services reactively in response to requests for service.
- The Department's facilities, apparatus, and processes are under increasing strain due to age and changing community needs.
- Compliance with emergency management standards is currently being maintained at a basic level, constrained by available staffing and resources.
- The Fire Service relies on a SharePoint portal to digitally manage internal documentation, including forms, policies, and procedural resources, but many procedures still require significant manual processing.

Additional Observations:

- The Fire Services Department plays a vital role in supporting the Twp's overall emergency preparedness and community safety.
- Fire Services are legislated through the *Fire Protection and Prevention Act (FPPA)* which mandates every municipality to establish a public education and fire prevention program and to "provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances."
- The Twp's Community Risk Assessment (CRA) and Fire Master Plan, last updated in December 2020, continue to guide the department's long-term planning and service delivery. The Fire Master Plan identifies a need for both an aerial apparatus replacement and the construction of a new fire hall in New Hamburg.
- However, there are concerns that the 2020 Master Plan does not reflect realized growth in the community, and that a revised Master Plan may provide an updated view of the Twp's capital needs based on actual and projected growth and changing community needs and risks.
- Daytime coverage presents a particular challenge, as volunteers balance their firefighting responsibilities with other employment commitments.
- Like many volunteer-based fire services, the Twp continues to face challenges related to recruitment and retention. High training costs, combined with short volunteer tenures, impact overall efficiency and continuity within the service, and present risks to the sustainability of the cost-effective volunteer model.
- Service levels for the Fire Department are tracked and reported regularly, along several key performance indicators, including response times, call volumes, inspection volumes, and educational program delivery.

Service Profile | Emergency Response

Sub-Service	Type	Delivery	Customer	Staffing ¹
Property & Wildland Fire Response & Suppression	M/D	In-House	External	3 FTEs & 75 Volunteers (as needed)
Rescue (incl. water & ice)	M/D	In-House / Kitchener	External	
Vehicle Extraction	M/D	In-House	External	
Medical Response	M/D	In-House / Kitchener	External	
Hazardous Materials Response	M/D	In-House / Kitchener	External	

Financial Data

No Service Level Data

Service Observations

- Emergency Response Services are delivered in-house with a volunteer-based services delivery model through three fire stations located in Baden, New Dundee, and New Hamburg. These stations operate under full-time leadership with volunteer support. While most stations are well staffed, concerns were raised about sufficient coverage for New Dundee.
- The Twp's *Establishing and Regulating By-Law* establishes the service levels for fire protection – and other Fire Services – that the Twp is responsible for, based on community need and resident expectations, as outlined in its CRA and subject to review by the Fire Marshal.
- The *By-Law* also outlines what the Twp will provide directly and where agreements with alternative providers will ensure service levels are met (e.g., Kitchener for some technical level response). The Twp has the discretion to leverage alternative service delivery models so long as service levels are maintained.
- Resident insurance premiums are informed by *Fire Underwriters Survey*, which evaluates a municipality's service levels based on its assessment of a department's technical capacity (both personnel and assets).
- These services are also highly regulated through several legislated and industry standards including *FPPA*, the *Occupational Health and Safety Act*, and applicable *National Fire Protection Association (NFPA)* standards. The Twp has already taken the necessary steps to ensure all volunteers are able to meet the coming changes to legislated volunteer training standards.
- Dispatching services are also contracted to the Kitchener Fire Department.

[1] The Fire Department has 3 FTEs trained and available for Emergency Response: Fire Chief, Chief Fire Prevention Officer, Public Educator/Fire Prevention Officer, as well as 3 Volunteer District Chiefs, 3 Volunteer Assistant District Chiefs, and ~75 Volunteer Firefighters. FTEs also maintain their responsibilities associated with their job description.

Classification Category Legend:

77 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Emergency Management

Sub-Service	Type	Delivery	Customer	Staffing ¹
Community Emergency Management Plan	M	In-House	Internal	0.25 FTE
Hazard Identification & Risk Assessment	M	In-House	Internal	
Public Education	M	In-House	External	
Annual Training & Drills	M	In-House	Internal	
Critical Infrastructure Maintenance	M	In-House	Internal	

Financial Data

No Service Level Data

Service Observations

- Emergency management in the Twp is administered in-house as legislated by the *Emergency Management and Civil Protection Act (EMCPA)*. The program ensures that the Twp maintains preparedness and coordination in response to potential emergencies, meeting the province's annual compliance requirements.
- The Twp's current program remains in compliance with annual requirements, and the standard is considered acceptable for the Twp's size.
- The Fire Chief serves as the Community Emergency Management Coordinator (CEMC), providing leadership in the development, maintenance, and execution of the Twp's emergency management program. The Public Educator/Fire Prevention Officer is a certified Alternate CEMC.

[1] The Fire Chief serves as the Community Emergency Management Coordinator (CEMC) and is responsible for oversight of the above services.

Classification Category Legend:

78 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Fire Prevention & Public Education

Sub-Service	Type	Delivery	Customer	Staffing ¹
Fire Code Inspections & Code Enforcement	M	In-House	External	3 FTEs
Post-Incident Investigation	M	In-House	External	
School Programs	M/D	In-House	External	
Community Safety Campaigns & Events	M/D	In-House	External	
Burn Permitting	D	In-House	External	

Financial Data

No Service Level Data

Service Observations

- Fire Prevention and Enforcement activities follow NFPA 1730 standards and *Office of the Fire Marshal and Emergency Management (OFMEM)* guidelines and are mandated by the *FPPA* which requires risk-based inspections, code enforcement, and proactive fire safety education. Wilmot delivers these services in-house, with all inspection, enforcement, education, outreach, and prevention programming managed internally by the Fire Department.
- Fire Prevention staff report not being able to meet inspection demand and delivery standards, largely due to staffing constraints.
- Fire Services delivers a comprehensive public education program that emphasizes proactive community engagement and safety awareness. This includes a regular schedule of presentations in schools and seniors' residences, along with ongoing information campaigns that promote fire safety practices across the Twp. The Public Education team also facilitates fire station tours for community groups and organizations, helping to strengthen relationships between the Fire Service and residents.

[1] Total staffing for this service area is supported by 4 full-time positions: Fire Chief, Chief Fire Prevention Officer, Public Educator/Fire Prevention Officer, Administrative Support Specialist.

Classification Category Legend:

79 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Volunteer Recruitment & Training

Sub-Service	Type	Delivery	Customer	Staffing ¹
Volunteer Recruitment	D	In-House	Internal	0.25 (4 PT staff) ²
Volunteer Training & Development	M/D	In-House / Shared	Internal	
NFPA Certification	M/D	In-House	Internal	
Medical Certification	M/D	In-House	Internal	

Financial Data

No Service Level Data

Service Observations

- Volunteer Recruitment & Training are managed in-house, ensuring that volunteer firefighters meet provincial standards and maintain a high level of operational readiness. The department follows the OFMEM's *Public Fire Safety Guideline on Recruitment and Retention of Volunteer Firefighters*, which provides best practices and promotes consistency across the Twp's Fire Services.
- Training is delivered internally under the direction of the Fire Chief and Chief Training Officer, in accordance with the Ontario Firefighter Curriculum and NFPA standards. This approach ensures that all volunteer firefighters receive standardized, high-quality instruction that aligns with provincial and national benchmarks for fire service excellence.
- The Twp participates in joint training initiatives with neighboring fire departments. This partnership allows for the efficient sharing of training resources, curriculum, and instructors, ensuring consistency with provincial certification standards.
- Recruitment & Retention remain ongoing priorities for the department. The Fire Chief is continually tasked with recruiting new volunteers, particularly in areas where response numbers are low or volunteer availability is limited, to ensure that the Twp maintains adequate emergency response coverage.
- Department that cannot maintain a strong volunteer force risk needing to move to a hybrid or part-time responder workforce, both of which are associated with massive increases in operating costs.

[1] Total staffing for this service area includes 4 part-time positions: Chief Training Officer and Training Officers (3), as well as with support from Fire Chief.

[2] FTEs or weekly hours for part-time positions are varied and unavailable.

Classification Category Legend:

80 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Service Profile | Firehalls, Fleet & Apparatus Maintenance

Sub-Service	Type	Delivery	Customer	Staffing ¹
Building Maintenance	D	In-House	Internal	0.25 FTEs (+Volunteer Support)
Custodial Services	D	In-House	Internal	
Inspections	M	In-House	Internal	
Technical Maintenance & Repair	M	In-House / Contracted	Internal	

Financial Data

No Service Level Data

Service Observations

- All fire stations are operated and maintained by the Fire Department. Station location and coverage analysis are guided by the OFMEM *Public Fire Safety Guideline* (PFSG 04-87-13) to ensure appropriate response times and equitable service distribution as the community continues to grow.
- Fleet and apparatus maintenance are handled through a combination of in-house and contracted services, with firefighters conducting routine inspections and certified mechanics completing major repairs. These services are done in-house by staff or volunteers where capacity and technical expertise exists.
- Vehicle replacement is guided by a capital forecast aligned with *Fire Underwriters Survey* (FUS) and NFPA recommendations. The Twp follows a 15- to 20-year replacement cycle for frontline apparatus and a 10-year cycle for administrative vehicles, ensuring reliability and compliance with industry standards.

[1] This service area is primarily the responsibility of the Fire Chief with support from individual Volunteers on an ad hoc basis.

Classification Category Legend:

81 D: Discretionary Services CD: Core Discretionary Services
M/D: Mandatory Discretionary Services M: Mandatory Services

Appendix B | Comparator Benchmarking

This section includes:

- Overview of Selected Comparators & Rationale
- Benchmarking Summary

Benchmarking Purposes and Limitations

Benchmarking is the assessment of an organization’s structure, processes and performance metrics against comparable organizations. This exercise in data collection and analysis can provide some insight into how organizations “measure up” and, more critically, support identification of best practices and innovative solutions to drive improved performance.

Key Categories of Analysis

1. **Corporate Structure** – Assessing the overall effectiveness of the Township’s organizational structure, including senior leadership oversight.
2. **Department Structure** – Evaluating portfolio distribution, reporting lines, and spans of control.
3. **Staffing** – Assessing workforce composition, staffing levels, and workload distribution and alignment with current and anticipated service delivery

Note: Benchmarking findings are referenced throughout this report as relevant to the current state findings and initial improvement opportunities identified.



Benchmarking should not be taken on its own as a full assessment of a municipality’s performance.

No two municipalities are the same.

What works in one municipality may not work in others. Differences among municipalities often reflect geographical, policy, and political differences – local context matters.

Measure against yourself.

Municipalities should consider their operating context and track internal metrics and performance to determine whether they are making year-over-year improvements or progress against Council priorities.

Data Limitations

- The following analysis leverages data that was publicly available and accessible at the time of report writing. This includes datasets from the municipal Financial Information Returns (FIR) as well as municipal budgets, websites, and other documents.
- **NOTE:** FIR data from 2022 has been used for comparative purposes as Wilmot had not submitted their 2023 or 2024 FIR data at the time of report analysis and writing.

Benchmarking Criteria

The benchmarking analysis was conducted using five comparator municipalities, selected in consultation with the Township. Comparators were selected with consideration for the following criteria; similarity to Wilmot's current population data, organizational size, and key industries and features.

Potential options were assessed against the criteria below, with the goal for comparators to align with one or more of the selection criteria.

Selection Criteria

- 1 **Tier & Service Mix:** Selected jurisdictions are lower-tier municipalities and generally provide comparable programs and services.
- 2 **Geography:** Selected jurisdictions that are mostly rural communities with at least one urban area and that are in close proximity to a large urban centre.
- 3 **Market comparators:** Selected jurisdictions serve as the Township's market comparators as part of its compensation review framework.
- 4 **Population & Growth:** Some selected jurisdictions are in the same population range as Wilmot today. However, to support a forward-looking analysis, larger municipalities have also been identified to allow for consideration of improvement opportunities are actionable best practices that should be considered given the changing demographics of the Township.



Centre Wellington

Slides 89-93 provide high-level profiles of the comparator municipalities, including their alignment with the selection criteria.

Key Takeaways

As part of the Current State assessment, this Report evaluates municipal comparators' organizational structures, senior-level roles, services provided and staffing data from FIR statements.

What We Reviewed

1. **Organizational Structure & Services:** Reviewed how municipalities have organized their departments, including how service delivery is organized, which services are provided and where cross-departmental functions have been centralized.
2. **Staffing Data:** Reviewed FIR data and organizational charts to determine the number of total, full-time, part-time and seasonal staff, percentage of management roles and the number of direct reports to the CAO.
3. **Roles:** Evaluated the different levels of roles, including different structures of senior leadership and reporting structures for key internal functions such as Human Resources, Communications and the Clerk's office.
4. **Financial Data:** Reviewed budget documents including salary & benefits data for staff and overall operating expenditure.

Key Findings

- Overall, the Township of Wilmot's organizational structure is not outside the norm for a municipality for its size and population, and relative to its peers.
- While most comparator municipalities include a Corporate Services department, Centre Wellington is the only one that—like Wilmot—has consolidated Legislative Services and Finance within Corporate Services. This approach is a common practice, as it streamlines reporting lines and reduces the number of departments directly overseen by the CAO.
- Among comparators, it is also not uncommon for Development Engineering to fall under Development Services. Centre Wellington, Oro-Medonte, and Woolwich have integrated their Development (Building and Planning) and Development Engineering functions. As municipalities continue to seek greater efficiency in permitting processes, consolidating approval-related functions within a single department can enhance coordination and reduce duplication.
- Of the five comparator municipalities reviewed, three do not maintain a full Engineering service area. While some have a Development Engineering role, only Woolwich and Centre Wellington have engineering teams comparable in structure and capacity to Wilmot's.

What's Next: The Final Report will leverage both common and leading practices that have been implemented by comparators as well as leading innovators to support final recommendations for the Service Delivery and Organizational Review.

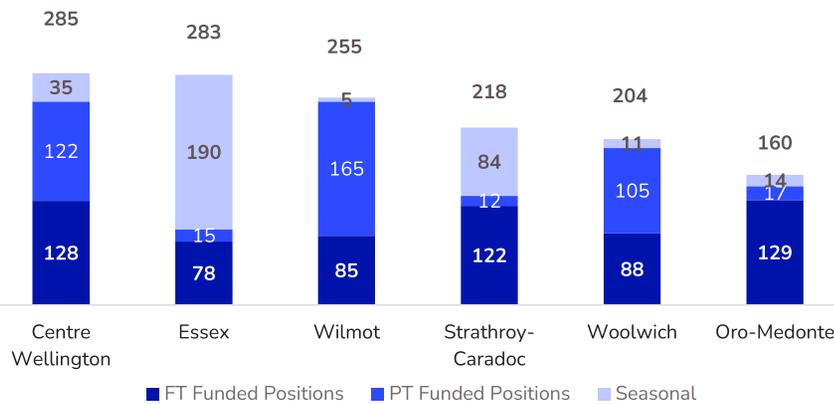
Total Employees Across Comparators

Using 2022 FIR data¹, the following charts provide the employee complement across comparator municipalities as of 2022, including relative to total population and households.

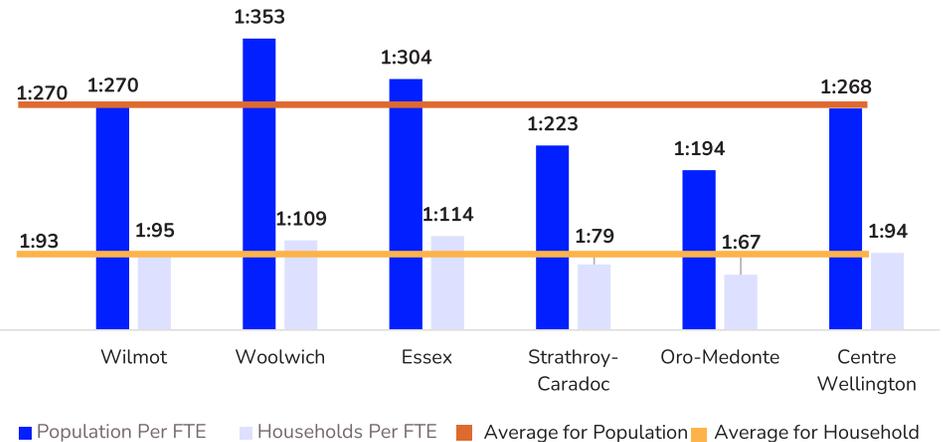
- In terms of total employees, Wilmot sits in the middle of the comparator group when considering the ratio of full-time employees to population, the Township has 1 full-time equivalent for 270 residents. The only lower comparators are Strathroy-Caradoc and Oro-Medonte.
- Wilmot sits in the middle of the comparator group when considering the ratio of full-time employees to households.

It should be noted that this data is limiting as it does not provide insight into the quality or responsiveness of the services provided by the staff complements across the comparator set. Determining whether a municipality is over-, under- or appropriately staffed depends on a range of factors, including the programs and services provided, approved or expected levels of services, and strategic priorities.

Total Employees (2022)



Employees Per Capita & Households (2022)



[1] The last FIR submitted by Wilmot was for the 2022 calendar year. In order to conduct a comparable analysis 2022 FIR data was used for all comparators to ensure consistency.

Staffing | Management Capacity

Management structures are critical in any organization to ensure appropriate oversight over operational activities and progress strategic priorities, identify and manage corporate risk, and ensure compliance with applicable legislation and regulations.

The following table sets out the approximate number of management employees for each of Wilmot's comparators. Given that the definition of management may differ across comparators, the following assumptions were made:

- Manager- or supervisor-level staff have been identified as management, along with the Chief Building Official and Deputy Clerk.
- In most cases, managers have employees that report into them.

	# of Direct Reports to the CAO	Director-level (incl. CAO)	Manager-or Supervisor-level	Management as % of Total FTE Employees
Wilmot	8	6	27	30%
Woolwich	9	7	20	26%
Essex (T)	6	5	26	29%
Strathroy-Caradoc	7	8	16	27%
Oro-Medonte	8	8	32	37%
Centre Wellington	8	6	39	28%

Source: Organizational Charts for each municipality

Key Takeaways

- Wilmot sits in the middle-to-high range for the number of direct reports to the CAO. Direct reports include 5 Directors, an HR Manager, a Communications Specialist and the Executive Assistant.
- The Township sits within the middle-to-high range of its comparators for the percent of management in relation to total FTEs. The Township generally has a comparable number of management staff (Directors, Managers and Supervisors) for the size of the organization and its population.

Salaries and Benefits

Employee wages and benefits typically account for the largest share of municipal operating expenditures.

The following table sets out total salary and benefits as a percentage of the 2025 Operating Budgets across municipal comparators.

- Due to limitations in available data and the varied structure of municipal operating budgets, it is difficult to conduct “apples to apples” comparisons.
- Comparator municipalities have some variance in the range of the percentage of their operating budgets allocated to employee salaries and benefits, with the lowest being 28% and the highest being 57%.

Key Takeaways:

- Wilmot ranks second lowest among its comparators in the proportion of operating expenditures allocated to salaries and benefits, at 39%.

	Total Salary & Benefits (\$)	Total Operating Expenditures	Salary and Benefits as a % of Operating Budget
Wilmot	\$13,125,390	\$33,264,150	39%
Woolwich	\$12,825,231	\$29,181,794	44%
Essex (T)	\$15,718,234	\$56,255,684	28%
Strathroy-Caradoc	\$19,298,243	\$46,366,584	42%
Oro-Medonte	\$17,136,053	\$30,023,337	57%
Centre Wellington	\$18,569,298	\$41,265,107	45%

Source: 2025 Budget Documents for each municipality

Municipal Profile | Township of Woolwich

About Woolwich: The Township of Woolwich is a lower-tier municipality within Waterloo Region with an estimated population of 31,080 people. The municipality has a mix of urban and rural centres with a large agriculture industry. It is within proximity to Kitchener-Waterloo.

Organizational Structure & Employee Data¹

- **Departments:** There are 7 departments including Office of the CAO.
- **Direct Reports to the CAO:** The CAO has 9 direct reports, including 6 directors and 3 roles focused on Communications, Climate Action & Sustainability, and Economic Development & Tourism
- **Total Staffing:**

Total	204	FT	88	PT	105	S	11
--------------	------------	-----------	-----------	-----------	------------	----------	-----------

Key Insights about Woolwich

- The Township of Woolwich has a similar departmental structure to Wilmot, with the key difference being that the Township has a Corporate Services department and a separate finance department. Corporate Services includes Legislative Services (Clerk’s Office), By-Law, HR and IT as the core services.
- Notably, Woolwich also has a Manager of Development Engineering reporting into Development Services.
- **Budget 2025:** The Township’s Operating Expenditure is \$29,181,794

Services

Office of the CAO	Corporate Services/Clerk’s	Development Services	Finance	Infrastructure Services	Recreation & Community Services	Fire Chief
<ul style="list-style-type: none"> • Economic Development & Tourism • Corporate Communications • Climate Action & Sustainability 	<ul style="list-style-type: none"> • By-Law Enforcement & Customer Service • Deputy Clerk/Clerk’s Office • HR • IT 	<ul style="list-style-type: none"> • Building • Planning • Development Engineering 	<ul style="list-style-type: none"> • Accounting Services • Revenue Services • Budget Preparation 	<ul style="list-style-type: none"> • Engineering • Asset Management • Operations • Water & Wastewater • Roads 	<ul style="list-style-type: none"> • Recreation Programs • Aquatics • Cemetery • Parks & Trails 	<ul style="list-style-type: none"> • Fire Prevention • Training & Education • Emergency Management

Municipal Profile | Town of Essex

About Essex: The Town of Essex is a lower-tier municipality within Essex County with an estimated population of 23,716 people. The municipality has a mix of urban and rural centres with a large agriculture industry. It is within proximity to the City of Windsor.

Organizational Structure & Employee Data¹

- **Departments:** There are 5 departments including Office of the CAO.
- **Direct Reports to the CAO:** The CAO has 6 direct reports, including 4 directors, a Town Solicitor/Clerk and an Executive Assistant role
- **Total Staffing:**

Total	283	FT	78	PT	15	S	190
-------	-----	----	----	----	----	---	-----

Key Insights about Essex

- While the Town’s departments are quite comparable to Wilmot; the organizational structure has several key differences. First, Fire is not a standalone department, it sits within Community Services.
- Corporate Services does not include Legislative Services, the service reports directly into the Office of the CAO.
- **Budget 2025:** The Town’s Operating Expenditure is \$56,255,684

Services

Office of the CAO	Community Services	Corporate Services	Infrastructure Services	Development Services
<ul style="list-style-type: none"> • Legal & Legislative Services (Clerk’s Office) • By-Law Enforcement • Communications • Human Resources 	<ul style="list-style-type: none"> • Recreation Programs • Aquatics • Facilities Services • Parks & Open Spaces • Events & Festivals • Fire & Rescue Services 	<ul style="list-style-type: none"> • Finance & Business Services • Information Technology 	<ul style="list-style-type: none"> • Capital Works & Infrastructure • Drainage Services • Environmental Services • Operations 	<ul style="list-style-type: none"> • Building • Planning • Economic Development

Municipal Profile | Municipality of Strathroy-Caradoc

About Strathroy-Caradoc: The Municipality of Strathroy-Caradoc is a lower-tier municipality within Middlesex County with an estimated population of 27,265 people. The municipality has a mix of urban and rural centres with a large agriculture industry. It is within proximity to the City of London.

Organizational Structure & Employee Data¹

- **Departments:** There are 7 departments, with no services reporting directly into the CAO without a layer of Director oversight.
- **Direct Reports to the CAO:** The CAO has 7 direct reports, all direct reports are directors who are responsible for their own departments.
- **Total Staffing:**

Total	218	FT	122	PT	12	S	84
--------------	------------	-----------	------------	-----------	-----------	----------	-----------

Key Insights about Strathroy-Caradoc

- Strathroy-Caradoc has an organizational structure that has key differences from Wilmot's. The Municipality has a dedicated department that is focused on communications, economic development and customer service. It is not common practice for municipalities to have a department for external communications initiatives and partnerships.
- The Municipality has combined development services, recreation & parks, and by-law into a single department. While not common, there could synergy between some of the service areas.
- **Budget 2025:** The Town's Operating Expenditure is \$56,255,684

Services

Engineering & Public Works	Community & Development Services	Financial Services & IT	Human Resources	Fire Services	Legal & Legislative Services/Clerk	Community Engagement/ Ec Dev
<ul style="list-style-type: none"> • Water/Wastewater • Public Works/Roads • Stormwater Drainage 	<ul style="list-style-type: none"> • Building • By-Law • Development Planning • Parks • Facilities • Cemeteries • Recreation & Culture 	<ul style="list-style-type: none"> • Budget Preparation • Tax Billing • Payroll • Procurement • IT 	<ul style="list-style-type: none"> • HR Services • Health & Safety • Talent Recruitment 	<ul style="list-style-type: none"> • Fire Prevention • Education & Training • Response 	<ul style="list-style-type: none"> • Clerk's Office • Crossing Guards 	<ul style="list-style-type: none"> • Communications • Economic Development • Customer Service

91 [1] Information from 2022 FIR statements and the Municipality's organizational chart have been used to inform this analysis.

Municipal Profile | Township of Oro-Medonte

About Oro-Medonte: The Township of Oro-Medonte is a lower-tier municipality within Simcoe County with an estimated population of 24,964 people. The Township has a mix of urban and rural centres with a large agriculture industry. It is within proximity to Barrie.

Organizational Structure & Employee Data¹

- **Departments:** 7
- **Direct Reports to the CAO:** The CAO has 8 direct reports, including 7 directors and a social media coordinator/executive assistant. All functions report to a Director who reports to the CAO
- **Total Staffing:**

Total	160	FT	129	PT	17	S	14
--------------	------------	-----------	------------	-----------	-----------	----------	-----------

Key Insights about Oro-Medonte

- The key differences in Oro-Medonte’s organizational structure include having a Finance department that is separate from Corporate Services, separating Operations from Environmental Systems and structuring it with Recreation and Facilities.
- Development Services includes Development Engineering, Legal and By-Law
- **Budget 2025:** The Township’s Operating Expenditure is \$30,023,337

Services

Human Resources	Operations & Community Services	Environmental Systems	Finance	Corporate Services	Development Services	Fire
<ul style="list-style-type: none"> • HR Services • Health & Safety • Recruitment 	<ul style="list-style-type: none"> • Roads & Fleet • Recreation Programs • Parks & Facilities • Infrastructure & Capital Projects 	<ul style="list-style-type: none"> • Water & Wastewater Systems • Climate Change Initiatives 	<ul style="list-style-type: none"> • Budget Preparation • Tax Billing • Payroll 	<ul style="list-style-type: none"> • Economic Development • Communications & Public Relations • Clerk’s Office • IT 	<ul style="list-style-type: none"> • Building • Development Engineering • Planning • Legal • Municipal Law Enforcement 	<ul style="list-style-type: none"> • Prevention • Education & Training • Response

[1] Information from 2022 FIR statements and the Township’s organizational chart have been used to inform this analysis.

Municipal Profile | Township of Centre Wellington

About Centre Wellington: The Township of Centre is a lower-tier municipality within Wellington County with an estimated population of 34,341 people. The Township has a mix of urban and rural centres with a large agriculture industry. It is within proximity to Kitchener-Waterloo.

Organizational Structure & Employee Data¹

- **Departments:** There are 6 departments
- **Direct Reports to the CAO:** The CAO has 8 direct reports, including 5 Directors, a Manager of Strategic Initiatives, Fire Chief and Executive Coordinator
- **Total Staffing:**

Total	283	FT	78	PT	15	S	190
-------	-----	----	----	----	----	---	-----

Key Insights about Centre Wellington

- Centre Wellington has a similar structure to Wilmot, with 5 standalone departments, and several additional service areas reporting directly to the CAO (Fire and Strategic Initiatives/Communications).
- Notably, Corporate Services includes comparable services; Finance, IT, Legislative Services and Purchasing.
- **Budget 2025:** The Township’s Operating Expenditure is \$41,265,107

Services

Office of the CAO	Infrastructure Services	Community Services	Corporate Services/Treasurer	Planning & Development	Human Resources
<ul style="list-style-type: none"> • Fire Prevention • Training & Education • Strategic Initiatives • Communications 	<ul style="list-style-type: none"> • Water Systems • Climate Change • Public Works • Risk Management • Engineering 	<ul style="list-style-type: none"> • Culture & Economic Development • Recreation Facilities • Parks • Recreation Programs • Aquatics • Building 	<ul style="list-style-type: none"> • Budget Preparation • Tax Bills • Payroll • IT • Legislative Services (Clerk’s Office) • By-Law • Purchasing • Risk Management 	<ul style="list-style-type: none"> • Building • Planning • Economic Development • Development Engineering 	<ul style="list-style-type: none"> • Health & Safety • Wellness • HR Services • Recruitment

Comparator Community Profile

The table below provides a summary of community characteristics and population demographics for each comparator municipality examined in this report.

Municipality	Population (*)	Private Dwellings	Land Area (km ²)	Density (people/km ²)	Growth Rate (2016-2021)	Key Industries and Features
Township of Wilmot	22,977	8,035	263.81	81.2	4.3	Agriculture, proximity to large urban centre (Waterloo/Kitchener), mix of rural and urban areas
Township of Woolwich	31,080	9,556	326.56	82.7	8.0	Agriculture, proximity to large urban centre (Waterloo/Kitchener), mix of rural and urban areas
Town of Essex	23,716	8,880	277.53	76.4	3.9	Agriculture, proximity to large urban centre (Windsor), mix of rural and urban areas
Municipality of Strathroy-Caradoc	27,265	9,695	270.86	88.1	14.4	Agriculture, proximity to large urban centre (London), mix of rural and urban areas
Township of Oro-Medonte	24,964	8,636	585.42	39.3	9.4	Agriculture, proximity to large urban area (Barrie)
Township of Centre Wellington	34,341	11,972	409.41	75.9	10.3	Agriculture, proximity to large urban centre (Waterloo/Kitchener), mix of rural and urban areas

(*) [StatsCan 2024 Population Estimates](#)

Appendix C | Staff Survey Analysis

This section Includes:

- Staff Survey Results

Survey Methodology and Metrics

Context

- The staff survey was made available to all staff through online access from September 19th to October 6, 2025.
- The survey sought direct feedback and ideas from staff across the organization on the Township's services, departments, and organizational structure and capacity.
- The survey included 15 questions, which were a mix of multiple choice and open-ended questions.

Response Metrics

- A total of 61 employees participated in the survey; however, not all respondents answered every question, and all questions were optional to answer.

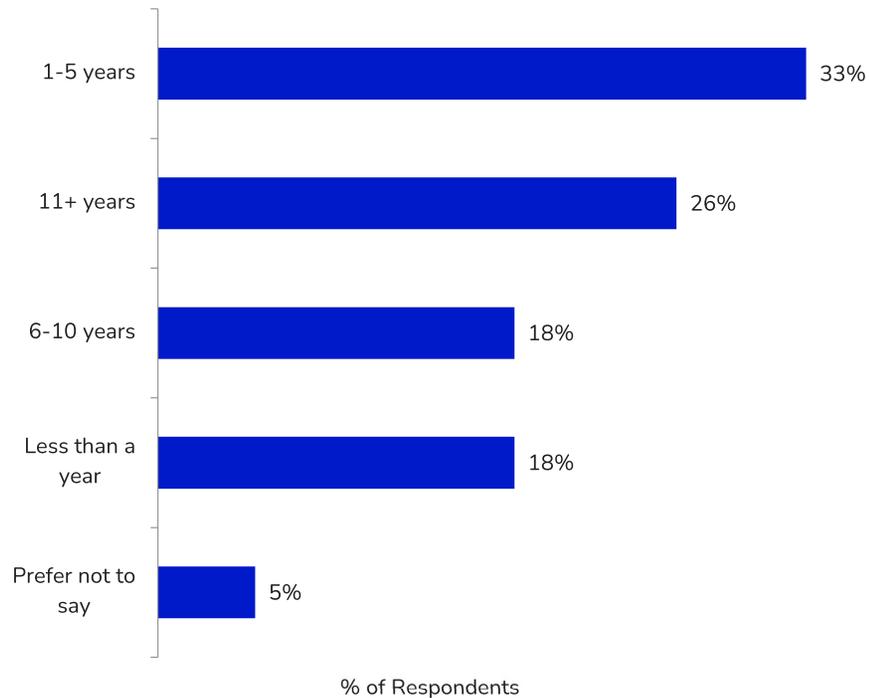
Key Assumptions & Limitations

- It is important to note that this survey was self-selecting and did not use a randomized sample.

Question 1 & 2

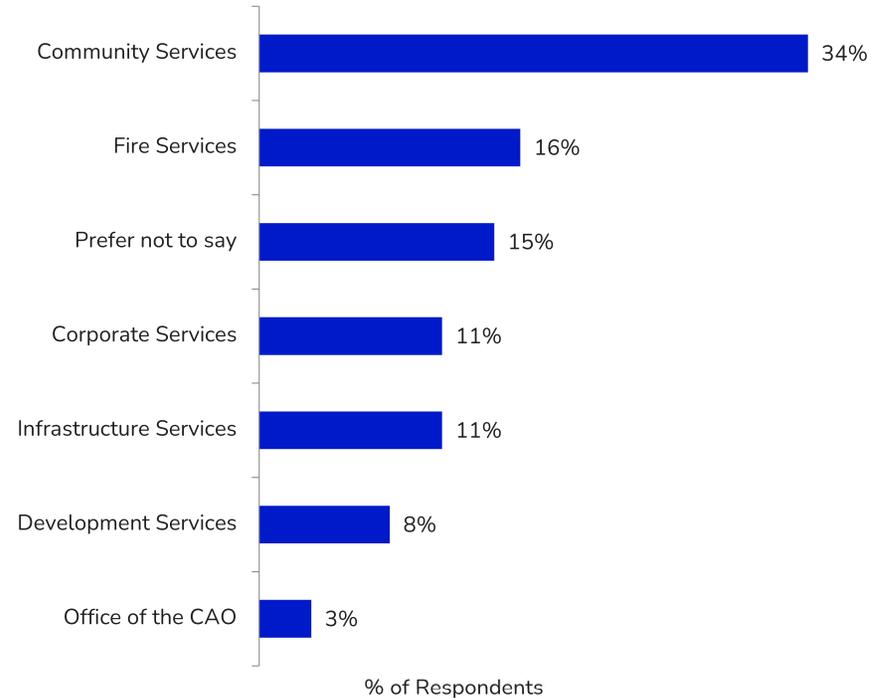
Question 1

How long have you worked for the Township (across all various positions you may have held)? (100% response rate)



Question 2

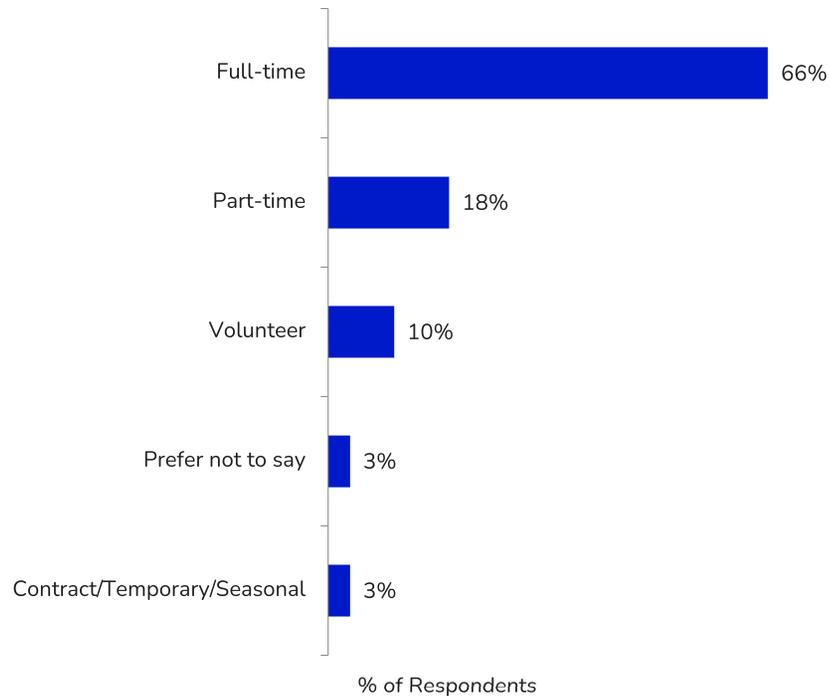
What department do you work in? (100% response rate)



Question 3 & 4

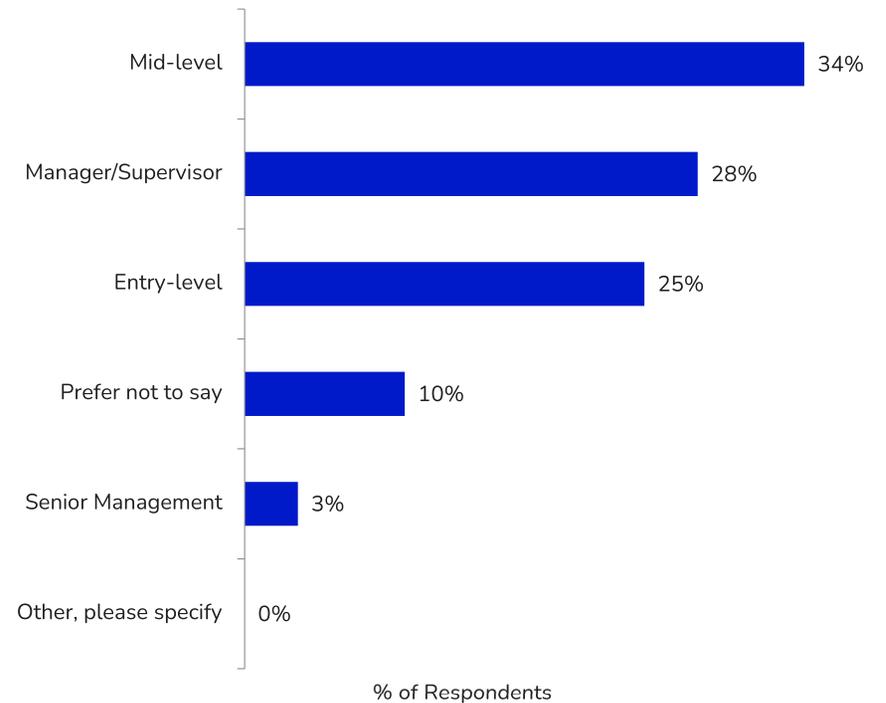
Question 3

Choose the option that best describes your employment status with the Township. (100% response rate)



Question 4

Please select which of the following professional levels best describes your current role. (100% response rate)



Question 5

Question 5

What do you think the Township does particularly well? (85% response rate)

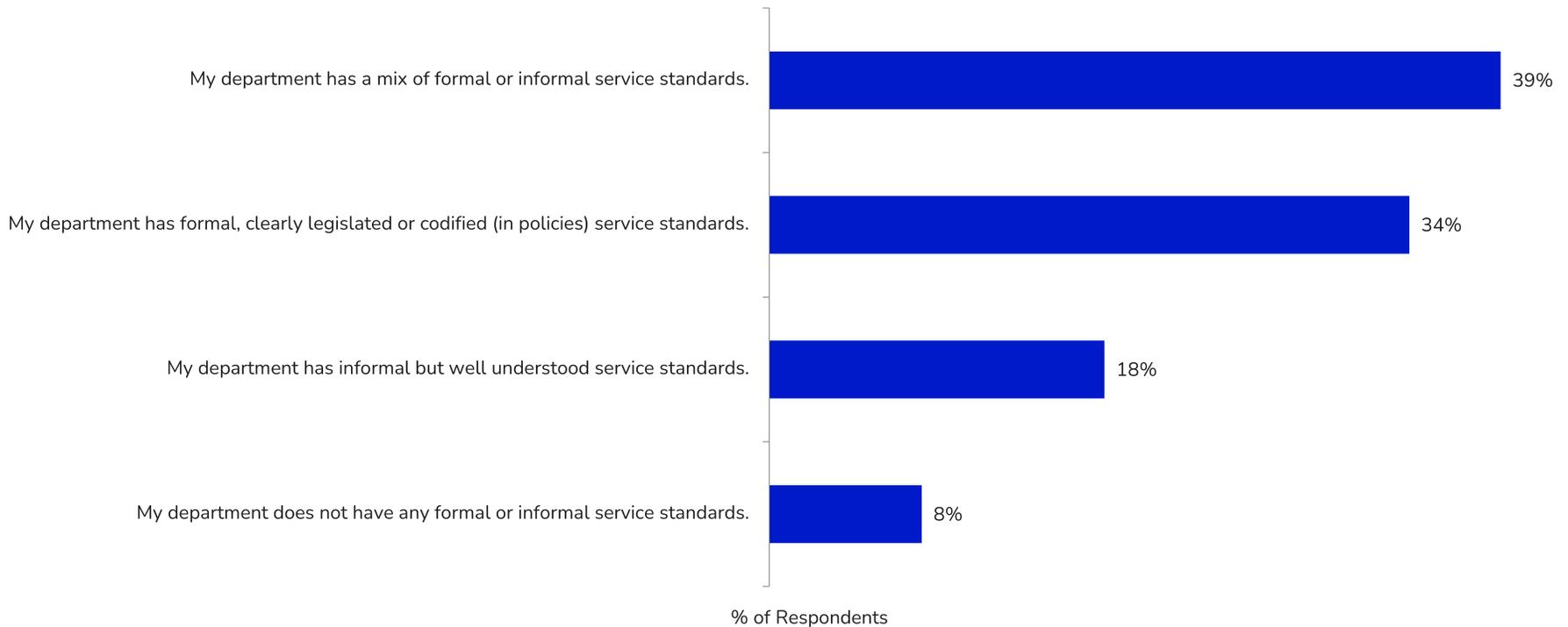
Key Findings

- **Teamwork and Collaboration** – Some staff described their departments as highly collaborative within their teams, with strong coordination and mutual support. Knowledgeable colleagues and dependable teams were seen as key strengths, especially within Community Services. Some staff highlighted the Township’s ability to deliver effective, high-quality customer service despite its small size, noting strong teamwork, responsiveness, particularly some staff, where teams work efficiently and adapt quickly to community needs.
- **Passionate & Caring Staff** – Several staff described the Township’s workforce as knowledgeable, passionate, and resilient, demonstrating a strong commitment to Wilmot and to supporting one another. Employees were seen as friendly, collaborative, and willing to help.
- **Responsiveness and Communication** – Some staff highlighted the Township’s strong responsiveness to citizens and effective communication practices, noting timely delivery of notices, bills, and other correspondence, as well as a clear commitment to meeting deadlines and maintaining reliable emergency response.
- **Supportive Workplace** – A number of staff highlighted the Township’s commitment to supporting employees through competitive compensation, comprehensive benefits, flexible work arrangements, and a healthy work-life balance. The Township was also recognized for providing the necessary tools, equipment, and health and safety resources to complete work effectively, as well as for demonstrating care for both employees and the broader community.
- **Opportunities for Growth and Inclusion** – Many staff highlighted the Township’s commitment to professional development, inclusivity, and continuous improvement. Training and skill-building opportunities, especially within the Fire Service, were noted as strengths, alongside efforts to enhance staff connections and foster a positive organizational culture.

Question 6

Question 6

What service levels or standards exist for services provided by your department? Select the option that best describes your situation. (100% response rate)



Question 7

Question 7

Please describe the service responsibilities and/or service standards that are unclear, missing, or need improvement. (33% response rate)

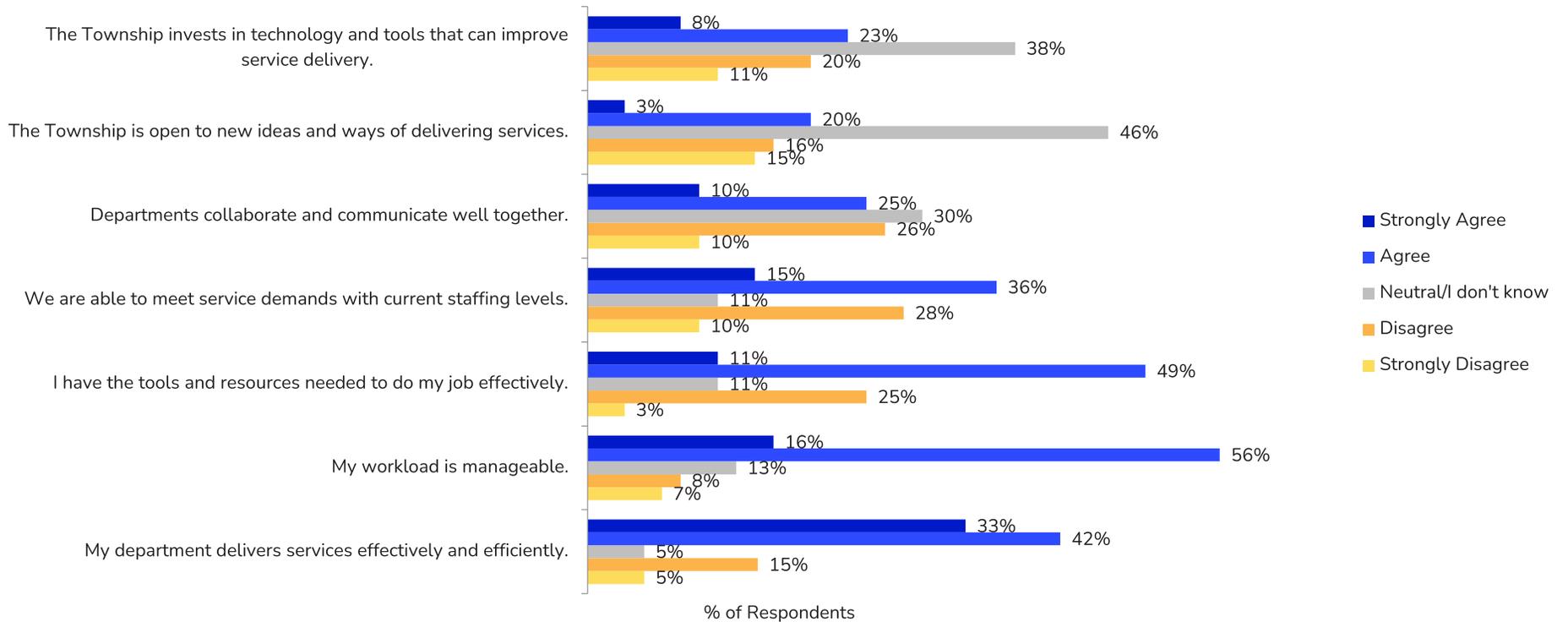
Key Findings

- **Customer Service Standards** – Some staff identified a need for clearer and more consistent customer service and communication standards across all departments to ensure a uniformly welcoming and resident-focused experience.
- **Communication and Information Gaps** – Some staff expressed concerns about limited communication between management and staff, noting that decisions are often made without consultation. They highlighted the need for clearer, more transparent communication around internal processes and organizational changes to reduce confusion and improve collaboration.
- **Decision-Making Transparency** – A number of staff raised concerns about how decisions are made and justified, noting a need for clearer rationale and more transparent communication from management.
- **Policies and Procedures** – Many staff identified the need for more formalized, consistent, and up-to-date policies and procedures across the organization. Gaps were noted in key areas such as privacy, security, and departmental operations, with some policies outdated or missing altogether. Staff emphasized that clearer and standardized policies would reduce confusion, improve efficiency, and mitigate organizational risk.
- **Maintenance Standards** – Some staff identified a need for clearer cleaning standards, improved processes for managing deposits and financial flows, and a more defined understanding of what constitutes a service level increase.

Question 8

Question 8

Please rank each of the following on a scale from 1 = Strongly Disagree to 5 = Strongly Agree (100% response rate)



Question 9

Question 9

What barriers make it difficult for you to do your job effectively? (84% response rate)

Key Findings

- **Budget Constraints** – Some staff identified limited budgets and staffing levels as major barriers to doing their jobs effectively. Budget pressures were seen to restrict service improvements, expansion, and future planning, while creating competition for resources across departments. Employees also noted challenges such as limited training opportunities, inconsistent technology, and the risk of burnout due to workload demands and program delivery expectations.
- **Communication Challenges** – Many staff cited limited communication between departments and between management and staff as a key barrier to effective work. Difficulties in obtaining timely information or approvals, unclear processes, and inconsistent responses to training requests were commonly noted. Employees emphasized that clearer, more consistent communication and stronger coordination would improve efficiency and reduce frustration.
- **Equipment and Technology Limitations** – Many staff identified unreliable equipment, outdated technology, and limited IT support as key barriers to effective work. Poor connectivity, inadequate software, and delays in resolving technical issues were noted as ongoing challenges, contributing to inefficiencies and frustration across departments.
- **Organizational Structure and Processes** – Some staff highlighted unclear organizational structure, inconsistent processes, and cross-departmental confusion as barriers to effective work. The absence of defined roles, responsibilities, and communication channels leads to inefficiencies and undermines coordination. Employees emphasized the need for clearer processes and better alignment across departments to ensure consistency and accountability.
- **Workload and Staffing Pressures** – Many staff highlighted fluctuating workloads, frequent staffing shortages and employee turnover as key challenges. A lack of front-line staff, short-staffed shifts, and the added demands of training new employees contribute to workload strain. Additionally, remote work and departmental staffing changes were noted to hinder communication and coordination, making it difficult to manage responsibilities effectively.

Question 10

Question 10

What would make your job easier or help you execute your duties more effectively? (92% response rate)

Key Findings

- **Improved Communication** – Some staff emphasized the need for clearer and more consistent communication across all levels of the organization. They highlighted the importance of better direction on expectations, improved coordination between departments, and clearer communication around training opportunities and decisions to enhance effectiveness and collaboration.
- **Clearer Processes and Roles** – Many staff emphasized the need for well-defined processes, roles, and accountability to improve efficiency and consistency. Clearer procedures, especially for cross-departmental work and coverage, along with stronger management and HR support, were seen as key to reducing confusion and enabling process improvements, collaboration, and staff development.
- **Resources and Equipment** – Most staff emphasized the need for better resources, updated equipment, and improved facilities to perform their duties effectively. Priorities included replacing aging vehicles and infrastructure, ensuring properly fitting gear, and providing access to appropriate technology and tracking tools. Employees also highlighted the value of additional training, clearer expectations, and stronger leadership support to maximize the effective use of available resources.
- **Additional Staffing Support** – Many staff emphasized the need for more personnel and clearer roles to manage workloads and deliver services effectively. Respondents noted challenges with rotational shifts, unfilled positions, and limited staff hours. Additional staff, including administrative and technical roles, were seen as essential to reduce backlogs, strengthen expertise, and enhance operational efficiency.
- **Training and Development** – Several staff identified the need for more frequent and relevant training to enhance performance and consistency across departments. Respondents emphasized that training should be practical, role-specific, and aligned with departmental procedures and approval processes. Others highlighted the importance of maintaining minimum training and safety standards to ensure all staff can effectively respond in emergencies and perform their duties confidently.

Question 11

Question 11

What service areas or internal processes could be improved? (100% response rate)

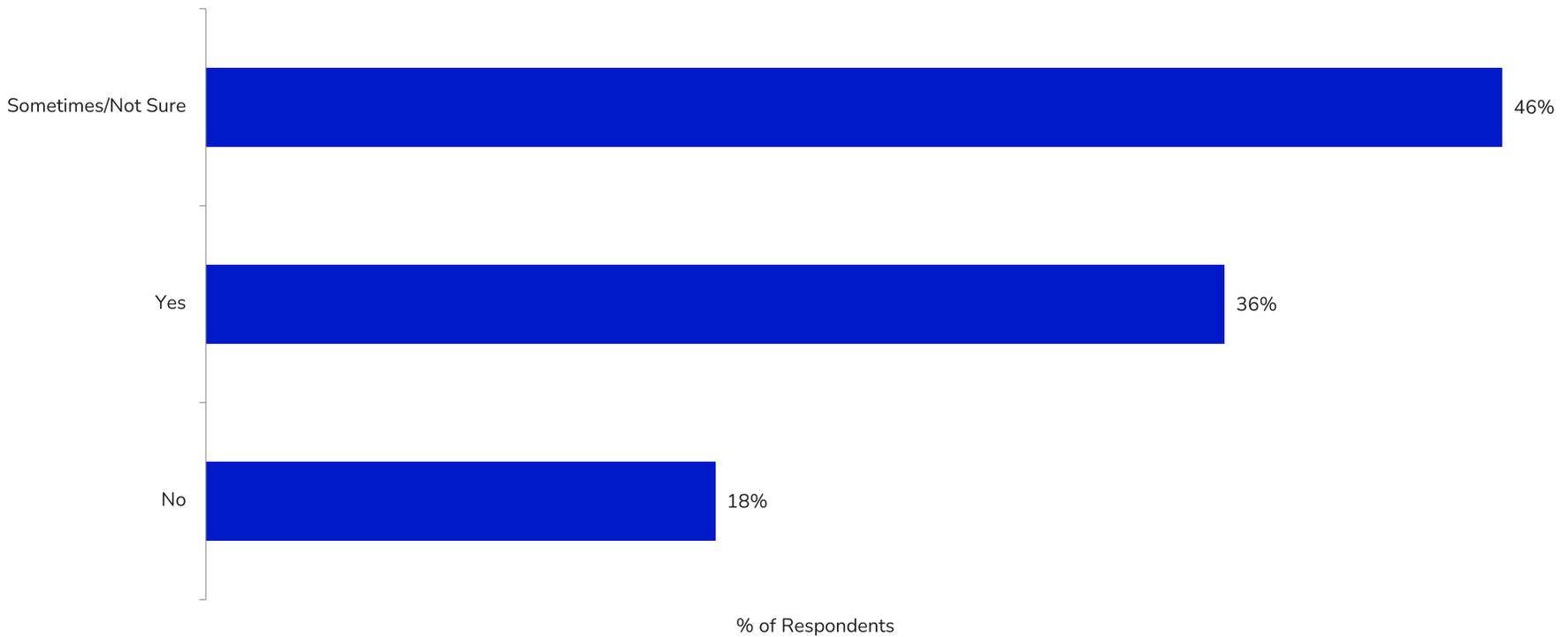
Key Findings

- **Communication** – Many staff emphasized the need for clearer and more consistent communication across departments and staff levels. Respondents noted that information gaps, particularly among part-time staff, can lead to confusion and inefficiency. Better sharing of updates, expectations, and organizational changes was seen as key to improving alignment and trust.
- **Collaboration** – Many staff identified the need for stronger collaboration across departments and stations, with more opportunities to jointly develop and implement new services or processes. Respondents encouraged cross-functional teamwork, alignment on goals, and inclusive participation in organizational initiatives.
- **Technology and IT Systems** – Most staff identified outdated or inefficient systems as a major barrier to effective service delivery. Respondents emphasized the need for modernized software for scheduling, payroll, records management, and customer-facing processes such as permitting, licensing, and payments. Many called for stronger IT support, improved system integration, and a clear technology roadmap to reduce duplication and enhance data ownership. Staff also highlighted the importance of reliable connectivity, transitioning to paperless processes, and ensuring foundational procedures are in place before adopting new technologies to support long-term success.
- **Process and System Improvements** – Some staff emphasized the need for clearer, more efficient, and consistently applied procedures across departments. Respondents called for regular review and ownership of policies, particularly during periods of staff turnover, to avoid delays and confusion. Specific areas identified for improvement included cash handling, payroll, invoicing, and project review processes that require multi-departmental approval. Streamlining these processes was seen as key to improving efficiency, accountability, and workflow consistency.
- **Roles, Responsibilities, and Training** – Some staff noted the need for clearer definition of roles and responsibilities across departments to improve coordination and reduce confusion about who to contact for specific issues. Respondents emphasized that well-defined roles would enhance accountability and efficiency, particularly in areas like construction inspection. Continued review of work methods, better alignment with industry standards, and more consistent ongoing training opportunities were also identified as priorities to maintain skill development and service quality.

Question 12

Question 12

Does the Township's current organizational structure support efficient and effective service delivery? (100% response rate)



Question 13

Question 13

What improvements would you make to the organizational structure, if any? (59% response rate)

Key Findings

- **Role Clarification** – Most staff suggested refining roles and responsibilities to allow for greater specialization and reduce role overlap. Respondents noted that duties are often too broad or unevenly distributed, creating inefficiencies and underutilized capacity in some areas. Clearer division of work, better resourcing across departments, and re-evaluating layers of supervision were identified as opportunities to streamline operations. Some also recommended adjusting staffing at customer-facing areas to improve service delivery and reconsidering certain management positions to create a flatter, more efficient structure.
- **Organizational Alignment and Leadership Continuity** – Some staff emphasized the need to modernize the Township's organizational structure to better reflect current operations and workloads. Respondents noted that Community Services has not received an updated structure following past reorganizations and suggested rebalancing leadership responsibilities within Corporate Services and aligning the overall structure with municipalities of similar size. Several also called for stronger, more transparent leadership and decision-making, with earlier staff involvement and clearer Council direction to improve coordination, accountability, and organizational stability.
- **Turnover and Staffing Stability** – Some staff identified high turnover as a major challenge affecting consistency, workload balance, and service delivery. Frequent staffing changes have increased pressure on remaining employees, making it difficult to maintain continuity and delegate tasks effectively. Respondents emphasized the need for stronger retention strategies, more backfilling support, and clear succession planning to enhance stability and institutional knowledge across departments.
- **Decision-Making** – A number of staff called for more inclusive and transparent decision-making, with senior staff and management trusting staff expertise and involving them earlier in discussions. Respondents also emphasized the need for clearer direction and better-informed Council decisions to improve efficiency and accountability.

Question 14

Question 14

What do you see as the biggest potential impacts of growth on the organization? How should the Township prepare for those impacts? (90% response rate)

Key Findings

- **Financial Capacity** – Some staff identified budget limitations as a major concern in managing the impacts of growth. Respondents noted that expanding services and infrastructure without sufficient financial resources could strain both operations and staffing. To prepare, they recommended prioritizing essential services in the budget, strengthening long-term financial planning, and investing in efficiency tools and technology.
- **Staffing and Workforce Growth** – Most staff highlighted that population and development growth will require significant increases in staffing to maintain service quality. Respondents emphasized the need to invest in both new hires and retention strategies, particularly for technical and frontline roles like building inspectors and plans examiners. Concerns were raised about limited office space, understaffing, and the loss of experienced employees. Suggestions included proactive succession planning, competitive compensation, and staff appreciation initiatives to attract and retain talent as the Township grows.
- **Growth and Modernization** – Some staff noted that population and infrastructure growth will increase pressure on services and facilities. Respondents emphasized modernizing operations, expanding online services, and defining service levels to manage expectations efficiently. Some stressed maintaining the Township's small-town character and ensuring growth is supported by strong leadership and streamlined processes.
- **Workload and Service Demand** – A number staff noted that growing service demands have increased workloads, leaving less time for detailed and careful work. Respondents emphasized the need for additional staff and resources to manage rising program volumes, service requests, and inquiries while maintaining quality and responsiveness.
- **Experience and Reputation** – Some staff highlighted that negative public experiences, often amplified by social media, can damage the Township's reputation. Respondents emphasized the importance of supporting and valuing employees across all departments to foster a positive internal culture and better external perception.
- **Knowledge Transfer and Continuity** – Some staff highlighted the need for structured succession planning, with senior staff approaching retirement, there is a need for knowledge transfer to preserve expertise, ensure continuity, and sustain service delivery through leadership transitions.

Question 15

Question 15

Any additional comments or suggestions? (38% response rate)

Key Findings

- **Accountability** – Some staff emphasized the need for stronger accountability measures to address underperformance. Respondents noted that high-performing employees are often burdened with extra work to compensate for others, leading to frustration and decreased morale. A clearer, fairer approach to performance management was seen as essential to maintaining motivation and retaining strong staff.
- **Morale and Engagement** – Staff expressed mixed views on the Township’s workplace environment. While many described it as supportive and collaborative, others pointed to low morale and frustration stemming from limited follow-through on engagement efforts and resistance to change. Respondents emphasized that strengthening trust, communication, and recognition of staff contributions will be key to sustaining a positive and motivated workforce.
- **Culture and Workplace Environment** – Some staff emphasized the need for a more open, collaborative, and adaptable organizational culture, noting that resistance to change and inconsistent processes can hinder progress and teamwork. While many expressed concern about low morale and the need for greater engagement, others reflected positively on their experience—highlighting supportive colleagues, pride in their work, and confidence that with strong leadership and clear direction, the Township can build a more unified, motivated, and high-performing workplace culture.
- **Commitment to Corporate-Wide Improvement Initiatives** – Many staff emphasized the importance of completing organization-wide improvement projects, recognizing that these initiatives strengthen overall efficiency, consistency, and service quality across the Township. There is a shared understanding that sustained focus on corporate improvements supports long-term success and enhances workplace effectiveness.



1-866-231-6535
strategycorp.com