# Council Meeting
# AGENDA

**Monday, April 27, 2026**
**7:00 p.m.**
**Council Chambers - Hybrid**
**60 Snyder's Road West**
**Baden, Ontario**
**N3A 1A1**

This meeting will be held in-person and electronically in accordance with Section 238 (3.3) of the Municipal Act, 2001. Please subscribe to the Township of Wilmot You Tube Channel to watch the live stream or view after the meeting.
Delegations must register with the Legislative Services Division. The only matters being discussed at this meeting will be those on the Agenda.

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**Pages**

1. **CALL TO ORDER**
   **RECOMMENDATION**
   THAT the Regular Council Meeting held on April 27, 2026 be called to order at 7:00 p.m.
2. **CLOSED SESSION**
3. **RECONVENE INTO OPEN SESSION**
4. **TERRITORIAL LAND ACKNOWLEDGEMENT**
5. **ADDITIONS TO THE AGENDA**
6. **ADOPTION OF THE AGENDA**
   **RECOMMENDATION**
   THAT the Agenda as presented for April 27, 2026 be adopted, with agenda item 14.3 Corporate Communications Strategy Refresh - COR-2026-07, being dealt with immediately following agenda item 10.1 2026-2030 Corporate Communications Strategy, Andrea Montgomery, Redbrick.
7. **DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**
   *Members of Council and members of the Township's local boards are required to file a written statement when they have a conflict of interest. If a conflict is declared, please review the Policies and Rules for Council and complete the Disclosure of Pecuniary Interest Form.*

8. MINUTES OF PREVIOUS MEETINGS 7

RECOMMENDATION

THAT the Minutes of the Special Council and Committee of the Whole meetings of April 13, 2026 and the Minutes of the Regular Council meeting of March 23, 2026, be adopted.

9. PUBLIC MEETINGS

10. PRESENTATIONS

10.1 2026-2030 Corporate Communications Strategy 31
Andrea Montgomery, Redbrick Communications

11. DELEGATIONS

Pursuant to Council's Procedural By-law, delegations are permitted to address Council for a maximum of seven (7) minutes. General Interest Delegations are included below. Only three General Interest Delegations are permitted at each Regular Council Meeting. General Interest Delegations must register by 12:00 p.m. on the Monday prior to the Council meeting date. Specific Interest Delegations are only permitted to discuss matters listed on the Council agenda as staff reports, informal and formal public meetings, notice's of motion, and by-laws. All Specific Interest Delegations where possible are encouraged to register prior to the start of the meeting. For Specific Interest Delegates who are attending in-person, registration is permitted up to the start of the meeting. Specific Interest Delegates who are interested in attending virtually must register by 12:00 p.m. on April 27, 2026, in order to participate electronically.

11.1 General Interest Delegations

11.1.1 Enable Canada Tour, Amandipp Singh 54

11.2 Specific Interest Delegations

12. CORRESPONDENCE

12.1 Waterloo Regional Health Network (WRHN) and Cambridge Memorial Hospital (CMH) Briefing Note 59

13. CONSENT AGENDA

RECOMMENDATION

THAT Consent Agenda Items 13.1, 13.2, 13.3, 13.4, 13.5 and 13.6 be approved.

13.1 Renewal of Agreement with Garden Wilmot - CS-2026-11 65

RECOMMENDATION

THAT Report CS-2026-11 Renewal of Agreement with Garden Wilmot be received for information; and,

THAT Council direct staff to present a By-Law to authorize the Mayor and Clerk to execute a five-year agreement between the Township of Wilmot and Garden Wilmot (Wilmot Horticultural Society), as attached to Report CS-2026-11.

13.2 Proposed Sponsorship, Naming Rights and Donation Policies - CS- 72

2026-07

RECOMMENDATION

THAT Report CS-2026-07 Proposed Sponsorship, Naming Rights and Donation Policies be received for information; and,

THAT Council direct staff to present By-Laws to adopt the Sponsorship, Naming Rights and Donations Policies for the Township of Wilmot, as attached to Report CS-2026-07; and

THAT staff be directed to prepare an inventory of municipal assets available for sponsorship or naming rights, for Council's consideration.

13.3 Weddings at Castle Kilbride - CS-2026-10 95

RECOMMENDATION

THAT Report CS-2026-10 Weddings at Castle Kilbride be received for information; and,

THAT Council rescind Resolution 94-73 Ban on interior weddings and wedding party photographs at Castle Kilbride.

13.4 Adoption of Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot - COR-2026-08 98

RECOMMENDATION

THAT Report COR-2026-08 Adoption of Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot be received for information; and,

THAT Council direct staff to present a By-Law to adopt a Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot, as attached to Report COR-2026-08.

13.5 Council Remuneration Review 2026-2030 Term - COR-2026-09 104

RECOMMENDATION

THAT Report COR-2026-09 Council Remuneration Review 2026-2030 Term be received for information;

THAT Council approve an increase of $10,651.57 to the base annual remuneration for the Mayor for a total of $50,076.57 effective for the new term of Council;

THAT Council approve an increase of $3,343.25 to the base annual remuneration for Councillors for a total of $25,215.25 effective for the new term of Council;

THAT Council direct Staff to present a by-law respecting Remuneration and Expenses for Members of Council for the 2026-2030 term of Council prior to 'Nomination Day' in accordance with Policy CL-2025-01; and,

That a comprehensive comparative analysis of the remuneration of the Mayor and Councillors be completed in 2027 as part of the Market Compensation Review of employees.

13.6 Integrity Commissioner's Annual Report 2025 - COR-2026-11 115

RECOMMENDATION

THAT the Integrity Commissioner's Annual Report for the operating period of December 15, 2024 to December 14, 2025, be received for information.

## 14. REPORTS

14.1 Prime Ministers Path – Licence of Occupancy - CAO-2026-15 119

RECOMMENDATION

THAT Report CAO-2026-15 Prime Ministers Path – Licence of Occupancy be received for information; and,

THAT Council grant custody of the Township-owned statues of prime ministers of Canada to Createscape Waterloo Region for a period of 20 years, and grant a licence of non-exclusive occupancy of property described as Block 102, Plan 58M-249, the extent of which is shown on Attachment A, in favour of Createscape Waterloo Region for the purpose of the installation and maintenance of statues of prime ministers of Canada for a period of 20 years, subject to Createscape entering into an agreement to the satisfaction of the Municipal Solicitor and generally as set out in Attachment B of Report CAO-2026-15; and

THAT Council direct staff to present a By-Law to authorize the Mayor and Clerk to enter into the agreement generally in accordance with the proposed agreement attached to Report CAO-2026-15, and to the satisfaction of the Municipal Solicitor, for the purpose of granting a Licence of Occupancy and conveying custody of the Township-owned statues of prime ministers; and

THAT Council confirm its commitment to cover the cost of reinstallation of existing statues as a one-time expense to a maximum of $78,000; and

THAT the public donations in the amount of $12,800 plus any future public donations to the Township for the Prime Ministers Path project be transferred to Createscape Waterloo Region; and

THAT the Township continue to accept donations for the Prime Ministers Path project, and provide receipts, only until December 31, 2026; and

THAT upon signing of the agreement by both parties the Prime Ministers Path Community Steering Committee be disbanded, as its

purpose will have been fulfilled, and that references to the “volunteer committee” in Council’s resolution of July 28, 2025, shall be deemed to refer equally to Createscape Waterloo Region.

**14.2 Strategic Action Plan Update - CAO-2026-17** 137

**RECOMMENDATION**

THAT Report CAO-2026-17 Strategic Action Plan Update be received for information.

**14.3 Corporate Communications Strategy Refresh - COR-2026-07** 173

**RECOMMENDATION**

THAT Report COR-2026-07 Corporate Communications Strategy Refresh be received for information; and,

THAT Council approve the refreshed Corporate Communications Strategy and direct staff to prepare an implementation plan.

**14.4 Zone Change Application 01/26 - 53-75 Brubacher Street, Baden - DS-2026-07** 220

**RECOMMENDATION**

THAT Report DS-2026-07, Zone Change Application 01/26 - 53-75 Brubacher Street, Baden, be received for information; and,

THAT Council approve Zone Change Application 01/26 made by Concept Development Group affecting Part of Lot 14, Concession North of Snyder’s Road, being Part 1 on 58R-19065 and Parts 1 and 4 on 58R-21900, to rezone the portion of the lands which are zoned Zone 4a (Residential) to Zone 4 (Residential), and,

1. Reduce the minimum lot area requirement from 5616m$^2$ to 4892m$^2$; and,
2. To reduce the exterior side yard setback requirement from 6.0m to 3.9m for an entrance canopy.

AND THAT Council direct staff to present a by-law to amend Zoning By-Law No. 83-38

**14.5 Council and Committee Remuneration and Expenses for 2025 - FIN-2026-02** 230

**RECOMMENDATION**

THAT Report FIN-2026-02 Council and Committee Remuneration and Expenses for 2025 be received for information; and,

THAT Council direct staff to publish Report FIN-2026-02 Council and Committee Remuneration and Expenses for 2025 on the Township’s website for public accountability and transparency.

**15. BY-LAWS**

**RECOMMENDATION**

THAT Council gives three readings to and approves:


15.1 By-law 2026-23 to adopt a Use of Electronic Signatures Policy 240

15.2 By-law 2026-24 to authorize the execution of an agreement with Wilmot Horticultural Society 245

15.3 By-Law 2026-27, to establish the remuneration for the Mayor and Members of Council for the 2026-2030 Term 250

15.4 By-law 2026-25 to authorize the execution of an agreement with Createscape Waterloo Region 251

15.5 By-law 2026-29 to adopt a Sponsorship Policy 263

15.6 By-law 2026-30 to adopt a Naming Rights Policy 271

15.7 By-law 2026-31 to adopt a Donations Policy 279

15.8 By-law 2026-29 to further amend By-law No. 83-38 of the Township of Wilmot being a Zoning By-law for the said Township of Wilmot (53-75 Brubacher Street, Baden) 287

16. NOTICES OF MOTION

17. ANNOUNCEMENTS

18. BUSINESS ARISING FROM CLOSED SESSION

19. CONFIRMATORY BY-LAW 291


RECOMMENDATION

THAT By-Law 2026-28 to confirm the proceedings of Council at its meeting on April 27, 2026, be read a first, second, third and final reading and that the Mayor and Clerk be and are hereby authorized to sign.

20. ADJOURNMENT

RECOMMENDATION

THAT the Regular Council meeting of April 27, 2026 be adjourned at ___ p.m.

**Council Meeting Minutes**

# Council Meeting

Date: March 23, 2026, 5:45 P.M.
Location: Council Chambers - Hybrid
60 Snyder's Road West
Baden, Ontario
N3A 1A1

Members Present: Mayor N. Salonen
Councillor S. Cressman
Councillor K. Wilkinson
Councillor H. Sidhu
Councillor L. Dunstall
Councillor S. Martin

Staff Present: Chief Administrative Officer, J. Willmer
Director of Community Services, C. Catania
Deputy CAO / Director of Corporate Services, H. O'Krafka
Director of Infrastructure Services, K. VanderWal
Director of Development Services, A. Martin
Director, Financial Services/CFO, Harjot Grewal
Manager, Legislative Services/Clerk, A. Jaggard
Supervisor of Legislative Services/ Deputy Clerk, J. Bouzane
Desktop Support Technician, R. Ubhi

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## 1. CALL TO ORDER

**Resolution No. 2026-58**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Martin

THAT the Regular Council Meeting held on March 23, 2026, be called to order at 5:45 p.m.

**Motion Carried Unanimously**

## 2. CLOSED SESSION (5:45 p.m.)

**Resolution No. 2026-59**

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor S. Martin

THAT a Closed Meeting of Council be held on March 23, 2026, at 5:45 p.m. at the Wilmot Administrative Complex, in accordance with Section 239 of the Municipal Act, 2001, to consider the following:

2.6.1 WSIB and Identifiable Individual - CAO-2026-012

239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees;

2.6.2 Development Services Staffing - DS-2026-04

239 (2) (b) personal matters about an identifiable individual, including municipal or local board employees;

2.6.3 Information Technology Security Matters

239 (2) (a) the security of the property of the municipality or local board;

**Motion Carried Unanimously**

2.1 Call to Order

2.2 Territorial Land Acknowledgement

2.3 Adoption of the Agenda

2.4 Disclosures of Pecuniary Interest Under the Municipal Conflict of Interest Act

2.5 Minutes of the Previous Meetings

2.6 Reports

- 2.6.1 WSIB and Identifiable Individual - CAO-2026-012
- 2.6.2 Development Services Staffing - DS-2026-04
- 2.6.3 Information Technology Security Matters

2.7 Back to Open Session

## 3. RECONVENE INTO OPEN SESSION (7:00 p.m.)

**Resolution No. 2026-60**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Martin

THAT Council reconvenes in Open Session at 7:00 p.m.

**Motion Carried Unanimously**

## 4. TERRITORIAL LAND ACKNOWLEDGEMENT

Councillor S. Cressman read the Territorial Land Acknowledgment.

## 5. ADDITIONS TO THE AGENDA

The following additions to the agenda were made on March 23, 2026:

11.2 Specific Interest Delegations

11.2.4 Dave Emrich regarding Item 14.5 Traffic and Parking By-Law Update - IS-2026-04

11.2.5 Nick Demelo regarding item 14.5 Traffic and Parking By-Law Update - IS-2026-04

11.2.6 Penny Collins regarding item 14.5 Traffic and Parking By-Law Update - IS-2026-04

12 Correspondence

12.3 Citizens for Safe Groundwater Letter to Council

## 6. ADOPTION OF THE AGENDA

**Resolution No. 2026-61**

**Moved by:** Councillor S. Martin
**Seconded by:** Councillor H. Sidhu

THAT the Agenda as presented for the Regular Council meeting of March 23, 2026, be adopted.

**Motion Carried Unanimously**

## 7. DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT

Mayor Salonen declared a pecuniary interest on the following item:

1. Item 14.5 with the reason being that she resides on the subject road.

No other disclosures of pecuniary interest were declared.

## 8. MINUTES OF PREVIOUS MEETINGS

**Resolution No. 2026-62**

**Moved by:** Councillor S. Martin
**Seconded by:** Councillor L. Dunstall

THAT the motion be amended to insert: that the delegate B. Wolfe's submissions be removed as attachments from the Council minutes of January 29 and February 9, 2026.

**Motion Defeated**

**Resolution No. 2026-63**

**Moved by:** Councillor K. Wilkinson
**Seconded by:** Councillor H. Sidhu

That the main motion be amended to insert: and that the February 9, 2026 Special Council meeting minutes be amended to insert:

- The total debt for 2026 is about $15 million.
- Through 2026 the Township will have repaid about $2.5 million.
- The 2026 addition of $4.8 million in debt servicing will increase debt servicing costs from about 6.11% in 2025 to 9% in 2026.
- This increase to 9% keeps below the 25% provincial threshold.
- The amount of interest that we will be paying in 2026, on existing debt, is about $600,000, plus about $117,546 for the new debt added in this budget.
- The total amount of interest that the Township will pay for the $15 million debt will be about $717,546, very approximately;

And that the debt serving cost be recorded per estimates given: $685,000 and $600,000.

**Motion Carried**

**Resolution No. 2026-64**

**Moved by:** Councillor K. Wilkinson
**Seconded by:** Councillor H. Sidhu

THAT the Minutes of the Special Councils meetings of January 29, 2026 and February 9, 2026, and the Minutes of the Regular Council meeting of February 23, 2026 and the Minutes of the Committee of the Whole meeting of March 2, 2026, be adopted as presented, with the following amendments to the February 9, 2026 Special Council meeting minutes to insert:

- The total debt for 2026 is about $15 million.
- Through 2026 the Township will have repaid about $2.5 million.
- The 2026 addition of $4.8 million in debt servicing will increase debt servicing costs from about 6.11% in 2025 to 9% in 2026.
- This increase to 9% keeps below the 25% provincial threshold.
- The amount of interest that we will be paying in 2026, on existing debt, is about $600,000, plus about $117,546 for the new debt added in this budget.
- The total amount of interest that the Township will pay for the $15 million debt will be about $717,546, very approximately;

And that the debt serving cost be recorded per estimates given: $685,000 and $600,000.

**Motion Carried**

## 9. PUBLIC MEETINGS

## 10. PRESENTATIONS

10.1 Draft Official Plan Direction: Growth Target and Intensification

Director of Development Services, Andrew Martin introduced the presentation.

Senior Policy Planner, Rachel Greene and Joe Nethery, Nethery Planning provided an overview of the presentation.

Opportunity was provided for Council to ask questions and provide feedback, including on proposed growth rate targets.

There was discussion regarding growth rate targets and the potential to identify areas within the Township where higher density development would be permitted, to provide clarity and support investment.

## 11. DELEGATIONS

11.1 General Interest Delegations

11.2 Specific Interest Delegations

11.2.1 Betsey Daub regarding Item 14.2 Proposed Municipal Sustainability Manager - CAO-2026-13

11.2.2 Bart Van Andel regarding Item 14.2 Proposed Municipal Sustainability Manager - CAO-2026-13

11.2.3 Philip Wendland regarding Item 14.4 Petersburg Water System Direction and Final Design - IS-2026-09

11.2.4 Dave Emrich regarding Item 14.5 Traffic and Parking By-Law Update - IS-2026-04

11.2.5 Nick Demelo regarding item 14.5 Traffic and Parking By-Law Update - IS-2026-04

11.2.6 Penny Collins regarding item 14.5 Traffic and Parking By-Law Update - IS-2026-04

## 12. CORRESPONDENCE

Councillor Dunstall pulled Item 12.3.

**Resolution No. 2026-65**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor H. Sidhu

That Council receive the correspondence from Citizens for Safe Groundwater (Item 12.3); and

That Council request that the Region consider the correspondence and the Township's concerns as previously recorded in Township resolution 2026-27; and

That this resolution, together with the correspondence, be sent to the attention of Regional Council for inclusion on a Region of Waterloo Council agenda; and

That Council request that the Region of Waterloo make the well monitoring data publicly available.

**Motion Carried Unanimously**

12.1 Barry Wolfe regarding February 23, 2026 Council Meeting

12.2 Barry Wolfe regarding March 2, 2026 Council Meeting

12.3 Citizens for Safe Groundwater Letter to Council

## 13. CONSENT AGENDA

**Resolution No. 2026-66**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor H. Sidhu

THAT Consent Agenda Items 13.1, 13.2, 13.3, 13.4, 13.5, 13.6, 13.7 and 13.8 be approved.

**Motion Carried Unanimously**

Council varied the order of business to consider Item 14.2 next, to expediently address staff reports with registered delegates.

13.1 Master Plans Overview - CAO-2026-10

THAT Report CAO-2026-10 Master Plans Overview be received for information.

13.2 Explore Waterloo Region – Tourism Update - CAO-2026-09

THAT Report CAO-2026-09 Explore Waterloo Region – Tourism Update be received for information.

13.3 Community Services Master Plan Update and Accomplishments - CS-2026-05

THAT Report CS-2026-05 Community Services Master Plan Update and Accomplishments be received for information.

13.4 By-law to deem lots not to be part of a plan of subdivision - DS-2026-03

THAT Report DS-2026-03 By-law to deem lots not to be part of a plan of subdivision, be, received for information; and,

THAT Council, by By-law, deem Registered Plan 627 as it applies to Lots 134 and 134, not to be part of registered plan of subdivision; and

THAT Council authorize the by-law to be registered on title as required under Section 50(28) of the Planning Act, R.S.O. 1990,c.P.13, as amended.

13.5 Re-purpose Rescue 627 to Rehab Apparatus - FS-2026-01

THAT Report FS-2026-01 Re-purpose Rescue 627 to Rehab Apparatus be received for information; and,

THAT Council authorize the Fire Service to retain Rescue 627 upon its replacement in 2026 and repurpose the unit as a dedicated Rehabilitation (“Rehab”) Apparatus in support of legislated firefighter health and safety requirements; and

THAT no capital funds be requested in 2026 for this repurpose initiative, with a full needs assessment and any recommended budget requests to be presented to Council for the 2027 budget.

13.6 2025 Annual Summary and Water Quality Report - IS-2026-03

THAT Report IS-2026-03 2025 Annual Summary and Water Quality Report be received for information; and,

THAT Council confirms its commitment to providing the necessary resources for the ongoing implementation, maintenance, and continual improvement of the Drinking Water Quality Management Standard (DWQMS) as outlined in this report.

13.7 Infrastructure Asset Condition and Investment Needs: Sanitary and Water - IS-2026-06

THAT Report IS-2025-06 Infrastructure Asset Condition and Investment Needs: Sanitary and Water be received for information; and,

That the watermain and sanitary sewer repair program be referred to the 10-year capital forecast as part of the Long Range Financial Plan.

13.8 2025 Annual Sanitary and Stormwater Performance Reports - IS-2026-07

THAT Report IS-2026-07 2025 Annual Sanitary and Stormwater Performance Reports be received for information.

## 14. REPORTS

14.1 2026 Work Plan - CAO-2026-11

Chief Administrative Officer, Jeff Willmer presented the report.

**Resolution No. 2026-70**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor K. Wilkinson

THAT Report CAO-2026-11 2026 Work Plan, be received for information; and,

THAT the proposed 2026 Work Plan attached to Report CAO-2026-011 be endorsed.

**Motion Carried Unanimously**

14.2 Proposed Municipal Sustainability Manager - CAO-2026-13

Chief Administrative Officer, Jeff Willmer presented the report.

Delegate B. Daub addressed Council.

Delegate B. Van Andel addressed Council.

If the position were not supported by all parties, staff would report back to Council.

**Resolution No. 2026-67**

**Moved by:** Councillor S. Martin
**Seconded by:** Councillor L. Dunstall

THAT Report CAO-2026-13 Proposed Municipal Sustainability Manager be received for information; and,

THAT staff be directed to work with Sustainable Waterloo Region and the Township of Wellesley to fill a one-year contract position as Municipal Sustainability Manager, as outlined in Report CAO-2026-13.

**Motion Carried Unanimously**

Agenda item 14.4 dealt with next.

14.3 2026 Municipal Election – Election Policies - COR-2026-06

Manager of Legislative Services/Municipal Clerk, Amelia Jaggard presented the report.

**Resolution No. 2026-71**

**Moved by:** Councillor S. Martin
**Seconded by:** Councillor L. Dunstall

That Report COR-2026-06 2026 Municipal Election – Election Policies be received for information; and,

That staff be directed to present a By-Law to adopt a Municipal Election Recount Policy attached as Attachment 1; and

That staff be directed to present a By-Law to adopt a Use of Municipal Resources During an Election Policy attached Attachment 2.

**Motion Carried Unanimously**

14.4 Petersburg Water System Direction and Final Design - IS-2026-09

Director of Infrastructure Services, Ken Vanderwal presented the report.

Delegate P. Wendland addressed Council.

Staff confirmed that recommendations regarding tender award and cost allocation would be brought forward to Council following tender.

Discussion included design timelines, sidewalk requirements under AODA, and potential phasing of the project.

**Resolution No. 2026-68**

**Moved by:** Councillor K. Wilkinson
**Seconded by:** Councillor H. Sidhu

THAT Report IS-2026-09, Petersburg Water System Direction & Final Design be received for information; and,

THAT Council direct staff to complete the final design of the Petersburg Water System to be an Urban Cross Section with Semi-Mountable Curb and with Concrete Sidewalk on one side of the street; and

That the project be completed in a multi-phase approach with the concrete sidewalk construction being the final phase, and that the funding for the concrete sidewalk construction be recommended for inclusion in the 2027 capital budget.

**Motion Carried**

Agenda item 14.5 dealt with next.

14.5 Traffic and Parking By-Law Update - IS-2026-04

Mayor Salonen declared a pecuniary interest in this matter and abstained from discussion and voting on this matter. Mayor Salonen left the Chair at 9:17 p.m.

Councillor Martin assumed the Chair.

Director of Infrastructure Services, Ken Vanderwal presented the report.

Delegate D. Emrich addressed Council.

Delegate N. Demelo addressed Council.

Delegate P. Collins addressed Council.

Council requested that staff consult emergency services regarding access on McFayden Street.

**Resolution No. 2026-69**

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor L. Dunstall

THAT Report IS-2026-04 Traffic and Parking By-Law Amendment be received for information; and

THAT Council direct Staff to present a by-law to amend By-Law 2016-52 Traffic and Parking By-Law for Council's consideration; and

THAT Council direct Staff to present a by-law at a future meeting to amend By-Law 2016-52 Traffic and Parking By-Law, to implement a 3-Way Stop at the intersection of Wagler Ave and Hunsberger Drive.

**Motion Carried**

Mayor Salonen assumed the Chair at 9:53 p.m.

Agenda item 14.1 dealt with next.

## 15. BY-LAWS

**Resolution No. 2026-72**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor H. Sidhu

THAT By-Laws 2026-14, 2026-15, 2026-16, 2026-17, 2026-18, 2026-19, and 2026-20, as attached to this Agenda be read a first, second and third time, and finally passed in Open Council.

**Motion Carried Unanimously**

15.1 2026-14 A By-Law to close the public highway referred to as Alley on Registered Plan 633

15.2 2026-15 A By-Law to appoint a Deputy Clerk (Jennifer Bouzane)

15.3 2026-16 A By-Law to amend By-Law 2016-52 Traffic and Parking By-Law

15.4 2026-17 A By-Law to adopt a Municipal Election Recount Policy

15.5 2026-18 A By-Law to adopt a Use of Municipal Resources During an Election Policy

15.6 2026-19 A By-Law to deem part of registered plan 627 not to be a registered plan (69 Snyder's Rd W)

15.7 2026-20 A By-Law to appoint a Fire Chief and a Community Emergency Management Coordinator (CEMC) for the Township of Wilmot (Christopher Cleave)

## 16. NOTICES OF MOTION

16.1 Councillor Dunstall

Staff confirmed the feasibility of completing the work within the current year as part of the existing workplan.

**Resolution No. 2026-73**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Martin

That Council acknowledge the findings of the completed community centre review, which identified that the Township’s community centres require significant capital investment, amounting to millions of dollars over time, and that several facilities currently either barely cover operating costs or operate at a loss, excluding any future capital improvements; and

That Council direct Staff to engage the community on the long-term feasibility, affordability, and appropriate number of community centres for Wilmot Township as a whole, including options that may involve consolidation or reduction in the number of facilities; and

That Staff report back to Council with the results of this community engagement for consideration before further major capital investments are committed.

**Motion Carried**

## 17. ANNOUNCEMENTS

## 18. BUSINESS ARISING FROM CLOSED SESSION

## 19. CONFIRMATORY BY-LAW

**Resolution No. 2026-74**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Martin

THAT By-Law 2026-13 to confirm the proceedings of Council at its Regular Council meeting held on March 23, 2026, be read a first, second and third time, and finally passed in Open Council.

**Motion Carried Unanimously**

## 20. ADJOURNMENT

**Resolution No. 2026-75**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor L. Dunstall

THAT the Regular Council meeting of March 23, 2026 be adjourned at 10:35 p.m.

**Special Council Meeting Minutes**

# Special Council Meeting

Date: April 13, 2026, 5:15 P.M.
Location: Council Chambers - Hybrid
60 Snyder's Road West
Baden, Ontario
N3A 1A1

Members Present: Mayor N. Salonen
Councillor S. Cressman
Councillor K. Wilkinson
Councillor H. Sidhu
Councillor L. Dunstall
Councillor S. Martin

Staff Present: Chief Administrative Officer, J. Willmer
Deputy CAO / Director of Corporate Services, H. O'Krafka
Director of Community Services, C. Catania
Director of Infrastructure Services, K. VanderWal
Director of Development Services, A. Martin
Director of Financial Services/Treasurer, H. Grewal
Manager of Legislative Services / Clerk, A. Jaggard
Supervisor of Legislative Services/ Deputy Clerk, J. Bouzane
Desktop Support Technician, R. Ubhi

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## 1. CALL TO ORDER

**Resolution No. 2026-76**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Cressman

THAT the Special Council Meeting on April 13, 2026 be called to order at 5:15 p.m.

**Motion Carried Unanimously**

## 2. CLOSED SESSION

**Resolution No. 2026-77**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Cressman

THAT a Closed Meeting of Council be held on April 13, 2026, at 5:15 p.m. at the Wilmot Administrative Complex, in accordance with Section 239 of the Municipal Act, 2001, to consider the following:

2.5.1 Prime Ministers Path – Property Conveyances
239 (2) (k) a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board.

**Motion Carried Unanimously**

2.1 Call to Order

2.2 Territorial Acknowledgement

2.3 Adoption of Agenda

2.4 Disclosure of Pecuniary Interest Under the Municipal Conflict of Interest Act

2.5 Reports

**2.5.1 Prime Minsters Path – Legal Agreement for Property Conveyances**

2.6 Back to Open Session

## 3. RECONVENE INTO OPEN SESSION

**Resolution No. 2026-78**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor K. Wilkinson

THAT Council reconvenes into open session at 5:52 p.m.

**Motion Carried Unanimously**

## 4. TERRITORIAL LAND ACKNOWLEDGEMENT

H. Sidhu read the Territorial Land Acknowledgment.

**5. ADDITIONS TO THE AGENDA**

**6. ADOPTION OF THE AGENDA**

**Resolution No. 2026-79**

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor S. Cressman

THAT the Agenda as presented for April 13, 2026 be adopted.

**Motion Carried Unanimously**

**7. DISCLOSURE OF PECUNIARY INTEREST UNDER THE MUNICIPAL CONFLICT OF INTEREST ACT**

There were no disclosures of pecuniary interest.

**8. MINUTES OF PREVIOUS MEETING(S)**

**9. PUBLIC MEETINGS**

**10. CORRESPONDENCE**

**11. CONSENT AGENDA**

**12. REPORTS**

12.1 New Dundee Community Centre Septic System Remediation, CS-2026-13

**Resolution No. 2026-80**

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Cressman

THAT Report CS-2026-13 New Dundee Community Centre Septic System Remediation be received for information; and,

THAT Council approve $90,000 in Capital for the New Dundee Community Centre Septic System Remediation from Infrastructure Reserve.

**Motion Carried Unanimously**

**13. BY-LAWS**

**Resolution No. 2026-81**

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor L. Dunstall

THAT By-Law 2026-21 as attached to this Agenda be read a first, second and third time, and finally passed in Open Council.

**Motion Carried Unanimously**

13.1 2026-21 A By-law to a Appoint a Fire Chief and Emergency Management Coordinator (CEMC) for the Township of Wilmot (Scott Pipe)

**14. NOTICES OF MOTION**

**15. ANNOUNCEMENTS**

**16. BUSINESS ARISING FROM CLOSED SESSION**

**Resolution No. 2026-82**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor L. Dunstall

THAT Council receive for information the report proposed and that staff proceed as directed.

**Motion Carried**

**17. CONFIRMATORY BY-LAW**

**Resolution No. 2026-83**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor L. Dunstall

THAT the By-Law 2026-22 to confirm the proceedings of Council at its Special Council Meeting of April 13, 2026 be read a first, second and third time, and finally passed in Open Council.

**Motion Carried**

**18. ADJOURNMENT**

**Resolution No. 2026-84**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor H. Sidhu

THAT the Special Council meeting of April 13, 2026 be adjourned at 5:56 p.m.

**Motion Carried Unanimously**

# Committee of the Whole Minutes

Monday, April 13, 2026, 6:00 P.M.
Council Chambers - Hybrid
60 Snyder's Road West
Baden, Ontario
N3A 1A1

| | |
|---|---|
| Members Present: | Mayor N. Salonen<br>Councillor S. Cressman<br>Councillor K. Wilkinson<br>Councillor H. Sidhu<br>Councillor L. Dunstall<br>Councillor S. Martin |
| Staff Present: | Chief Administrative Officer, J. Willmer<br>Deputy CAO / Director of Corporate Services, H. O'Krafka<br>Director of Development Services, A. Martin<br>Director of Financial Services/Treasurer, H. Grewal<br>Director of Community Services, C. Catania<br>Director of Infrastructure Services, K. VanderWal<br>Manager, Legislative Services/Clerk, Amelia Jaggard<br>Supervisor of Legislative Services/ Deputy Clerk, J. Bouzane<br>Desktop Support Technician, R. Ubhi |

---

## 1. CALL TO ORDER

The meeting was called to order with Chair Mayor Salonen presiding.

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Cressman

THAT the Committee of the Whole on April 13, 2026 be called to order at 6:00 p.m.

**Motion Carried Unanimously**

## 2. TERRITORIAL LAND ACKNOWLEDGEMENT

H Sidhu read the Territorial Land Acknowledgement.

## 4. ADOPTION OF THE AGENDA

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor S. Martin

THAT the Agenda as presented for the Committee of the Whole meeting on April 13, 2026 be adopted.

**Motion Carried Unanimously**

## 6. PUBLIC MEETINGS

### 6.1 Zone Change Application 01/26 - 53-75 Brubacher Street, Baden - DS-2026-05

Cameron Miller, Senior Development Planner, provided an overview of the application.

Opportunity was provided for questions from Members of Council.

Christian Tsimenidis, Agent, appeared before Council in support of the application.

No members of the public appeared before Council either in support or opposition to the application.

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Cressman

THAT Report DS-2026-05, Zone Change Application 01/26 - 53-75 Brubacher Street, Baden, be received for information.

**Motion Carried Unanimously**

### 6.2 Draft Plan of Subdivision 30T-22602 and Zone Change Application 11-22, Activa Holdings, Baden - DS-2026-06

Andrew Martin, Director of Development Services, provided an overview of the application.

Opportunity was provided for questions from Members of Council.

Pierre Chauvain, Agent, appeared before Council in support of the application.

Members of Council raised questions and concerns regarding density, including building types and height in comparison to neighbouring properties. Questions were also raised regarding traffic impacts and potential mitigation measures while accommodating emergency services.

Further discussion included parkland versus trail provision, as well as school capacity, water servicing, walkway design, transit proximity, and accessibility considerations.

No member of the public appeared before Council in support of the application.

John Will, appeared before Council in opposition of the application.

Alex Sooley, appeared before Council in opposition of the application.

No other members of the public appeared before Council in opposition of the application.

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor S. Martin

THAT Report DS-2026-06, Draft Plan of Subdivision 30T-22602 and Zone Change Application 11-22, Activa Holdings, Baden, be received for information.

**Motion Carried**

## 7. PRESENTATIONS

### 7.1 Wilmot Civic Action Network (WilmotCAN) Re: Land Assembly (no attachments)

Kevin Thomason and John Jordan, WilmotCAN, made a presentation to Council.

**Moved by:** Councillor K. Wilkinson
**Seconded by:** Councillor L. Dunstall

THAT Council suspend the rules to permit the presenter an additional five (5) minutes to present.

**Motion Carried Unanimously**

**Moved by:** Councillor K. Wilkinson
**Seconded by:** Councillor S. Cressman

That Council recess at 7:36 p.m. for 5 minutes.

**Motion Carried Unanimously**

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor L. Dunstall

That Council reconvenes at 7:43 p.m.

**Motion Carried Unanimously**

## 8. DELEGATIONS

## 11. REPORTS

### 11.1 Adoption of Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot - COR-2026-08

Manager of Legislative Services/Municipal Clerk, Amelia Jaggard, presented the report.

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor K. Wilkinson

THAT Report COR-2026-08 Adoption of Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot be received for information; and,

THAT Council direct staff to present a By-Law to adopt a Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot, as attached to Report COR-2026-08.

**Motion Carried Unanimously**

### 11.2 Council Remuneration Review 2026-2030 Term - COR-2026-09

Deputy CAO/Director of Corporate Services, Harold O'Krafka, presented the report.

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor L. Dunstall

THAT Report COR-2026-09 Council Remuneration Review 2026-2030 Term be received for information;

THAT Council approve an increase of $10,651.57 to the base annual remuneration for the Mayor for a total of $50,076.57 effective for the new term of Council;

THAT Council approve an increase of $3,343.25 to the base annual remuneration for Councillors for a total of $25,215.25 effective for the new term of Council;

THAT Council direct Staff to present a by-law respecting Remuneration and Expenses for Members of Council for the 2026-2030 term of Council prior to 'Nomination Day' in accordance with Policy CL-2025-01; and,

That a comprehensive comparative analysis of the remuneration of the Mayor and Councillors be completed in 2027 as part of the Market Compensation Review of employees.

**Motion Carried**

### 11.3 Weddings at Castle Kilbride - CS-2026-10

Director of Community Services, Chris Catania, presented the report.

**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor H. Sidhu

THAT Report CS-2026-10 Weddings at Castle Kilbride be received for information; and,

THAT Council rescind Resolution 94-73 Ban on interior weddings and wedding party photographs at Castle Kilbride.

**Motion Carried Unanimously**

### 11.4 Renewal of Agreement with Garden Wilmot - CS-2026-11

Director of Community Services, Chris Catania, presented the report.

**Moved by:** Councillor H. Sidhu
**Seconded by:** Councillor S. Cressman

THAT Report CS-2026-11 Renewal of Agreement with Garden Wilmot be received for information; and,

THAT Council direct staff to present a By-Law to authorize the Mayor and Clerk to execute a five-year agreement between the Township of Wilmot

and Garden Wilmot (Wilmot Horticultural Society), as attached to Report CS-2026-11.

**Motion Carried Unanimously**

### 11.5 Proposed Sponsorship, Naming Rights and Donation Policies - CS-2026-07

Director of Community Services, Chris Catania, presented the report.

There was discussion regarding naming rights term lengths.

**Moved by:** Councillor K. Wilkinson
**Seconded by:** Councillor S. Cressman

THAT Report CS-2026-07 Proposed Sponsorship, Naming Rights and Donation Policies be received for information; and,

THAT Council direct staff to present By-Laws to adopt the Sponsorship, Naming Rights and Donations Policies for the Township of Wilmot, as attached to Report CS-2026-07.

THAT staff be directed to prepare an inventory of municipal assets available for sponsorship or naming rights, for Council’s consideration.

**Motion Carried Unanimously**

## 13. ADJOURNMENT

**Moved by:** Councillor S. Cressman
**Seconded by:** Councillor L. Dunstall

THAT the meeting of April 13, 2026 be adjourned at 8:13 p.m.

**Motion Carried Unanimously**

redbrick COMMUNICATIONS

## Township of Wilmot

# 2026-2030 Communications Strategy

**April 27, 2026**

Andrea Montgomery, Vice President

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# Project Scope

1. Review the current communications environment
2. Evaluate the relevancy of the *2024-2027 Corporate Communications Strategy*
3. Develop a refreshed communications strategy to 2030
4. Provide recommendations for improvement

# Project Goals

- ✓ Aligned with the recent Service Delivery and Organizational Review
- ✓ Informed by best practices
- ✓ Targeted to meet local needs and pressures
- ✓ Focused on building resiliency and stabilizing the Township's communications function

# Findings & Analysis

# Broad Pressures

1. Increase in government distrust
2. Increase in misinformation spread
3. Greater polarization
4. Evolving media and social media landscape
5. Empowered public

# Local Pressures

1. Growth and transition
2. Internal capacity, turnover, role clarity
3. Meeting community expectations
4. Achieving department goals
5. Balancing high-profile with operational

# Key Strengths

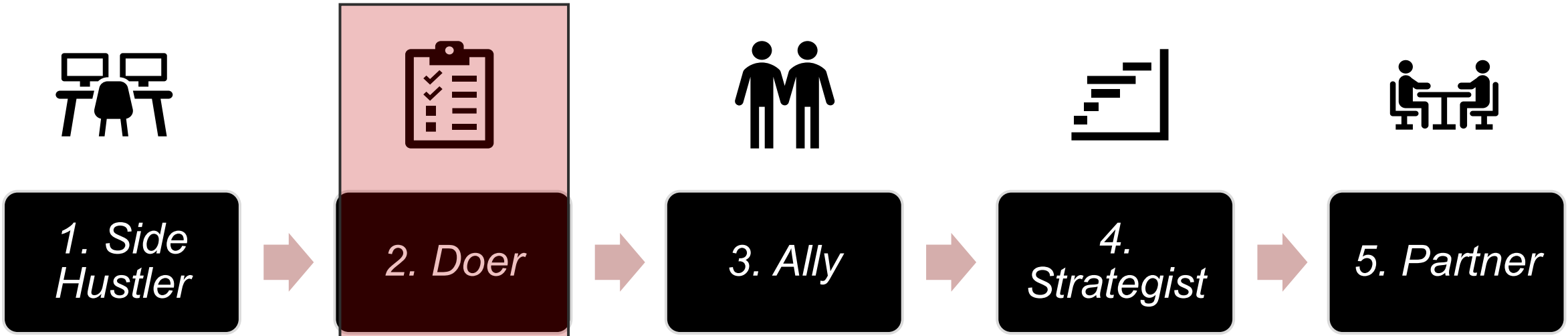
1. Skilled specialist
2. Improved branding and professionalism
3. Enhanced media relations
4. Strong sense of community
5. Improved website

# Key Risks

1. **Trust management**
2. Lack of stability and resiliency in the role
3. Capacity overextended
4. Unclear roles, expectations and priorities
5. Missed opportunities to tell quality, proactive stories that build trust

# Communications is a team sport

# Current Level of Maturity




Organizational excellence

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# Strategy Overview

# Updated Vision & Mission

**VISION**

A focused and stable communications function that shares the Township's story, information and progress openly and professionally.

**MISSION**

Together as an organization, we communicate accurate and timely information that informs the community and strengthens understanding.

# Priority Areas

| 1. | 2. | 3. |
| --- | --- | --- |
| Stabilize the communications function | Protect and enhance what's working | Strengthen quality & engaging storytelling |

# Highest Priority Actions

- Establish a trained back-up for communications
- Hire a Communications Manager
- Establish regular meetings with CLT to set priorities and expectations
- Create processes that ensure early engagement with Communications
- Develop corporate communications policies

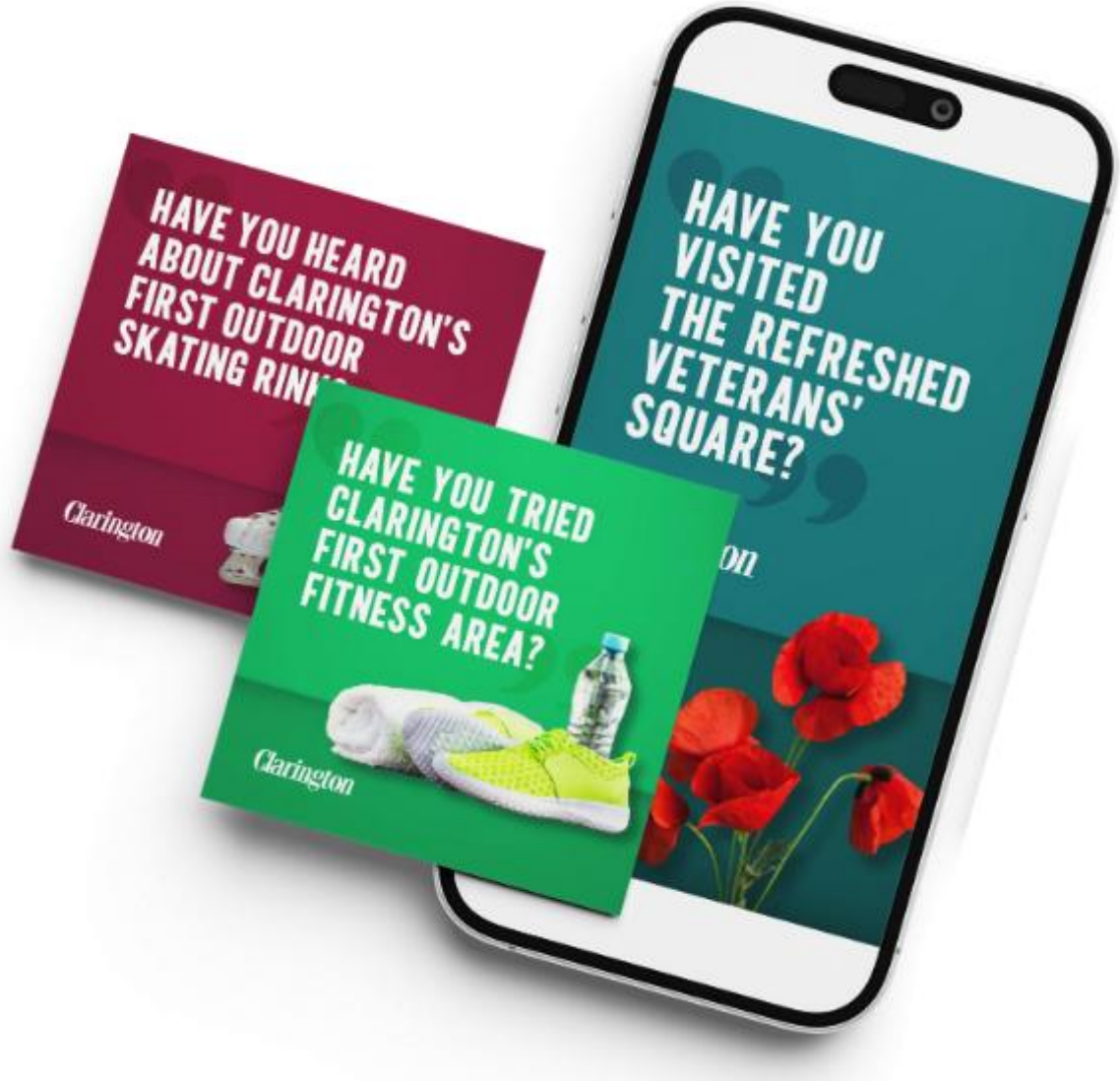
# Best Practice Examples

Municipality of Clarington

***“An investment in communications is an investment in community.”***

ALEX MISSED OUT
ON FREE BEACHFRONT
YOGA BECAUSE SHE
WASN'T SUBSCRIBED
TO CLARINGTON
COMMUNUITY NEWS.
Don't be like Alex.
Learn about events happening near
you at www.clarington.net/Subscribe.

DID YOU HEAR
THEY'RE MAKING
A COYOTE THE
NEW CLARINGTON
MASCOT?*
* It's tricky to know what's real (this is not).
Get the facts at www.clarington.net/Subscribe.


HAVE YOU HEARD
ABOUT CLARINGTON'S
FIRST OUTDOOR
SKATING RINK
Clarington
HAVE YOU TRIED
CLARINGTON'S
FIRST OUTDOOR
FITNESS AREA?
Clarington
HAVE YOU
VISITED
THE REFRESHED
VETERANS'
SQUARE?

Home / What's Up in Clarington

# A forum for you

*What's Up in Clarington* provides context on important local issues and helps dispel any myths circulating in the community. It gives you quick access to key details and relevant reports so you can learn about municipal issues and deepen your understanding of topics that matter most to you.

A strong community is built on informed discussions, where knowledge empowers individuals and drives meaningful progress. We believe in the power of accurate information and are committed to sharing transparent, factual insights on the issues that shape our community. Curiosity is encouraged, diverse perspectives are valued, and we strive to make complex topics easier to understand so you can engage with confidence.

*What's up in Clarington* is just one of the many ways we're working to create an informed and engaged community, in support of our 2024-27 Strategic Plan.

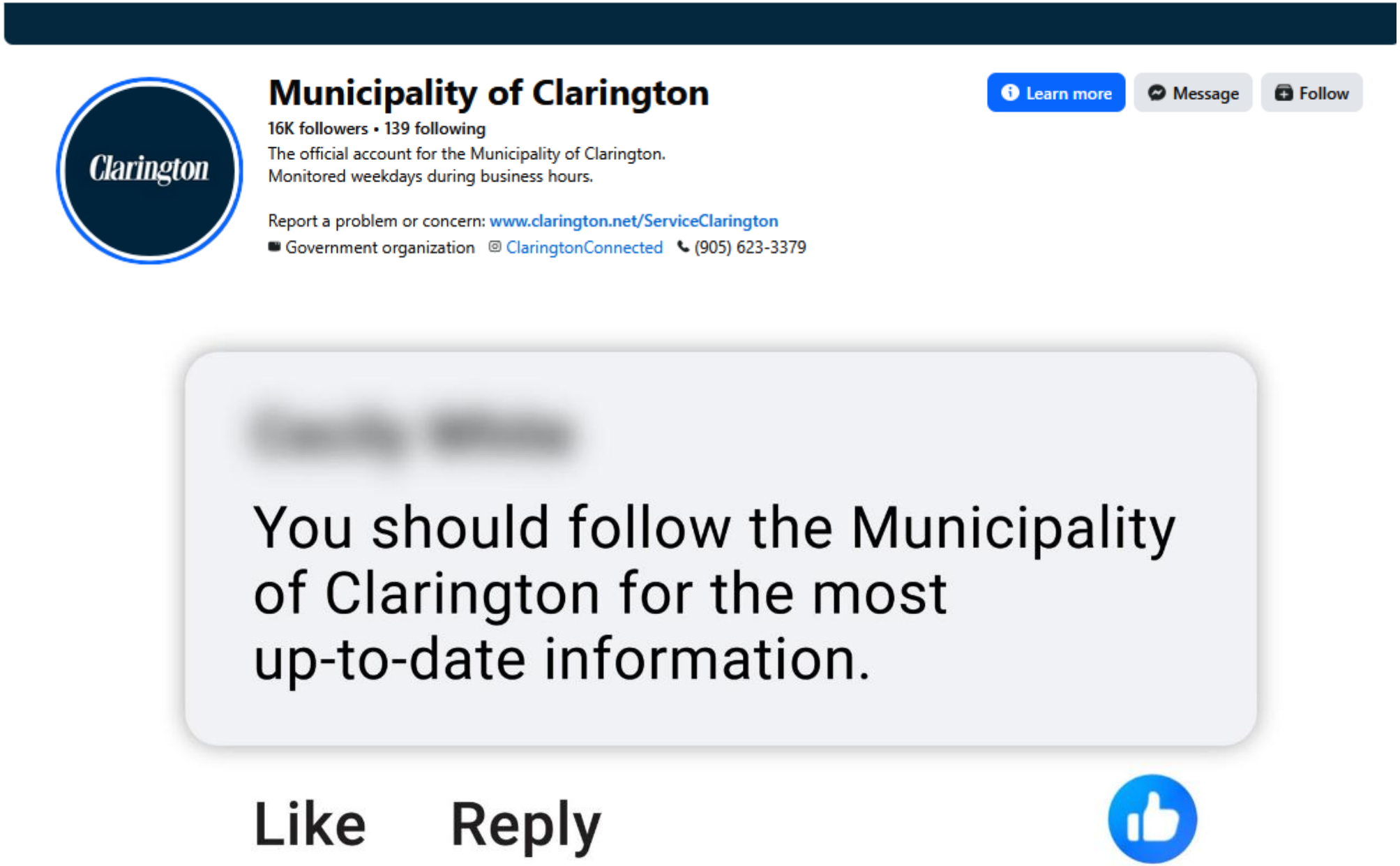
83% of surveyed residents trust information provided by the Municipality of Clarington

2025 Communications "Pulse Check" Survey

## Explore hot topics

### Planning and infrastructure

Why haven't the train whistles at Bennett Road and Cobbledick Road stopped?


Municipality of Clarington
16K followers • 139 following
The official account for the Municipality of Clarington.
Monitored weekdays during business hours.
Report a problem or concern: www.clarington.net/ServiceClarington
Government organization
ClaringtonConnected
(905) 623-3379
Learn more
Message
Follow
You should follow the Municipality of Clarington for the most up-to-date information.
Like
Reply

**County of Frontenac** · Follow
February 12 at 10:00 AM ·

As the Family Day long weekend approaches, we'd like to introduce you to a few of the 15 or so little treasures – and their proud parents – who have joined the Frontenac Paramedics family over the past year or two.

Family – biological, chosen, and found – is so rooted in love and connection, it's the reason most of us do what we do. These connections shape our character, guide our choices, and hold us together as individuals. So, we're taking a moment this weekend to reflect on how important family is, and how fortunate we are for the love and support we share with the people in our lives. We hope you will, too.

We also hope you'll take a moment to think in gratitude about those who are working away from their families this Family Day long weekend. Here at Frontenac, we think especially of our emergency system partners and those working with Frontenac Paramedics, Fairmount Home, and the Howe Island Ferry. Thank you for all you do!

Have a safe and happy Family Day long weekend everyone!

**@followers**

Ashley Forbes, Lisa Purves Smith and 678 others 39 comments 35 shares

**Township of South Stormont**
March 27 at 10:02 AM ·

Did you miss this week's #Council Meeting? No problem! Time for a Council Catch Up!... See more

>>> SOUTH STORMONT COUNCIL CATCH-UP WEDNESDAY, MARCH 25, 2026

# COUNCIL CATCH UP

## APPROVAL OF COMMUNITY GARDEN IN INGLESIDE

Council approved a recommendation from the Environmental Action Committee to establish a Community Garden in Memorial Square, Ingleside.

Council also authorized the use of the Barlow Energy Centre Community Benefit Fund in the amount of $9,800 to support the creation of the garden.

While design details are still developing, visit www.speakupsouthstormont.ca for more details and take our vounteer interest survey!

## COMMUNITY EMERGENCY MANAGEMENT COORDINATOR APPOINTED

The Township appointed Deputy Fire Chief James Walker as the Community Emergency Management Coordinator (CEMC).

Following a 2025 Human Resource Review, it was recommended to transfer emergency management responsibilities to Fire and Emergency Service.

The CEMC will coordinate the municipality's emergency management program with support from the Emergency Program Committee.

## 2025 WATER AND WASTEWATER ANNUAL SUMMARY REPORTS

The Manager of Infrastructure Services provided an update to Council regarding the 2025 Summary Reports of the Long Sault-Ingleside Regional Water Treatment Plant, the Newington Water Treatment Plant and the St. Andrews West/Rosedale Terrace Distribution System.

Council also recieved the 2025 Annual Performance Reports for the Long Sault and Ingleside Wastewater Treatment Systems

## IT MASTER PLAN AND DIGITAL FRAMEWORK - FINAL REPORT

Representatives from Perry Group Consulting presented Council with the Final Report on the IT Master Plan and Digital Framework.

Created in collaboration with Township leadership and staff, the IT Master Plan and Digital Framework offer a detailed evaluation of the existing technology landscape. This report highlights critical gaps in service delivery and infrastructure while outlining a future model aimed at modernizing operations, boosting staff effectiveness, and enhancing the digital experience for residents.

## >>> OTHER ITEMS ON THE MARCH 25, 2026 AGENDA

- Purchase of Half Ton Trucks
- Supply of Granular Material
- By-law 2026-018: Delegation of Authority
- CIP Agreement with McKay Mechanical Inc.
- Council Remuneration and Expenses Report

**VISIT SOUTHSTORMONT.CA/COUNCILMEETINGS FOR FULL REPORTS AND VIDEO RECORDINGS**

26 5 6

**Town of Niagara-on-the-Lake**
April 13 at 11:35 AM ·

In Niagara-on-the-Lake, farming isn't just a season, it's a way of life. That means drivers need to stay alert and share the road with farm vehicles year-round. 🚜🚗

H... See more

**Town of Niagara-on-the-Lake**
May 29, 2025 ·

🚜 Agricultural Road Safety in Niagara-on-the-Lake 🚗

I... See more

**Town of Niagara-on-the-Lake**
April 6 at 9:01 AM ·

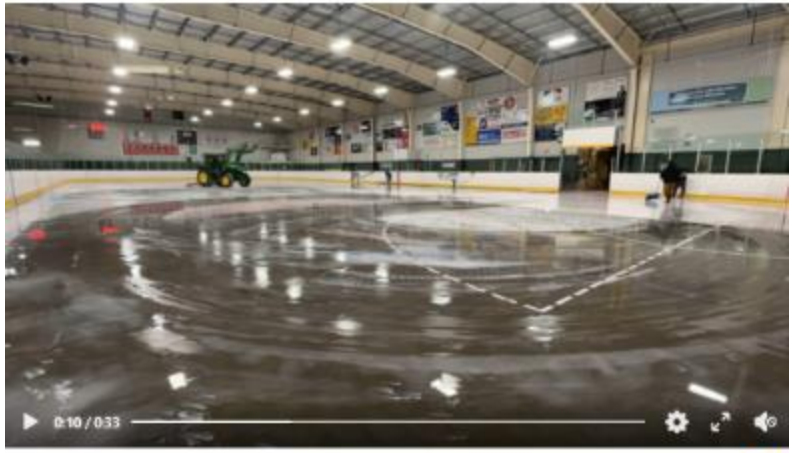
Thank you, Arena Staff! 🏒⛸️

As the season on the ice wraps up, we want to thank our Town Arena Staff for their hard work and dedication throughout the season. From early mornings to late nights, your efforts keep our recreational activities running smoothly for our community.

With the ice at the Meridian Credit Union and Centennial arenas coming out next week, it's a clear sign that spring is on the way. 🌷

Check out this time-lapse video showing part of the ice removal process, captured by Arena Staff member Nathan. 🎥

Drop a comment below to thank our Arena Staff for another great season of skating. 👇




32 4 5

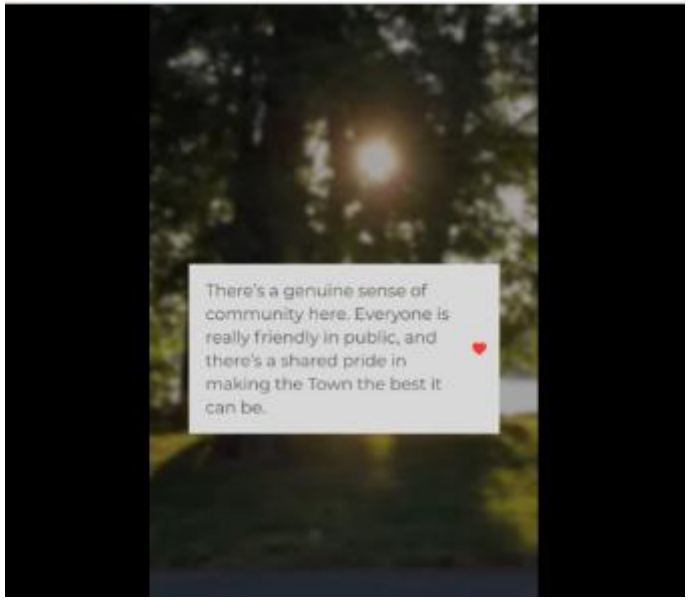
**Town of Niagara-on-the-Lake**
February 19 ·

Kindness is everywhere in Niagara-on-the-Lake 💛

For Kindness Week, we're celebrating the thoughtful, encouraging, and supportive comments shared by our #NOTL community. Your words uplift Town staff, volunteers, local organizations, and each other more than you know.

Thank you for helping make this community such a positive place to connect.

#KindnessWeek #OurNOTL



# Trust and confidence

redbrick
COMMUNICATIONS

22 Mississauga Rd N,
Mississauga, ON L5H 2H6
905-271-1669
www.redbrick.ca

# Delegation Request Form

To register as a delegation to speak to an item at an upcoming Council meeting, please complete the form below and submit it before noon on the day of the Council meeting.

Having trouble with this form? Download the printable PDF form. This form can be submitted by email to clerks@wilmot.ca or in-person at the Township of Wilmot Administration Complex.

Township of Wilmot Staff will contact you with confirmation regarding your attendance and further information including next steps.

**Type of Delegation** *

- (•) General Interest Delegation
- ( ) Specific Interest Delegation

**General Interest Delegations** are for topics which are not on an upcoming agenda but are of a general interest of the Township of Wilmot. Registrations are accepted up to 12:00 noon on the Monday preceding the Regular Council Meeting (i.e.- one week before the meeting). Not more than three (3) General Interest Delegations will be permitted at each Regular Council Meeting. General Interest Delegations will be scheduled in the order in which they were received by the Clerk's Office.

**Specific Interest Delegations** are for topics on an upcoming agenda, such as staff reports, formal public meetings, notice of motions, and by-laws. Registrations to delegate in person are accepted up to the time the Meeting starts. To register to participate virtually please contact Legislative Services staff by 12:00 noon on the day of the meeting.

**Desired Meeting Date** *

3/23/2026

**How will you be appearing before Council?** *

Virtual

# Delegation Information

**Name (First and Last)** *

Amandipp Singh

**Pronouns**

**Association/ Organization if applicable**

Enabled Talent

**Mailing Address** *

[redacted]

**Email Address** *

aman@enabledtalent.com

**Telephone Number** *

[redacted]

**Please list the name(s) of the individuals who will be presenting.** *

Amandipp Singh

**How will you be attending?** *

- ○ In-person
- ◉ Virtually

**Have you contacted Township staff?** *

- ○ Yes
- ◉ No

# Written Summary of the Delegation

Please include a brief description of the topic, and purpose of the delegation including your position on the issue, this will only be used to determine the appropriateness of your request in relation to Section 6.4.6 of the Procedural By-law 2024-42.

**Please summarize the information below.** *

Greetings,

My name is Amandipp Singh, founder of Enabled Talent. Over the past year, we have been organizing an awareness series called the Enable Canada Tour (www.enablecanada.ca), which began around International Day of Persons with Disabilities in Niagara last year. Since then, the initiative has gradually been hosted across multiple communities throughout Ontario, focusing on accessibility and inclusive employment.

The initiative aligns with broader national priorities such as the Accessible Canada Act (ACA) and the Disability Inclusion Action Plan (DIAP), which aim to remove barriers and strengthen participation for persons with disabilities across workplaces and communities.

I am writing to request an opportunity to connect with and present briefly to the Council for the Township of Wilmot regarding the Enable Canada Tour. I would appreciate the opportunity to request a delegation to share the initiative and explore the possibility of hosting an Enable Canada Tour session in the Township of Wilmot, which could be organized either virtually or in person.

Thank you for your time and consideration.

**I am submitting a visual presentation to accompany my delegation:** *

- (●) Yes
- ( ) No

# Acknowledgement

- I (we) have read, understand and acknowledge the Rules and Procedures relating to Delegations as prescribed by the Procedural By-Law.
- I (we) have read, understand, and agree to follow the guidelines;
- I (we) have seven (7) minutes to address Council; and,
- I (we) will not:
  - speak disrespectfully of or to any person;
  - use offensive words or unparliamentary language;
  - speak on a subject other than the subject which they have received approval to address Council;
  - disobey the Rules of Procedure or a decision of the Mayor or Council;
  - interrupt, speak-over, or continue to speak when advised by the Mayor not to, or otherwise disrupt the proceedings of the Meeting or the ability of Council or Staff to conduct business.
- I (we) understand and acknowledge that Council and Committee meetings, including delegations, at the Township of Wilmot are audio and video recorded and live streamed on the Township website and YouTube.

**I (we) acknowledge the rules outlined above for being a delegation.** *

- (●) Yes

Any personal information that is collected is done in accordance with Sections 27, 28, 29 and 30 of the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) and will be used to contact you concerning the information you provided regarding your delegation request. Questions about this collection should be directed to:

Municipal Clerk
Township of Wilmot, Administrative Complex
60 Snyder's Road West
Baden, Ontario N3A 1A1
519-634-8444
clerks@wilmot.ca

Thank you for your interest in appearing as a delegation at a Council/Committee meeting.

This is confirmation that your form has been submitted but does not confirm that your delegation has been accepted. Staff will be in contact with you shortly to confirm the details of your delegation.

For your reference, please read more about appearing as a delegation at the Township and the Townships's Procedure By-Law.

If you have any questions or concerns regarding your delegation request, please contact:

**Morgan Dykstra, Deputy Clerk**
519-634-8444 ext. 9230
morgan.dykstra@wilmot.ca

**Kaitlin Bos, Municipal Clerk**
519-634-8444 ext. 9228
kaitlin.bos@wilmot.ca

| | |
|---|---|
| **Date:** | April 2, 2026 |
| **To:** | Waterloo Regional Council |
| **From:** | Ron Gagnon, President & CEO, Waterloo Regional Health Network<br>Patrick Gaskin, President & CEO, Cambridge Memorial Hospital |
| **Regarding:** | Waterloo Regional Council Motion – August 27, 2025<br>Hospital Capital Infrastructure Projects – Local Share Plan |

## BACKGROUND

### Waterloo Regional Health Network

Waterloo Regional Health Network (WRHN), in partnership with the Provincial Government, is planning, designing, and building a new hospital at the David Johnston Research + Technology Park (R&T Park) at the University of Waterloo.

In April 2022, St. Mary's General Hospital (SMGH) and Grand River Hospital (GRH) received a $5 million planning grant from the Ministry of Health (MOH) to map out how the new hospital would be built, as well as how existing facilities would be renovated and expanded. The voluntary merger of SMGH and GRH, celebrating its first-year milestone on April 01, 2026, was crucial in securing the necessary Provincial approvals for Waterloo Region's new hospital. To support continued progress, the Provincial Government announced an additional $10 million planning grant in its 2025 Budget, ensuring that planning for the new hospital continues uninterrupted.

Critical to the Provincial Government's support and required approvals is the community's financial commitment to the redevelopment projects through the development of a Local Share Plan (LSP). A balanced LSP is a required component of the planning process to verify that the hospital is addressing long-term debt in a way that won't impact future hospital service delivery. LSP development requires identifying both community and local government contributions. On April 1, 2025, WRHN held its first meeting with the Chief Administrative Officers (CAOs) and Chief Financial Officers (CFOs) from the Region of Waterloo (ROW), the Cities of Waterloo, Kitchener and Cambridge, and the Townships of North Dumfries, Wellesley, Wilmot, and Woolwich to initiate discussions on the development and approach to the LSP. To date, five meetings have been held with the CAOs group, as well as focused meetings on the development of *the Region of Waterloo Capital Funding and Contribution Policy Framework*. This united approach has been and continues to be acknowledged by the MOH.

### Cambridge Memorial Hospital

In November 2025, Cambridge Memorial Hospital (CMH) engaged a health care planner to provide detailed information on population growth and service impact estimates for the hospital over the next 10 and 20 years (2034/35 and 2044/45). The report identified significant increased service demands on CMH over both time frames including the need for a significant increase in beds and offering of

programs and services. At the same time, CMH conducted a high-level analysis of its existing Wing C Tower which was constructed in the mid 1950's and the Wing D Tower which was constructed in the 1990's to assess capability to provide a suitable environment to support the enhanced service requirements in a cost-effective, high-quality manner. The preliminary analysis identified a need to decommission and replace these two structures.

CMH has consulted with the MOH about the need to develop a formal business case and Master Plan/Master Program, the first step of the Provincial Government's Capital Planning and Approval Process. MOH expressed their support for this planning and the CMH Board of Directors has strongly endorsed management to begin and complete this planning over the next fiscal year (April 1, 2026 – March 31,2027).

## WATERLOO REGIONAL COUNCIL MOTION, August 27, 2025

On August 27, 2025, Waterloo Regional Chair Karen Redman tabled a motion to further support the collaborative work underway by WRHN with local governments. The motion, with an amendment by Waterloo Regional Council member and Mayor of North Dumfries Sue Foxton and supported by Waterloo Regional Council member and Mayor of Kitchener Berry Vrbanovic, was passed.

The motion included the following actions:

1. WRHN present a community-wide engagement and fundraising plan to advance the building of a new hospital;
2. WRHN and CMH report on the impacts of redevelopment projects, including benefits and costs to the Region, impacts on key services such as paramedics, public health, transit and water;
3. ROW staff develop a funding and contribution policy framework to guide Regional Council's decision-making process for the funding of hospital redevelopment projects;
4. CMH and WRHN work together to support the policy framework development for a LSP to support building of a new hospital, and renewal, rehabilitation, and expansion of existing facilities for the time period through to 2041;
5. WRHN present its initial LSP and overall Total Project Costs to Regional Council as soon as possible.

WRHN and CMH are pleased to provide the following update related to the motion action items.

## COMMUNITY INVESTING IN LOCAL HEALTH CARE (Motion action 1)

Community involvement in the planning of Waterloo Region's new hospital and the redevelopment of existing facilities has been a cornerstone principle for WRHN, and previously GRH and SMGH, since the inception of this work.

- Community gatherings have been held across the Region since 2020, including 2023 and 2024 consultations and engagements focused on site selection.
- The most recent Town Hall hosted by WRHN was on November 17, 2025, at Elmira Lion's Hall. WRHN is finalizing the Spring 2026 Town Hall being held in North Dumfries in the coming weeks.

- WRHN will continue to have a presence at community events, which is part of its strategic Communications and Engagement Plan. The two most recent examples include information booths at the Aging Well in Wellesley Seniors Fair, in Wellesley on March 11th, and the Conestoga College Pow Wow on March 21st.

**Waterloo Regional Health Network Foundation (WRHN Foundation) Initiates "Best-in-Class Capital Campaign"**

The Waterloo Regional Health Network Foundation (WRHN Foundation) has confirmed their commitment and support to significantly contribute to the cost of the new building project and equipment, as well as the renovations at Midtown and expansion at Chicopee.

The WRHN Foundation is in the planning stages to prepare for a "Best-in-Class Capital Campaign."

The WRHN Foundation, in partnership with industry leaders in philanthropy, has implemented early-stage research and benchmarking and strategic planning support to shape and validate the Capital Campaign commitment. They are completing LSP modelling compromised of:

- Detailed financial planning to confirm the community's required contribution and establish a clear, transparent roadmap for municipal and philanthropic investment.
- Market & Philanthropic Readiness Analysis assessing community capacity, donor sentiment, and giving trends to inform a data-driven, evidence-based campaign strategy.
- Early Case Development with Clinical & Redevelopment Leaders aligning the campaign narrative with Ministry milestones, site planning decisions, and emerging operational requirements.
- Structured Volunteer Leadership Recruitment identifying and engaging respected community leaders to serve on the Campaign Cabinet, strengthening governance and credibility from the outset.

The Best-in-Class Capital Campaign, has begun with a "quiet phase", including meeting with lead donors and supporters across the Region, as there is strong community interest in the project. A public launch is being strategically planned, in partnership with industry leaders in philanthropy, to maximize support, in alignment with key building milestones.

Work in progress includes:

- Building a strong pipeline of individuals, families, corporations, and foundations—engaged across discovery, cultivation, solicitation, and stewardship.
- Data-driven prospecting using giving history, community leadership, capacity insights, and healthcare affinity to prioritize early capital campaign engagement.
- Strategic focus on high-impact donors — major donors, grateful patients, innovation partners, and long-standing community champions who anchor transformational giving.
- Strength in numbers through a broad base of annual supporters across Waterloo Region, fueling momentum and advocacy for the new hospital.
- Community-wide activation campaigns to build broad excitement, encourage participation, and grow grassroots support.

- Consistent stewardship and transparency to keep donors connected to milestones and confident in the vision for the new hospital.
- Building internal WRHN Foundation team capacity to successfully implement and deliver the Capital Campaign.

## RETURN ON INVESTMENT FOR LOCAL GOVERNMENTS AND RESIDENTS (Motion action 2)

What are the local governments and residents getting by investing in Waterloo Region's new hospital?

- The future of WRHN includes delivering aligned and expanded programs and services with an additional 454 beds (to be confirmed with MoH) to connect more patients and their families to convenient care, closer to home, and reduce wait times for patients.
  - Community partnerships continue to be explored to support delivery of programs and services focused on the social determinants of health, including supportive housing and public health.
- Preparing a hospital site for construction is a multi-year process that requires extensive behind-the-scenes coordination with local and regional infrastructure partners to ensure the land can safely and efficiently support future operations.
  - WRHN is actively collaborating with the Region of Waterloo, the City of Waterloo, and many partner organizations on this work. This includes working with municipal utilities to map, assess, and, if needed, upgrade water, sewer, electrical, gas, and telecommunications services so the site can meet the demands of a modern healthcare facility.
- Improved Emergency Medical Services (EMS) efficiencies.
  - The inclusion of a helipad at The University site will support EMS to gain efficiencies as the need to transport from Waterloo Regional Airport to the Midtown site will be removed. Ambulances will be available and ready to assist those requiring support.
  - Enhanced Emergency Services, including Low Acuity Emergency Care will enable reduced offload times.
  - Members of Waterloo Region's EMS are actively participating in the planning of the new hospital to support streamlined, efficient, and timely care delivery.
- Utilization of Grand River Transit (GRT) infrastructure. GRT staff are active members of WRHN planning committees focused on offsite and onsite infrastructure planning.
  - Transportation and regional planning partners are engaged to review road capacity, transit connections, emergency vehicle access routes, and potential traffic impacts.
  - Opportunities to incorporate usage of GRT services, including conventional buses, and ION light rail trains, to connect WRHN team members, patients, and community members seamlessly to Waterloo Region's new hospital is underway. Through increased ridership, the new hospital supports the investments made in public transit.
- A project that delivers positive economic and social impacts, provincially and locally.
  - At the local level, GDP and employment contributions from WRHN operations are projected to increase by approximately 27.6% and 37.6%, respectively, following the redevelopment of Midtown, expansion at Chicopee, and building the new hospital at The University site.
  - The construction project will generate almost 19,000 new jobs during construction.

## GROWING WITH CARE AND THROUGH PARTNERSHIPS (Motion actions 3 – 5)

Waterloo Region has a long proud history of coalescing to support generational projects and initiatives. The long-established partnerships between the local hospitals, Waterloo Regional Council and the seven Municipal Councils ensures that planning for the delivery of health care services is not done in isolation, is a wholistic approach and maximizes collective resources. Waterloo Region's hospitals deliver far-reaching value well beyond their walls.

That valued partnership is now resolute on its focus to meet the needs of the future by implementing transformational projects that will help achieve sustainable growth for generations to come. The Economic, Social, and Community Impact Study on the new hospital and redevelopment projects completed by WRHN, verifies that the long-term impacts will strengthen the regional economy, with the majority of benefits captured locally through jobs, investment, and growth. It can provide measurable sustainability and resilience impacts that are tracked over time, ensuring lasting returns for people and the environment. And it aligns seamlessly with the shared strategic objectives of the Region of Waterloo, the seven local Municipalities, the University of Waterloo and the Province of Ontario. Collectively, we are committed to shaping our future by investing in opportunities which further solidifies our region as a place that gives people incredible opportunities and a healthy lifestyle.

Ongoing reporting to inform and update local elected officials will continue as has been the practice with the most recent presentation provided at the December 19, 2025, Waterloo Regional All Councils Meeting at the Township of Woolwich Council Chambers in Elmira.

3. Progress:
    - The CFOs from the Region and seven Municipalities presented a draft document to CMH and WRHN in December 2025 outlining a financial analysis to inform the development of the Region's Capital Funding and Contribution Policy Framework.
    - A meeting was held in February 2026 to further discuss the analysis. WRHN and CMH are working with Deloitte to provide further analysis, including LSP contributions for hospital capital projects in other Ontario jurisdictions.
    - The data compilation will be completed by mid-April to inform further discussions between the hospitals and CFOs.

4. Progress:
    - Starting in September 2025, CMH is working in partnership with WRHN and local government representatives to collaborate on the development of a Capital Funding and Contribution Policy Framework.
    - WRHN has presented its Multi-year Facilities Master Plan in detail, which includes project timelines for building new @ The University, renovating @ Midtown, and expanding @ Chicopee.
    - CMH has begun the formal planning process facilitating input of management staff and physician leaders from across the organization and the community. The work, to be completed by March 31, 2027, as noted earlier, includes:

- a facility audit/technical evaluation of Wings C & D by mechanical, electrical, and structural engineers to assess the long-term sustainability of these structures and to assess the value/benefit of the ongoing remediation plans;
- involvement of health care planners to finalize population growth estimates with resulting impacts on health care demand, human resources, and space requirements;
- consultation with WRHN during the planning phase with an aim to improve regional service delivery and, where appropriate, to further rationalize regional services;
- involvement of architects who will translate the broad space requirements into functional, coordinated, and sustainable space layouts and physical infrastructure;
- a traffic study and the involvement of a parking consultant to review parking options; and
- the involvement of a cost consultant to provide a cost estimate of the proposed redevelopment and a detailed business case for the MOH to consider that would allow CMH to proceed to the next level of detailed planning.

5. Progress:
   - WRHN has had many productive meetings with the Provincial Government, including the Ministers of Health, Finance, and Infrastructure to keep them updated on this generational project.
   - The province recognizes us as a partner that can deliver critical health infrastructure with wins early and often.
   - Through the WRHN Redevelopment Team's ongoing work with the MOH and Infrastructure Ontario (IO), they have asked the hospital to focus on the phasing and packaging approach to achieve the required Provincial Government's directives.
     - Our continued partnership with the Provincial Government is focused on receiving necessary approvals in the coming months with our collective goal to get a shovel in the ground as quickly as possible.
     - The WRHN Board of Directors is committed to providing detailed financial information regarding the cost of the new hospital building project and the LSP costs to Waterloo Regional Council and the seven Municipal Councils, as soon as we are in a position to do so, including support from the Provincial Government.

## CONCLUSION

**What's Next?**

Looking towards the future, WRHN and CMH leadership have made a commitment to the residents they serve to continue with their successful collaborative initiatives as the hospitals provide services and programs where they can most effectively respond to the needs of Waterloo Region and beyond, within the most patient focused and operationally efficient manner possible. That's the vision. That's the commitment.

CMH and WRHN are deeply appreciative of your leadership and advocacy to date to ensure local residents continue to have access to safe, timely and high-quality care as our organizations align with the Region's vision to be 1 Million ready by 2050 through the redevelopment of our hospital sites.

# Community Services
## *Staff Report*

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|---|---|
| REPORT NO: | CS-2026-11 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Chris Catania, Director of Community Services |
| PREPARED BY: | Cody Eby, Manager of Parks and Facilities |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | March 25, 2026 |
| SUBJECT: | Renewal of Agreement with Garden Wilmot |

RECOMMENDATION:

THAT Report CS-2026-11 Renewal of Agreement with Garden Wilmot be received for information; and,

THAT Council direct staff to present a By-Law to authorize the Mayor and Clerk to execute a five-year agreement between the Township of Wilmot and Garden Wilmot (Wilmot Horticultural Society), as attached to Report CS-2026-11.

SUMMARY:

The attached agreement outlines the terms of the partnership between the Township and Garden Wilmot (formerly the Wilmot Horticultural Society) and is intended to be in force for a period of five years.

BACKGROUND:

The Township of Wilmot has benefitted from a strong working relationship and partnership with Garden Wilmot for many years. The volunteers working under the umbrella of Garden Wilmot provide many benefits to the community including civic beautification, care and maintenance of Township gardens, as well as tree planting initiatives through the committee of Let's Tree Wilmot.

Blending education, social responsibility and environmental stewardship to teach residents of Wilmot about the critical role native plants, gardens, and green spaces provide in creating healthy, livable communities, Garden Wilmot has and continues to be a tentpole community-based collective that has provided countless hours, experience, support and care to the Township's many horticultural initiatives.

REPORT:

The work of Garden Wilmot is governed by an agreement which had expired. Staff first met with representatives of Garden Wilmot to update the agreement, and once all terms within the document were agreed upon between the parties, it was reviewed by the Municipal Solicitor.

Within the agreement, specific roles and responsibilities of Township staff and volunteers of Garden Wilmot and its sub-committees (Let's Tree Wilmot) are clearly defined. This will facilitate a continued strong partnership between the Township and Garden Wilmot. The addition of the Let's Tree Wilmot initiative will ensure volunteers continue to be protected through the Garden Wilmot insurance policy, while continuing to support the various annual tree projects.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Healthy Community

FINANCIAL CONSIDERATIONS:

N/A

ATTACHMENTS:

1. Garden Wilmot Agreement (2026)

This Agreement made on this ____ day of _____ 2026.

BETWEEN:

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**, hereinafter known as the “Township"

and

**GARDEN WILMOT**, hereinafter known as "GW" (legally known as the Wilmot Horticultural Society).

1) GW is an organization whose volunteers have historically provided support for beautification and horticultural maintenance on Township of Wilmot properties. The Civic Gardens Committee (The Committee) and Let’s Tree Wilmot (LTW) are committees of GW. This agreement serves to formalize the relationship between the Township and GW for provision of these volunteer services.

2) **Scope of Garden Bed Maintenance**

a) The Township shall be responsible for all aspects of maintenance to the garden beds and grounds of the Administration Complex, Castle Kilbride, and for the maintenance of all other garden beds on municipally owned property.

b) The development of new garden beds to be maintained solely by the Township will not require consultation of GW.

c) Where the Township seeks to develop one or more new garden beds to be maintained at least partly by GW, it will consult GW in advance.

d) The following maintenance conditions apply to garden beds maintained at least partly by GW:
   i) Maintenance of the garden beds shall include weeding, deadheading, mulching, edging, and watering of the beds;
   ii) GW agrees to be responsible for the annual preparation and maintenance of the mutually agreed upon garden beds in spring and fall (mulching, amending, dividing perennials, etc.).
   iii) Township staff shall be responsible for weeding and watering of the mutually agreed upon garden beds from May 1 to August 31 annually. This includes annual and newly planted perennial plants, shrubs, vines, and recently planted trees. If a volunteer of GW wishes to solely perform all duties related to the maintenance of a garden bed(s) for the entire season, they may do so provided that written notification from the Civic Gardens Committee Chairperson is given to The Township.

iv) GW agrees to be responsible for the pruning and trimming of annual and perennial plants, shrubs, and vines, with the assistance of the Township's staff except those located at the Township Administrative Complex/Castle Kilbride and Livingston Square.
v) GW agrees to be responsible for the design, selection and planting of perennials and annuals in the mutually agreed upon municipal garden beds. When required, GW agrees to work with Township staff to coordinate colour selections for special themes or activities.
vi) GW agrees to provide a list of soil amendments (mulch, topsoil, triple mix, compost etc.) required annually to the Community Services Department by May 1 of each year.
vii) The Township agrees to provide soil amendments, in an amount mutually agreed upon, to ensure the proper care and maintenance of garden beds on municipally owned property. The soil amendments shall be delivered to a central location in each of the settlement areas by June 1st or a mutually agreed upon time each year.
viii) The Township agrees to replace dead or dying trees and shrubs as required. Requests to replace dead or dying trees or shrubs must be made by the Chairperson of The Committee.
ix) The Township agrees to discuss the closure of existing garden beds that have been mutually maintained under the agreement with GW.

**3) Tree Planting and Maintenance**

a) LTW and the Manager of Parks and Facilities shall agree upon planting location and species planting plan prior to planting.

b) The Township shall be responsible for any relevant community consultation regarding tree planting locations prior to planting when necessary.

c) The purchase of trees and supplies by the Township or LTW will be determined prior to planting projects, and as funding is available.

d) LTW shall recruit and train volunteers to plant trees. The Township shall assist in promoting public planting events.

e) The Township shall provide logistical support, such as preparing planting sites and transporting trees to location.

f) LTW shall monitor plantings, watering, and caring for tree plantings for the first three years. Subsequently, the Township shall be responsible for tree monitoring and care thereafter.

**4) Staffing and Volunteers**

a) The Township of Wilmot shall be responsible for the direct supervision of their staff. The Civic Gardens Chairman shall work with the Supervisor of Parks and Facilities to identify tasks for completion.
b) In a situation where the Township is unable to fulfill the required staffing support outlined in this Agreement due to unforeseen causes, The Township and GW shall work together to determine an appropriate level of service for the upcoming season.
c) GW agrees to provide a work list of duties requested of Township staff by March 1st annually.

d) GW agrees to provide an updated list of the names and addresses of its member volunteers who provide service on municipally owned property to The Township annually at the beginning of the planting season

**5) Indemnification**

a) GW shall indemnify and save harmless the Township, its elected officials, officers, employees, agents, and contractors from and against all claims, demands, losses, damages, costs, actions, or causes of action arising out of the acts or omissions of GW, its members, volunteers, officers, agents, contractors, invitees, or licensees, while carrying out activities on Township-owned lands, including municipally owned rights-of-way and road allowances.

Such indemnity shall include, without limitation, damage to property (including loss of use), injury to or death of any person, and all associated costs other than solicitor-and-client legal fees, to the extent caused by the acts or omissions described above.

b) The Township shall indemnify and save harmless GW, its members, volunteers, officers, and agents, from and against all claims, demands, losses, damages, costs, actions, or causes of action but only to the extent arising from the negligent acts or omissions of the Township, its officers, employees, or agents in connection with this Agreement.

Such indemnity shall include damages to property (including loss of use), personal injury, or death, and all associated costs other than solicitor-and-client legal fees, but shall not extend to risks inherent to municipal property generally, conditions or hazards in road allowances or public rights-of-way not caused by Township negligence, or any loss arising from the acts or omissions of GW or its volunteers.

**6) Insurance**

a) GW agrees to obtain and provide a copy of general liability insurance policy in the minimum amount of $2,000,000 annually for the complete operations of GW. The said insurance policy must contain a clause naming the Township of Wilmot as additional insured but only with respect to GW's operations on municipally owned property.

b) For the purposes of insurance, volunteers and activities undertaken on Township property, GW shall include the LTW program and its volunteers and activities until such time as LTW becomes an independent organization and a separate Agreement is finalized with the Township.

c) The Township of Wilmot agrees to include GW, its members and agents, as additional insured under its insurance coverage but only with respect to GW's operations on behalf of the Township and only when on municipally owned property.

d) GW agrees to provide notice to the Director of Community Services in the event a claim is presented in relation to work performed by GW or its members within 10 days of becoming aware of the incident.

**7) Term and Termination**

a) This Agreement shall be in effect for five (5) years (2031) unless at any time either party gives Ninety (90) days' notice in writing to the other party of its intention to terminate or renegotiate this Agreement. An annual meeting will be held with The Township and GW to plan the coming season, review any issues, and renew the working relationship.

b) This Agreement shall be binding upon both parties and their respective successors and assigns.

**IN WITNESS WHEREOF** the said Board has hereunder set his hand and seal and the Township has hereunto affixed its corporate seal under the hands of its Mayor and Clerk.

**SIGNED, SEALED AND DELIVERED** )
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**in the presence of** )
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**GARDEN WILMOT (WILMOT HORTICULTURAL SOCIETY)**

**per:**

**GW Chairperson**

**per:**

**GW Secretary**

**We have the authority to bind GW.**

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**
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**per:**

**Mayor**

**per:**

**Clerk**

**We have the authority to bind The Township**

# Community Services
## *Staff Report*

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| REPORT NO: | CS-2026-07 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Chris Catania, Director of Community Services |
| PREPARED BY: | Chris Catania, Director of Community Services |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 2, 2026 |
| SUBJECT: | Proposed Sponsorship, Naming Rights and Donation Policies |

RECOMMENDATION:

THAT Report CS-2026-07 Proposed Sponsorship, Naming Rights and Donation Policies be received for information; and,

THAT Council direct staff to present By-Laws to adopt the Sponsorship, Naming Rights and Donations Policies for the Township of Wilmot, as attached to Report CS-2026-07; and

THAT staff be directed to prepare an inventory of municipal assets available for sponsorship or naming rights, for Council's consideration.

SUMMARY:

This report is to provide Council with information related to proposed sponsorship, naming rights and donation policies and for Council to consider approval for implementation.

BACKGROUND:

The Township has accepted Sponsorship, Naming Rights and Donation opportunities but has yet to formalize framework on these opportunities. During previous budget discussions, Council identified sponsorships as an opportunity to increase funding for asset replacement or to enhance/expand various programs and initiatives.

To continue offering programs and events that are inclusive and accessible to all, Community Services has strategically partnered with local businesses to secure sponsorships, helping mitigate rising costs and financial constraints. These sponsorships play a critical role in providing certain programs and events free or at low cost for the community.

Since 2023, Community Services has secured over $150,000 in revenue through advertising and small-scale sponsorships. Achieving more significant sponsorships requires a more systematic approach that aligns with both current staff resources and the sponsorship practices of an organization or corporation. Given the realities of municipal operations along

with potential untapped market in the business community, particularly for naming rights, it is an opportune time to review and formalize these matters into policy.

REPORT:

**Understanding of the Current Sponsorship Environment**

In response to budgetary pressures, municipalities across Canada have taken a more formalized approach to seeking sponsorship as means to generating non-tax-based revenues. Through the development of formalized policies, and the use of either dedicated internal staff or external sales consultants, sponsorship of municipal assets or events by both local businesses and organizations has been reactivated since COVID-19 however remains challenging. Very few municipalities have been successful in generating ongoing revenue streams through sponsorships. As such, sponsorships cannot be relied upon for consistent ongoing revenue in annual operating budgets. However, contributions from these partners assists in the enhancement to the service or asset renewal lessoning the dependency on the tax base.

From the sponsor's perspective, most major corporations use a highly targeted and specific approach to sponsorships. For example, a financial institution may identify a theme (music, environment, entrepreneurship, etc.), as well as target demographics (e.g., youth, women, etc.). Their willingness to contribute to a municipal program or asset will be subject to alignment to their core values. While some companies may still seek out opportunities for marketing-based sponsorship (e.g., logos on building or in lobbies), most are seeking purpose-driven sponsorship opportunities.

**Policy Review**

In reviewing the current state at the Township, policies were drafted to ensure that each policy provides an appropriate framework for sponsorship, naming rights and donations at the Township of Wilmot that safeguards assets and protects the Township's reputation, as well as create an environment that encourages collaboration and sponsorship agreements. Staff performed an analysis of 17 Canadian municipal sponsorship policies to identify best practices, issues or processes not currently considered. Policies were compared with regard to principles and conditions, exclusions, criteria for agreement, limited delegation of authority, and revenue disbursement.

The recommended policies are consistent with the principles and conditions in comparison to other municipalities and allow for a degree of flexibility with regards to administration and operation.

**Sponsorship, Naming Rights and Donations**

Sponsorships, Naming Rights and Donations are similar, but provide distinction to the three policies. A sponsorship is a mutually beneficial agreement between the Township and a third party, where the Township leverages a municipally owned asset (e.g., program, service, special event, etc.) to receive financial support in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party. Sponsorships, typically short term (within a year), take the form of financial assistance, in-kind such as goods or a contribution of skills or resources, publicity, promotional considerations, or merchandising opportunities.

Sponsorships are common for recreational/social programming, special events (e.g., Canada Day), municipal-wide initiatives or tied to specific capital projects.

A naming right is a form of advertising with financial contribution over multiple years that assigns naming of a Township property or fixed assets. Examples can include facilities, parks, trails and other municipal infrastructure. The naming rights sponsor is provided a marketing/branding opportunity on a municipal asset for a specified period of time.

Donations are voluntary transfers of cash, equipment or goods, for free, from a third party to the Township with no naming rights. There may be some acknowledgment through marketing/communications opportunities as the Township may seek donations that are a benefit to the municipality.

**Inventory of Assets**

Municipal Assets include facilities, vehicles, equipment, programs, services, and events owned and operated by the Township of Wilmot. Given the evolving nature of the Township's programs and services, a master inventory is required to identify assets and market assessment value that provide revenue opportunities for the Township. This Inventory will be presented to Council at a future date to approve the list of draft assets available for sponsorship or naming rights and their corresponding asset values. An approved asset inventory will allow staff to respond quickly to potential partnership opportunities for sponsorship and/or naming rights, minimizing the risk of losing a partner due to delays in the approval process. In conjunction with the parameters specified in these policies, staff will have the tools required to develop marketing materials, proposals, and ultimately execute on sponsorship agreements.

This database of assets will include naming right opportunities for facilities, naming rights within a facility, programs, and events.

**Future Opportunities for Naming Rights**

Staff have identified several potential assets at the Wilmot Recreation Complex for naming rights, which will be explored in the coming months. Any revenue from these naming rights opportunities will be allocated towards improving or renewing a program or facility. Staff are exploring opportunities at the WRC that include but not limited to: Aquatic Centre, Indoor Track, Active Living Centre, Meeting Spaces, Change Rooms, Concession and Outdoor Amenities.

In due course and based on availability of resources, staff would expand on the inventory of assets to facilitate sponsor matching. This includes updating and gathering additional information on:

- Identifying a value based on the audience and marketing opportunity, such as cause marketing categories or demographics;
- Gathering valuation information such as number of views - foot traffic, vehicle traffic, attendance, web presence;
- User demographics (e.g., profile of those who use the facility/program/service); and,
- A digital inventory of assets, including photographs for proposal purposes.

Should an opportunity be identified ahead of an approved asset list for a specific facility, program or service, staff will present options for Council's consideration. This includes naming rights opportunities for areas at the WRC.

**Building Stronger, More Connected Communities**

Sponsorships for Township programs and events are crucial in fostering stronger, more connected communities. By collaborating with local businesses and organizations, the Township can provide enhanced programs and experiences that reflect the diverse interests of our residents while keeping costs down and making programs more accessible.

These partnerships help cultivate community pride and strengthen the bond between residents and the local economy. The growing trend of sponsorships reflects municipalities' increasing recognition of the benefits of public-private partnerships in enriching community life and supporting local economic growth.

There has also been a rise in naming rights at the municipal level, extending beyond large arenas to include other municipal assets such as community centres, parks, trails, and facilities. This model provides valuable revenue, allowing municipalities to enhance services and maintain infrastructure without increasing the tax burden.

Offering sponsorship or naming rights to local businesses and organizations helps establish long-term partnerships that benefit both the naming rights entity and the community, reflecting a shift towards creative funding solutions. Even smaller public spaces now represent opportunities for naming rights and local engagement.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Financial Stability

FINANCIAL CONSIDERATIONS:

The policies enable staff to seek out additional funding to offset Township costs and potentially reduce tax levy impacts. Should Council approve the policies, Community Services will work with Financial Services to determine allocation for all funds generated from Sponsorship or Naming Rights Agreements. It is intended that these policies would be implemented with current staff resources.

ATTACHMENTS:

1. Proposed Sponsorship Policy
2. Proposed Naming Rights Policy
3. Proposed Donation Policy

# Corporate Policy Manual

**Section:** Council

**Title:** Sponsorship Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-29

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

The Township of Wilmot acknowledges that corporations, businesses, individuals, and service organizations may choose to support financially and/or materially municipal activities through sponsorships. Mutually beneficial sponsorships that enrich the lives of residents by enhancing Municipal programs, services and assets are welcomed by the Township. Sponsorship agreements will ensure access and fairness, result in improved opportunity for healthy, active living in the community and be consistent with the Township's vision, mission, and values and support Council priorities, bylaws and policies.

## PURPOSE

The purpose of this policy is to establish a consistent corporate sponsorship policy that aligns with Township's programs and services, the strategic priorities of Council, benefiting the community and supporting stakeholders in their business objectives. The policy will establish the framework for entering into agreements for sponsorships with individuals, groups, and businesses, while creating an open and competitive process through which to capitalize on opportunities for non-tax revenue streams to help fund municipal priorities and offset municipal costs by leveraging Township investments in community programs and services.

## SCOPE

This policy applies to all Township departments, and all relationships between the Township and businesses, organizations and individuals that contribute either financially or in-kind to Municipal programs, services or facilities in exchange for recognition, public acknowledgement or other promotional considerations.

This policy does not apply to:

- Municipal Naming Policy. However, naming rights may be associated with a major sponsorship.
- Philanthropic contributions, gifts or donations in which property is involuntarily transferred by a third party to the Township without expectation of return. This is governed by the Township's Donation Policy.
- Grants obtained from other levels of government, foundations, trusts, etc.
- Pouring rights contracts including agreements between a beverage distributor and the Township that allows the distributor to be the only entity selling beverages at a given location.

- Strategic alliances and partnerships, tenant-landlord relationships, or other partnership agreements managed by the Township.

## RESTRICTIONS

The Township will not solicit or accept sponsorship from companies whose reputation could prove detrimental to the Township's public image, its financial, legal, or moral integrity or adversely impact upon the Municipality's standing and reputation in the community. A sponsorship will not be accepted if the potential Sponsor or Sponsorship:

- Presents a real or potential conflict of interest for the Township or for the potential Sponsor.
- Does not align with the audience or mandate of a specific asset.
- Is not in good financial standing with the Township.
- Is disqualified from doing business with the Township due to ongoing litigation, prior litigation, or other infringements against the Township.
- Produces, distributes, sells or promotes products or services that may reflect negatively on the Township's public image or be detrimental to the Township's integrity or reputation (e.g. pornography or sexual services; products that promote violence, etc.).
- Promotes religious, political, or other potentially divisive messages specific to any group or faction.
- Involves images or messages that are derogatory, prejudicial, harmful to or intolerant of any specific group or individual.

## DEFINITIONS

**CAO**: Chief Administrative Officer of the Township of Wilmot or designate.

**Department Head**: Member of the Corporate Leadership Team or designate.

**Sponsorship:** a marketing-oriented, mutually beneficial contractual agreement between the Township and a third party, where the Township leverages a municipally owned asset (e.g., building, program, service, special event, etc.) to receive financial support in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party. Sponsorships can take the form of financial assistance, non-cash value in-kind such as goods or a contribution of skills or resources, publicity, promotional considerations, or merchandising opportunities.

**Sponsor**: An individual, external company, organization, enterprise, or association that provides significant financial and/or in-kind support to the Township in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party.

**Township:** The Corporation of the Township of Wilmot.

**Treasurer:** The appointed Treasurer for Corporation of the Township of Wilmot.

**Value in Kind:** A sponsorship is received in the form of good and/or service rather than a financial contribution.

## SPONSORSHIP TERM

Typically, sponsorships will be for a specific short term and limited purpose and usually no more than one year in duration. The sponsorship shall be formalized as an executed written agreement designed to benefit both partners. It gives ongoing recognition through public awareness for a specific period of time. The relationship is a commercial venture, built around a Township program, service or function, and there will be a marketing benefit or trade-off for corporations, businesses and/or individuals involved. This does not include donations and gifts to the Township where no business relationship or association is contemplated or is required and where no reciprocal consideration is being sought, such instances are considered through the Township Donation Policy.

## PRINCIPLES

Following are the fundamental principles that shape the Township's relationship with sponsors:

- The Township will accept sponsorships as an additional source of revenue, providing that all conditions and terms of this Sponsorship Policy are met.
- Revenue generated through sponsorships (unless otherwise specified) will be allocated towards establishing and/or improving a program, service, facility, or enterprise and should not be used to offset operating costs.
- Sponsorship recruitment should endeavor where possible to match a prospective partner with the audience/participants' interests to ensure that there is a good fit.
- Sponsorship of a Municipal program, service, event, or facility will not entitle any sponsor to influence or benefit from any policy or business decision of the Township, program, activity, or event.
- All sponsorship alliances or partnerships must be consistent with existing Municipal policies.
- The products, services, business activity or branding of sponsorship partners should not reflect negatively on the Township.
- The Township should not enter into any sponsorship agreements with parties that are a direct competitor of the Township or its enterprises.

## ELIGIBILITY

The following are the types of sponsorship that are covered by this policy:

- **Program Sponsorships**, support of a single program offering (e.g., youth programs, camps, Castle Kilbride programs, etc.).

- **Municipal-Wide Programs and Services**, support of programs and services that are offered to citizens under a centralized or common delivery system e.g., trails / active transportation development.
- **Special Events**, support of annual or one-off special events presented by or in part by the Township (e.g., concerts, Canada Day, etc.).
- **Municipal-Wide Initiatives,** support of multiple programs under a common cause-related theme (e.g., June Is Parks and Recreation Month, etc.).
- **Project Sponsorships**, tied to specific initiatives (e.g., playground development, art furnishings and equipment, capital improvements, etc.).
- **Audience Bundled Programs**, support of multiple programs delivered through various facilities that cater to similar audiences (e.g., fitness/recreation services).

## BENEFITS TO THE TOWNSHIP

All new sponsorships are to be evaluated for compliance with this policy and must provide the Township and its residents, with one or more of the following benefits:

- Financial Contribution – a sponsorship in the form of money.
- Event/programming support.
- Infrastructure support or development.
- Marketing support.
- Promotional giveaways.
- In-kind – goods or services of value to the Township received instead of cash.

Departments are responsible for ensuring that all sponsors and executed agreements comply with this policy and that staff abide by its provisions.

## SPONSORSHIP PROCESS

The Township's sponsorship program is based on a combination of pre-approved assets, and a package will be developed for each opportunity that seeks sponsorship and categorized under a sponsorship hierarchy. Sponsorship can be secured in three different ways:

1. Competitive Process: prospective sponsors participate in a proposal submission process, regulated by the Procurement Bylaw No. and can be considered an exclusive sponsor to the Township within the standard sponsorship model, and as defined by the final sponsorship agreement.
2. Solicited: an information package will be prepared and provided that outlines what the sponsored project includes, and the rights and benefits being offered in return. Businesses whose values align with the predetermined sponsorship category will be contacted to determine interest levels. Categories and assets will be reviewed periodically to reflect current needs in various departments.

3. Unsolicited: prospective sponsors will be evaluated by staff against the criteria set out in this policy and with regard to the Procurement Bylaw to determine if the proposal is aligned. If the unsolicited sponsorship proposal is deemed to be attached to a product that should be competitively procured, a competitive procurement process would be required for the product.

A formal competitive process is not required when soliciting sponsorship opportunities; however, the following sponsorship opportunities should usually follow a competitive process:

- Opportunities that will offer a significant corporate profile.
- Agreements of a lengthy duration (3 years and beyond).
- Agreements that allow for exclusive benefits and recognition.

Non-competitive agreements may be considered for the following opportunities:

- An unlimited number of sponsors are being sought.
- It is a unique, innovative, or experimental sponsorship opportunity.
- Only one suitable sponsor can be identified.
- The value of the sponsorship or advertising opportunity is less than $20,000

**GOVERNING REQUIREMENTS/LIMITATIONS**

Sponsorships must be for purposes consistent with the receiving department's mandate and considered to be in the public interest of the Township:

- Charitable receipts will be issued by the Treasurer in accordance with the Income Tax Act and policies of the Canada Revenue Agency where applicable. Typically, sponsorships will not qualify for charitable donation receipts.
- The Township will retain ownership and control over any sponsored asset.
- The Township does not endorse the products, services, or ideas of any sponsor.
- Potential sponsors must not be canvassed in a manner that uses or implies coercion.
- All sponsorships will be confirmed in writing or by contract/agreement and approved as per appropriate signing authority or Council resolution.
- Normal funding will not be displaced by the sponsorship arrangement.
- Proceeds from a sponsorship in respect of an asset, program or service shall be applied to the asset, program or service intended.
- Sponsors will not be canvassed during any active procurement process in which they are or reasonably may be participating.
- The Township shall retain the right to, by resolution of Council, terminate any sponsorship, at any time, should the said sponsor cast the Township in a negative light as a consequence of substantial misdeeds or illegal activity undertaken on the part of the corporation or individual for which the Municipal asset is named. Additionally, in the event

of a corporate failure, the Township shall retain the ability to cancel any sponsorship agreement without redress.

- Parties disqualified from doing business with the Township will not be considered.
- No form of indemnification will be provided to any sponsor without the express approval of a legal representative of the Township of Wilmot.
- Solicitation, negotiation and administration of all sponsorships are to be conducted by authorized Municipal staff only.
- All unsolicited sponsorship offers are to be referred to the relevant department or the CAO.
- Sponsorships must comply with federal and provincial statutes, and municipal by-laws.
- Sponsorship eligibility will be considered and determined based on, but not limited to, the criteria outlined in this policy and any procedures developed for this purpose.
- Sponsorships must not interfere with existing contractual obligations.
- Sponsorship benefits to the sponsor are to be appropriate for the size and scope of the sponsorship.
- Sponsorship must not create an ongoing financial obligation for the Township.
- The sponsorship must not result in or be perceived to result in preferential treatment of the sponsor outside of the sponsorship agreement.
- Sponsors are prohibited from implying that their products, services, or ideas are sanctioned by the Township, nor will there be actual or implied obligation for the Township to purchase products or services from the sponsor.

## ACKNOWLEDGEMENT

Each sponsorship arrangement will have an agreed upon acknowledgement plan prior to acceptance of the contribution. This could include, but not be limited to website, media releases, newsletters, posters, signage, and through recognition at Council meetings.

## RESPONSIBILITIES

**Council:** Municipal Council approval is required for sponsorships that are over and above $25,000 and or multiple years in length, and delegates responsibility for oversight and control of all other departmental sponsorship dealings to the Chief Administrative Officer in alignment with the Township purchasing bylaw.

**CAO:** In cases of conflict or confusion, the Chief Administrative Officer (CAO) and/or Council of the Township of Wilmot shall be empowered to make any and all necessary clarifications needed to ensure the equitable and effective application of this policy.

**Department Head:** responsible for:

- Reporting to Council regarding sponsorship activity.

- Soliciting and negotiating singular and cumulative sponsorships from a particular third party subject to the governing rules and regulations of this policy that do not exceed $25,000.
- Department Heads can be delegated responsibility for approval of agreements up to the amounts $25,000 provided they satisfy all provisions of this policy.
- Approving the terms and conditions that form part of a sponsorship arrangement as they relate to departmental programs and activities. If the agreement involves more than one department, approval must be obtained from the applicable Department Head and the CAO.
- Reviewing the effectiveness of sponsorship agreements to ensure that the respective parties are adhering to the terms of the written agreement.
- Maintaining a record of all sponsorship contributions and for issuing a written acknowledgement of the agreement to each sponsor.

The Director of Community Services or their designate will be responsible for championing Municipal-wide sponsorship opportunities, coordinating departmental sponsorship activities and ensuring that sponsors receive the recognition for which they are entitled.

**EVALUATION**

This policy shall be reviewed once per term of Council or more often as required.

**DOCUMENTATION/REFERENCES**

- Donations Policy
- Naming Rights Policy
- Procurement By-law #2021-43
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Act, 2001

# Corporate Policy Manual

**Section:** Council

**Title:** Naming Rights Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-30

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

The Township welcomes mutually beneficial naming rights agreements that enhance community assets and experiences while offsetting costs to residents and businesses. Each naming right agreement will promote fairness, transparency, and align with the Township's vision, mission, and values while supporting Council priorities, bylaws and policies.

## PURPOSE

The purpose of this policy is to establish a consistent corporate policy for granting naming rights to Township-owned approved assets. It ensures alignment with the Township's programs and services, the strategic priorities of Council, and overall community benefit. It will establish the framework for entering into agreements for naming rights partnerships and alliances with individuals, groups and businesses. At the same time, it will create an open and competitive process through which to capitalize on opportunities for non-tax revenue streams to help fund municipal priorities and offset municipal costs by leveraging Township assets. The policy is intended to recognize and honour significant community or financial contributions that help advance municipal services, while safeguarding against undue commercialization of the public realm and preserving the integrity and character of public spaces.

## SCOPE

This policy applies to the naming of buildings, substantial parts of buildings (pools, arenas,

halls, meeting rooms etc.) properties, facilities or other assets. This policy does not apply to philanthropic contributions and donations in which no benefits are granted to an external party and where no business relationship exists.

## LIMITATIONS

The Township will not solicit or accept naming rights whose reputation could prove detrimental to the Township's public image, or its financial, legal, or moral integrity or adversely impact upon the Municipality's standing and reputation in the community. This policy does not apply to the following:

- Recognition of contributions by the placing of plaques or other memorials where such recognition does not involve the naming of an entity as indicated below.
- Contributions that are governed by the Township's Donation Policy or Memorial Bench/Tree Program.

- Arena Rink Board advertising covered under Fees and Charges By-law.
- Projects where the Township provides funds to an outside organization.
- Memorandum of Understanding with community groups, service clubs, not-for-profit organizations, or agencies that provide continuous support and leadership to Township assets.
- Agreements that predate this policy; recognizing that renewal opportunities shall be subject to this policy.

**DEFINITIONS**

**CAO**: Chief Administrative Officer of the Township of Wilmot or designate

**Department Head**: Member of the Corporate Leadership Team or designate.

**Honorific or Commemorative Naming**: Naming of Township property or assets without consideration (financial or otherwise) from the Township. The Township recognizes the service, commitment, or other type of on-going contribution by an individual, group, or organization for outstanding community involvement.

**Municipal Asset**: Township-owned property, facilities, parks, and physical or intellectual features. This includes, but is not limited to, community centres, pools, arenas, halls, meeting rooms, ice pads, playgrounds, splash pads, pedestrian bridges, trails, and other amenities.

**Individual Naming Rights**: Naming of Township property in return for financial or value-in-kind contribution from an individual or their estate. Typically, such support is given to enhance the community and to help sustain the property or asset in question for a specified period of time.

**Market Value Assessment:** A professional assessment to determine the value of the proposed naming rights in the marketplace.

**Naming Rights Agreement**: An agreement with an individual, external company, organization, enterprise, or association that purchases the revokable license to name or re-name a Township property or asset as evidenced in a written contract that contains terms acceptable to the Township particularly with respect to a specified period of time, termination, and exchange of financial and other benefits.

**Naming Rights Sponsor**: An individual, external company, organization, enterprise, or association that provides significant financial and/or in-kind support to the Township in exchange for the exclusive right to name a Township-owned property, facility, or asset for a specified period of time, as outlined in a formal naming rights agreement.

**Sponsorship:** A marketing-oriented, mutually beneficial contractual agreement between the Township and a third party, where the Township leverages a municipal asset to receive financial support in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party. Sponsorships can take the form of financial assistance, non-cash value in-kind such as goods or a contribution of skills or resources, publicity, promotional considerations, or merchandising opportunities.

**Township**: The Corporation of the Township of Wilmot.

**Value In-Kind**: A sponsorship is received in the form of good and/or service rather than a financial contribution.

**PRINCIPLES**

Following are the fundamental principles that shape the Township's Naming Rights Policy:

**Guidelines for Assessment and Approval of Naming Rights**

- The Township will not approve, or will discontinue, any Naming Right that may compromise the integrity, image, or reputation of the Township. All naming rights agreements are subject to the approval of Council, including both the initiation and potential termination of naming.
- Naming rights shall not interfere with the Township's ability to deliver services impartially, nor shall they be interpreted as the Township's endorsement of a political, religious or ideological position, or of any commercial product or service. This does not preclude naming in recognition of individuals who have held public office or entities such as individuals, foundations, companies, or organizations that produce or distribute commercial products or services.
- Naming Rights opportunities will be evaluated based on both tangible and intangible value to the Township and the potential naming rights sponsor. Considerations may include the uniqueness of the opportunity, alignment with the Township's values, community impact, audience reach, number of impressions or visitors, and the reputation of both the Township and the Naming Sponsor.

**Individual Naming Rights**

- All individual naming right must be for a specified time period, not exceeding the useful life of the asset, and subject to the conditions of the policy.
- Every such agreement shall include a sunset clause specifying the duration of the naming opportunity.
- Individual naming rights may be subject to renewal on mutual agreement and with Council's approval.

**Corporate Naming Rights**

- All corporate naming rights must be for a specified time period, not exceeding the useful life of the asset.
- Such agreements may be subject to renewal on mutual agreement and with Council's approval.
- Parties that are disqualified from doing business with the Township are not eligible for naming rights opportunities.

- The benefits to the naming rights holder are limited to those expressly stated in the naming rights agreement.
- The Township will not provide an indemnification to the naming rights holder.
- Naming Rights holders are prohibited from representing that their products, services or ideas are sanctioned by the Township, and the Township will not be obligated under the naming rights agreement to purchase the products or services of the naming rights holder.

**Honorific or Commemorative Naming**

Honorific or commemorative naming may be considered by Council based on the contribution the group or individual has made to the public life and well-being of the Township of Wilmot. Honorific or commemorative naming arrangements will be reviewed on a case-by-case basis.

**CONDITIONS**

- All assets under consideration will undergo a market value assessment.
- Properties or assets with names of historic or community significance would be considered for renaming only in exceptional circumstances and only after consultation with and Council approval.
- The cost and impact of changing signage, rebuilding community recognition and updating records must be considered before a property is renamed.
- The Township will retain ownership, management and operational control over any named asset.
- The Township will consider all naming rights proposals but does not have an obligation to accept any and has the right to refuse any proposal, particularly those submitted by external parties whose activities are perceived to be incompatible with the Township's priorities, goals, values and mission.
- All naming rights agreements shall be confirmed by written contract containing terms and conditions satisfactory to the Township. All agreements are subject to Council approval.
- Every naming rights agreement shall conform to all applicable federal and provincial statutes, and to all Township by-laws, policies, contracts, and practices.
- While the physical display of the naming right shall be negotiated or decided upon on an individual basis, such recognition must not unduly detract from the character, integrity, aesthetic quality or safety of the property or unreasonably interfere with its operation, enjoyment, or use.
- The naming rights opportunity must not confer or appear to confer any personal benefit, influence, or preferential access to Township staff, officials, programs, services or decisions. Naming Rights do not constitute a partnership with the Township, and no aspect of such agreements implies a transfer of land, influence over Township affairs, or endorsement by the Township.

- The Township does not endorse the product, services, viewpoints or ideas of any Naming Rights Sponsor.
- The Township reserves the right, at its sole discretion, to terminate any Naming Rights agreement prior to its scheduled end date without refund or compensation if it determines that continuation of the agreement may bring the Township into disrepute. Grounds for termination may include, but are not limited to:
  - A change in the Naming Rights Holder's reputation that could negatively reflect on the Township.
  - The Holder's involvement in legal, ethical, or criminal matters that may damage the Township's integrity or public trust;
  - A breach of the terms of conditions outlined in the agreement; or
  - A determination by Council that discontinuing the naming is the best interests of the public.
- The Naming Right must not result in incremental net costs to the Township.
- All proposed naming rights must go through an ethical scan and may be subject to obtaining a vulnerable sector check or police record check that is satisfactory to the Township.

## SOLICITED AND UNSOLICITED PROPOSALS

Considering the Township's available opportunities, funding requirements, and other considerations, the Township will apply processes that are fair, transparent, and consistent with the Township's Procurement By-law where applicable. Naming Rights opportunities are generally revenue/benefit arrangements. However, where a proposal includes the provision of goods, services or construction to the Township (including in-kind contributions), procurement requirements and/or competitive processes will apply.

The Township is open to receiving unsolicited Naming Rights proposals. Naming Rights opportunities and the process for submission shall be made available on the Township's website. Unsolicited naming rights proposals received by the Township will be evaluated by Community Services and if applicable any relevant business units.

## RESPONSIBILITIES

### Council:

- Approval of assets and naming rights.
- Approval of inventory of assets and valuation.
- Approval of agreements beyond the aggregated amount of $25,000 or agreements over 3 years.

### Community Services:

- Reporting to Council regarding naming rights activities and necessary approvals.

- Maintain the Naming Rights Policy and related standard operating procedures.
- Act as the primary liaison with advertisers, sponsors and commercial naming rights holders.
- Negotiate and manage agreements, or oversee if done by a third party, ensuring alignment with the Township's best interests and this policy.
- Obtain approvals from Directors who oversee or are responsible for the Township asset as necessary.
- Ensure financial oversight and reconciliation of accounts.
- Maintain inventory, track documents and provide accurate records and reporting as required.
- Ensure all activities, agreements, and related contractual terms comply with applicable by-laws, policies, and standard operating procedures.

**AGREEMENT REQUIREMENTS**

Agreements must include the following:

- A description of the Naming Rights.
- Any contribution by the Naming Entity and the value of the contribution, including any in-kind provided without charge to the Township, and the outline of a payment schedule.
- The obligations and responsibilities of both the Naming Entity and the Township.
- The duration of the agreement, and renewal options if any.
- The dispositions and ownership of any assets resulting from the naming rights.
- The licensing and use of both parties', name, trade, service marks, and other intellectual property, and any costs associated with such licensing or use.
- Details of the exchange of marketing benefits, including both what the Township will receive from the Naming Entity, and what benefits are to be provided to the Naming Entity.
- Insurance coverage/indemnification clauses.
- A termination provision and the remedies available to both parties upon termination.
- Other commercially reasonable terms deemed necessary by the Township, in its sole discretion.

If the naming right and/or advertising program is outsourced to a third party, where the third party is responsible for securing naming entities on behalf of the Township, all relevant agreements shall be reviewed and approved per contracted terms.

**EVALUATION**

This policy shall be reviewed once per term of Council or more often as required.

**DOCUMENTATION/REFERENCES**

- Sponsorship Policy
- Donations Policy
- Procurement By-law #2021-43
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Act, 2001
- Canadian Code of Advertising Standards

# Corporate Policy Manual

**Section:** Council

**Title:** Donations Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-31

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

The Township of Wilmot acknowledges that businesses, individuals, and service organizations may choose to support financially and/or materially municipal activities through donations. Mutually beneficial donations that enrich the lives of residents by enhancing Municipal properties, programs and services are welcomed by the Township. Donations of cash and/or goods will help promote access and fairness, result in improved opportunities for healthy and active living in the community and are expected to be consistent with the Township's vision, mission, and values and support Council priorities, by-laws and policies.

## PURPOSE

The purpose of this Policy is to provide clear and transparent guidelines and principles for the acceptance of donations by the Township. The Township may seek donations that are of benefit to the Township. Donations may be in the form of cash, artifacts, equipment, product and in-kind goods or services of value to the Township. The Township recognizes that external individuals, corporations, groups, organizations and associations may, from time to time, in their discretion, choose to support the Township through a Donation, and that such Donations are often of benefit to the Township.

## DEFINITIONS

**CAO**: Chief Administrative Officer of the Township of Wilmot or designate

**Department Head**: Member of the Corporate Leadership Team or designate.

**Donation:** A voluntary transfer of cash, equipment or goods, for free, from a third party to the Township, whether solicited or unsolicited.

**Fair Market Value:** The highest price a seller might reasonably be expected to obtain if sold in the ordinary course of business on an open market between parties dealing at arm's length with one another.

**Official Income Tax Receipt:** A receipt issued by the Township as a Qualified Donee under the Income Tax Act, for a Donation made to the Township, which may be used by the Donor for tax credit purposes.

**Qualified Donee**: An organization that, under the Income Tax Act, may issue Official Income Tax Receipts for donations.

**Township:** The Corporation of the Township of Wilmot.

**Treasurer:** The appointed Treasurer for the Corporation of the Township Wilmot.

**APPLICATION**

- The Township will accept donations as an additional source of revenue generation, providing that all conditions and terms of this Policy are met.
- Donations may be solicited or unsolicited.
- Revenue generated through donations (unless otherwise specified) will be allocated towards establishing and/or improving a program, service, facility, or enterprise and may be used to offset operating costs.
- Donations will be positioned as a vehicle through which the Township and its partners can promote healthy, active living through programs and services.
- Donation towards a Municipal program, service, event, or facility will not entitle any donor to influence any policy or business decision of the Township, business, or event.
- This Policy shall apply to any and all Donations received by the Township from any external entity, which includes, but is not limited to, individuals, corporations, organizations or associations, initiated on or after the day that this Policy comes into effect.
- This Policy shall apply across all Township departments and committees of Council.
- Any individual Donation which proposes to deviate from the requirements of this Policy may be considered for approval by Council provided the purpose and spirit of this Policy is maintained.

**PRINCIPLES**

All Donations valued at $25,000 or more, shall be presented to Council, in open session. Staff are hereby authorized to accept donations valued at less than $25,000. All donations must comply with the following considerations:

- The Donation shall comply with all federal and provincial laws, rules and regulations.
- The Donation shall comply with applicable Township by-laws.
- The Donation shall largely align with, and not alter or compromise, the strategic plans, goals or policies of the Township.
- The Donation should not diminish the Township’s public image.
- The Donation should benefit the Township.
- The acceptance of the Donation shall not unduly interfere with any existing contractual obligations of the Township.

- The Donation should not create cost-prohibitive ongoing financial obligations for the Township.
- The Donation should not cause significant administrative burden for the Township.
- The Donation should only be accepted if, in the Township's sole discretion, the Township has the capacity to meet both the initial and ongoing costs and obligations of accepting the Donation.
- The Donation shall not influence, or be seen as influencing, the outcome of any pending approval, permit or licence application or result in the award of a procurement.
- The acceptance of the Donation shall not influence, or be seen as influencing, the day-to-day operations of the Township or Council.
- Donations will be confirmed in writing, or by contract/agreement where appropriate.
- Donations related to the Castle Kilbride Collection shall be governed by the Castle Kilbride Collections Management Policy.

The Township reserves the right, in its sole discretion, to undertake any necessary due diligence, as it deems appropriate, prior to approving or rejecting any Donation. The Township further reserves the right, in its sole discretion, to approve or reject any Donation presented to it, either in whole or in part.

**LIMITATIONS**

- The Township may elect to accept or decline any Donation. If the gift is not accepted the donor will be advised of the reason.
- All Donations shall be free and clear of all liens, encumbrances, conditions and restrictions and title must be transferred to the Township absolutely where applicable.
- The act of accepting a Donation does not constitute a partnership, joint venture, agency relationship, or any other type of business relationship between any third party and the Township.
- The Township must retain absolute and unfettered control and ownership over any Donation, once accepted.
- Donations do not imply sponsorship, naming rights, marketing or advertisement of a third party's goods or services by the Township.
- Donations must be made to the Township unconditionally, voluntarily and freely, without any expectation of return or a future benefit.
- Donations will not be accepted from any entity that, in the Township's sole discretion, will pose a reputational risk of the Township, which includes, but is not limited to, entities that: Portray, promote or condone any form of discrimination or hatred against grounds protected under the *Human Rights Code,* R.S.O. 1990, c. H. 19;; Are not currently in good standing with the Township; Are involved in litigation with the Township in which their

position is adverse to the Township; or Whose business is derived from criminal or such other activities that might be deemed offensive.

**ISSUANCE OF RECEIPTS**

- Upon acceptance of the Donation, the Township will issue, through the Treasurer, an Official Income Tax Receipt and will include all the information specified in Section 3501 of the Income Tax Regulations.
- The Official Income Tax Receipt shall be in the amount of cash donated or Fair Market Value, as determined by the Township.
- If the Township requires an appraisal to be done to determine Fair Market Value, the cost of said appraisal will typically be borne by the third party seeking to make the Donation to the Township.
- The Official Income Tax Receipt shall be dated the day on which the Donation was accepted by the Township.
- All requests for an Official Income Tax Receipt must be accompanied by appropriate donor information.
- Official Income Tax Receipts shall only be issued for Donations exceeding $100.00 or more.
- The final value of the Donation which is permitted for deductions for tax purposes ultimately rests with the Canada Revenue Agency.

**RESPONSIBILITIES**

**Council:** Municipal Council approval is required for donations that are valued above $25,000 and delegates responsibility for oversight and control of all other departmental donations to the Chief Administrative Officer.

**CAO:** In cases of conflict or confusion, the Chief Administrative Officer (CAO) and/or Council of the Township of Wilmot shall be empowered to make any and all necessary clarifications needed to ensure the equitable and effective application of this policy.

**Department Head:** responsible for:

- Facilitating Council approval for Donations that exceed $25,000.
- Referring offers or proposals for donations to the appropriate Department or CAO's office.
- Treating individual donors' names and amounts given and any other private or personal information, with respect and, except where the donor authorizes release of such information, with confidentiality to the extent provided by the law.
- Reasonably restricting the frequency of solicitations.
- Responding promptly to a donor's questions or concerns.

## EVALUATION

This policy shall be reviewed once per term of Council or more often as required.

## DOCUMENTATION/REFERENCES

- Sponsorship Policy
- Naming Rights Policy
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Act, 2001

# Community Services
## *Staff Report*

| | |
|---|---|
| REPORT NO: | CS-2026-10 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Chris Catania, Director of Community Services |
| PREPARED BY: | Manuela O'Krafka, Manager of Community Services |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | March 11, 2026 |
| SUBJECT: | Weddings at Castle Kilbride |

RECOMMENDATION:

THAT Report CS-2026-10 Weddings at Castle Kilbride be received for information; and,

THAT Council rescind Resolution 94-73 Ban on interior weddings and wedding party photographs at Castle Kilbride.

SUMMARY:

This report recommends that Council repeal Resolution 94-73 Ban on interior weddings and wedding party photographs at Castle Kilbride.

BACKGROUND:

Resolution 94-73 Ban on interior weddings and wedding party photographs at Castle Kilbride was put into place to manage concerns that events of this type could cause potential damage to the museum.

REPORT:

In an effort to further enhance the community benefit and utilization of Castle Kilbride, staff are recommending that Council repeal Resolution 94-73 to permit small wedding ceremonies within the interior of the Castle. Staff wish to emphasize that approvals would be limited strictly to wedding ceremonies; wedding receptions or related events would not be permitted.

To address the risks that may have formed the basis of Resolution 94-73, staff have undertaken the following measures:

- **Fire Safety Review:** Acting Fire Chief Mechalko conducted an assessment of the facility and has advised that the Wilmot Fire Department supports a wedding-style event within the Castle, provided that trained Castle staff are present and attendance is limited to a maximum of twelve (12) guests.
- **On-Site Supervision:** In accordance with Fire Department requirements, trained staff will be present at all approved wedding ceremonies to oversee the event and ensure compliance with safety protocols and rental terms and conditions.
- **Insurance Notification:** Correspondence has been provided to the Waterloo Region Municipal Insurance Pool outlining the Township's intention to permit small wedding ceremonies. No response was provided indicating concern.
- **Damage Deposit:** A refundable damage deposit in the amount of $1,000.00 will be required to secure any booking.
- **Rental Agreement:** The facility rental agreement will clearly outline all applicable terms and conditions, including adherence to capacity limits and operational requirements.

Staff are of the opinion that permitting small wedding ceremonies will provide citizens with an additional opportunity to celebrate significant life events within a historic and culturally significant setting, while also supporting additional revenue generation for the facility.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Healthy Community

FINANCIAL CONSIDERATIONS:

The fee for the rental of the interior of Castle Kilbride is $450.00 +HST as per the Fees and Charges by-law, plus the applicable staffing fees.

ATTACHMENTS:

Resolution 94-79 which encompasses 94-73

# Corporation of the Township of Wilmot

MOVED BY J. Nolan

SECONDED BY John Bahl

DATE November 2, 1994

BE IT RESOLVED THAT

" the minutes be accepted as circulated for October 24, 1994, with the following revisions:

Resolution #94-73, should read "THAT no weddings, or wedding party photographs etc., shall be allowed inside Castle Kilbride."

Resolution #94-74, should read "THAT no photographs are to be taken inside Castle Kilbride."

Resolution #94-76 should read "THAT Castle Kilbride be closed for the following holidays: Christmas Day, New Year's Day, Good Friday, and Easter Sunday."

Carried. X

Mayor

# CORPORATE SERVICES

## *Staff Report*

| | |
|---|---|
| REPORT NO: | COR-2026-08 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Harold O'Krafka, Deputy CAO/Director of Corporate Services |
| PREPARED BY: | Amelia Jaggard, Manager of Legislative Services/Municipal Clerk |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 13, 2026 |
| SUBJECT: | Adoption of Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot |

RECOMMENDATION:

THAT Report COR-2026-08 Adoption of Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot be received for information; and,

THAT Council direct staff to present a By-Law to adopt a Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot, as attached to Report COR-2026-08.

SUMMARY:

The purpose of this report is to present a By-Law to adopt a Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot for Council's consideration.

BACKGROUND:

In 2000, the Province of Ontario enacted the Electronic Commerce Act, 2000 (ECA), allowing municipalities to conduct business using electronic signatures. The acceptance of electronic signatures has the potential to expedite workflow processes and enhance customer service, supporting both current operations and future municipal initiatives.

The Electronic Commerce Act, 2000 establishes conditions for ensuring the reliability and authenticity of digital signatures and electronic submissions. This legislation affirms the legal validity of electronic documents and sets requirements for their validity, their admissibility as evidence and, in the case of signed agreements, their enforceability against the parties that executed them. Unless there are rules specific to a given area of law, an electronic document will have the same legal effect as a paper-based one. An electronically signed document that verifies its origin and integrity is legally enforceable against the parties who executed it.

Third-party software (such as DocuSign and Adobe Digital Signatures) allows for verification using passwords or PIN numbers and uses data encryption technologies. This software protects the integrity of the document by confirming the absence of any modifications made to the document since it was finalized or signed.

## REPORT:

Staff are recommending adoption of a Use and Acceptance of Electronic Signatures Policy. Electronic signatures have been legally recognized for decades and are now widely used across all sectors. Formal adoption of a policy is anticipated to support efficiencies for administrative purposes and records keeping, while ensuring compliance under existing legislation.

Conducting business electronically has become the standard for many businesses to increase efficiency, promote convenience, and modernize workflows. The shift away from paper-based processes accelerated during the COVID-19 pandemic, reinforcing the need for digital solutions.

The attached Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot provides guidance on when electronic submissions are considered official and acceptable by the Township. Adoption of this policy is anticipated to expedite some workflow processes, reduce recordkeeping requirements, and enhance contract management.

## ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

## FINANCIAL CONSIDERATIONS:

The Township will utilize existing software, including Adobe Acrobat, to fulfill the requirements of this policy. The use of required software will be accommodated within the current Information Technology Services budget under the Corporate Services Department.

## ATTACHMENTS:

Attachment 1 – Adoption of Use and Acceptance of Electronic Signatures Policy

# Corporate Policy Manual

**Section:** Council

**Title:** Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-_____

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

It is the policy of the Township of Wilmot to use and accept electronic signatures with the same force and effect as the wet signature, wherever appropriate, unless specifically provided otherwise by applicable legislation or the Township's policies and procedures. Appropriate uses will be determined in accordance with the policy and include the Township's internal and external processes, as well as acceptance of externally generated records which have been electronically signed.

## PURPOSE

This policy is designed to provide guidance on when electronic submissions are considered official and acceptable by the Township.

## SCOPE

This policy applies to all Township employees, members of council, contractors and volunteers engaging in internal and external transactions involving signatures, which they conduct or in which they participate representing the Township. It also applies to members of the public, consultants, vendors, and other persons, when they engage in electronic transactions with the Township. This policy applies only to transactions between the Township and the other person(s), each of which has agreed to conduct transactions by electronic means, as well as internal electronic processes, where the electronic signature is used.

## DEFINITIONS

**Electronic record:** a record created, generated, sent, communicated, received, or stored by electronic means.

**Electronic signature:** electronic information that a person creates or adopts in order to sign the document and that is in, attached to or associated with the document.

**Electronic signature method:** any form of an electronic representation of a person's signature that can be linked or attached to an electronic document or transaction (e.g., signature block in

an email, scanned hand-written signature, recorded voice command, user authentication to an internal application to approve a transaction, asymmetric cryptography based electronic signature, etc.).

**Person:** an individual or a business, government or other entity participating in an electronic transaction with the Township.

**Record:** information created, received, and maintained as evidence and information in the transaction of business or the pursuance of legal obligations.

**Vital records:** records containing vital information for the Township to continue its key functions and activities in case of an emergency/disaster.

**Wet (manual) signature:** signature made on the physical document using physical means, for example, ink signature by hand.

## STANDARDS AND PROCEDURES

1. Use of an electronic signature will only be with the consent of all parties (including the consent of the Township, in accordance with this Policy and applicable procedures). The Township will not require other persons to use an electronic signature.

2. Where a wet signature is requested, the Township will consent to its use.

3. This policy does not mandate any specific electronic signature software, so long as the application adopted meets the requirements outlined in this policy and related policies and procedures. Any electronic signature software must undergo a review by the Director of Corporate Services, in collaboration with the Township's information technology support team, before it is adopted by the Township.

4. The method of the electronic signature used in a transaction will be determined based on:

    - the reason for or context of the signature;
    - risks associated with the particular type of transaction and the electronic record it is documented by;
    - legal requirements (including integrity and reliability);
    - retention requirements of the electronic record being signed; and
    - the ability of the method to validate the electronic signature throughout the retention period of the electronic record containing the electronic signature.

5. In order for a technology or process to be accepted for the purposes of the electronic signature, it must meet the following minimum requirements:

    - The electronic signature must be executed or adopted by the signer with an intent to sign.
    - The electronic signature must be unique to the signer.
    - The use of the technology or process adopted by the signer to incorporate, attach, or associate the electronic signature to an electronic document is under the sole control of the signer.
    - The technology or process can be used to identify the signer.
    - The electronic signature must be linked to an electronic document in such a way that it can be determined whether the electronic document has been changed since the electronic signature was incorporated in, attached to, or associated with the electronic document.
    - The continuing integrity of the electronic record, and its association or linkage to its electronic signature, and any associated data must be maintained, following the completion of the signing process.
    - The electronic record with the electronic signature incorporated in, attached to, or associated with it must be capable of being received, accessed and retained by the Township and any person who is entitled to have access to the document that was originally created, sent or received, or who is authorized to require its production.
    - The technology or process used must be able to include various supporting information (e.g., date and time associated with the signing transaction, origin, destination, etc.)

6. The Township shall not accept an electronic signing transaction if the method used by the other person does not meet the requirements outlined in this policy and the related Township procedures. The Director of Corporate Services, in collaboration with the Township's information technology support team, will establish whether the software meets these requirements.

7. In addition to this policy, the Corporate Services Department will maintain office procedures to:

    - identify specific record types that can be signed electronically;
    - identify specific record types that will not be signed electronically;
    - identify electronic methods by which specific electronic record types may be signed;

- identify the manner in which electronic records with an electronic signature incorporated in, attached to or associated with must be created, internally shared, sent, received, and retained by the Township;
- identify methods of achieving consent;
- determine specific technical requirements for electronic signature methods and technologies (which address and may accede any requirements set out by applicable law); and
- establish other processes the Township will follow to implement this policy.

## RESPONSIBILITIES

The Corporate Services Department shall maintain the primary responsibility for coordinating the implementation and maintenance of this policy, as well as ensuring compliance with its requirements.

All employees, volunteers, and members of Council shall comply with this policy when participating in or coordinating Township electronic transactions.

Directors and the CAO, in collaboration with the Township's information technology support team, if necessary, may decide on using and accepting the electronic signature in a specific transaction.

## EVALUATION

This policy will be reviewed every five years.

## DOCUMENTATION/REFERENCES

- Corporate Records and Information Management Program
- Record Retention By-Law
- Electronic Commerce Act, 2000, SO 2000, c. 17
- Personal Information Protection and Electronic Documents Act, S.C. 2000, c. 5
- CAN/CGSB-72.34-2017 Electronic Records as Documentary Evidence (The National Standard of Canada)

# CORPORATE SERVICES

## *Staff Report*

| | |
|---|---|
| REPORT NO: | COR-2026-09 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Harold O'Krafka, Deputy CAO / Director of Corporate Services |
| PREPARED BY: | Harold O'Krafka, Deputy CAO / Director of Corporate Services |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 1, 2026 |
| SUBJECT: | Council Remuneration Review 2026-2030 Term |

RECOMMENDATION:

THAT Report COR-2026-09 Council Remuneration Review 2026-2030 Term be received for information;

THAT Council approve an increase of $10,651.57 to the base annual remuneration for the Mayor for a total of $50,076.57 effective for the new term of Council;

THAT Council approve an increase of $3,343.25 to the base annual remuneration for Councillors for a total of $25,215.25 effective for the new term of Council;

THAT Council direct Staff to present a by-law respecting Remuneration and Expenses for Members of Council for the 2026-2030 term of Council prior to 'Nomination Day' in accordance with Policy CL-2025-01; and,

That a comprehensive comparative analysis of the remuneration of the Mayor and Councillors be completed in 2027 as part of the Market Compensation Review of employees.

SUMMARY:

Staff were directed to complete an internal administrative review and recommendation on the remuneration for the Mayor and Councillors for the 2026-2030 term of Council.

Staff have considered four options including current salary plus retroactive cost of living adjustment (COLA), the 2023 50$^{th}$ Percentile plus retroactive COLA, the 2023 60$^{th}$ Percentile plus retroactive COLA and a simple matching of the recently approved Woolwich Township remuneration.

Staff recommend that utilizing the 60$^{th}$ percentile of the 2023 Compensation Review completed by Pesce, together with the retroactive application of COLA which has been applied to staff remuneration and reflects an equitable treatment of Council and staff.

Staff further recommend that the remuneration of the Mayor and Council be included as part of the 2027 Market Compensation Review of employees.

BACKGROUND:

At its meeting of February 23, 2026 Council directed staff to provide an internal administrative review to recommend the remuneration for the Mayor and Councillors for the 2026-2030 term of Council.

Previous staff reports included a very detailed review contained in report COR-2025-46 which is attached to this report for information. Some of the information within that report has been updated within this report to reflect the impact of the additional COLA of 2.6% which was applied to the remuneration of staff but not applied to Council remuneration at the direction of Council within the 2026 budget process.

The recent decision of the Township of Woolwich in respect of the remuneration for their Mayor and Council has also now been completed which provides a good benchmark for Wilmot Township as the two Townships share many similarities in structure.

In addition to the remuneration recommended in this report staff recommend that a comprehensive comparative analysis of the remuneration of the Mayor and Councillors be completed in 2027 as part of the Market Compensation Review of employees.

REPORT:

The current remuneration for the Mayor of the Township of Wilmot is $39,425 annually. The current remuneration for Councillors of the Township of Wilmot is $21,872 annually.

The Mayor also receives a base salary from the Region of Waterloo for service as a Regional Councillor and is eligible for additional remuneration from service to various boards such as Enova and GRCA.

These base salaries have not changed since 2023.

In December of 2023 a Compensation Review was completed by Pesce & Associates for Township staff and Council. Council implemented the 60$^{th}$ percentile recommendation for staff but did not move forward with adjustments to their own base salary at the time. Council has also forgone annual cost of living adjustments during their term of office.

At its meeting of February 23, 2026 Council directed staff to provide an internal administrative review and make a recommendation for the remuneration for the Mayor and Councillors for the 2026-2030 term of Council.

Previous staff reports included a very detailed review contained in report COR-2025-46 which is attached to this report for information. Some of the information within that report has been updated within this report to reflect the impact of COLA as applied to the remuneration of staff for 2026.

The recent decision of the Township of Woolwich in respect of the remuneration for their Mayor and Council has also now been completed which also provides a good benchmark for Wilmot Township as the two Townships share many similarities in structure.

Based on the above, staff propose four options for the base remuneration for the 2026-2030 term of Council:

Option 1: Apply retroactive COLA to the remuneration of the Mayor and Councillors based on the current 2023 salary

This option would apply the COLA applied by Council to the remuneration of staff to the base salary for Council in 2023.

The Mayor's salary would increase from the current salary of $39,425 to $42,746.60 which reflects the 2023 salary plus COLA as applied to the remuneration of staff.

Councillors' salaries would increase from the current salary of $21,872 to $23,714.74 which reflects the 2023 salary plus COLA as applied to the remuneration of staff.

Option 2: Apply retroactive COLA to the remuneration of the Mayor and Councillors based on the 50th Percentile recommendation of the 2023 Compensation Review

This option would utilize the 50th percentile salary identified in the Pesce 2023 Compensation Review plus COLA as applied to the remuneration of staff.

The Mayor's salary would increase from the current salary of $39,425 to $47,337.34 which reflects the 2023 recommendation of $43,659.02 plus COLA.

Councillors' salaries would increase from the current salary of $21,872 to $23,219.83 which reflects the 2023 recommendation of $21,415.55 plus COLA.

Option 3: Apply retroactive COLA to the remuneration of the Mayor and Councillors based on the 60th Percentile recommendation of the 2023 Compensation Review

This option would utilize the 60th percentile salary identified in the Pesce 2023 Compensation Review plus COLA as applied to the remuneration of staff.

The Mayors salary would increase from the current salary of $39,425 to $50,076.57 which reflects the 2023 recommendation of $46,185.40 plus COLA.

Councillors salaries would increase from the current salary of $21,872 to $25,215.25 which reflects the 2023 recommendation of $23,255.91 plus COLA.

Option 4: Match the updated remuneration of the Mayor and Councillors for the Township of Woolwich as being reflective of our closest comparator.

The Township of Woolwich recently approved updated remuneration of $47,808 for the Mayor and $26,255 for each Councillor commencing with the new term of Council.

Woolwich Township logically represents our closest direct comparator as a large Township in a two tier Regional structure with its Mayor serving a dual role as a Regional Councillor with the possibility of also sitting as a paid member of various Boards and Commissions.

In consideration of the four options staff recommend Option 3. It aligns with the previous decision of Council in respect of the strategic placement of Wilmot at the 60th percentile of comparators and it retroactively incorporates the COLA adjustments to align the 2023 Pesce recommendations for Council and staff remuneration.

In order to ensure continued alignment with comparators for both Council and staff it is recommended that the 2027 Market Compensation Review include the salaries of the Mayor and Councillors.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Financial Stability

FINANCIAL CONSIDERATIONS:

The increase in the remuneration for the Mayor and Councillors will be included and accounted for within the 2027 Operating Budget for the Township of Wilmot.

The cost implications of the four options presented for the 2027 Operating Budget is as follows:

Current: Mayor $39,425 + Councillors 5 x $21,872 Total = $148,785.00

Option 1: Mayor $42,746 + Councillors 5 x $23,714.74 Total = $161,319.70

Option 2: Mayor $47,337.34 + Councillors 5 x $23,219.83 Total = $163,436.49

Option 3: Mayor $50,076.57 + Councillors 5 x $25,215.25 Total = $176,152.82

Option 4: Mayor $47,808 + Councillors 5 x $26,255 Total = $179,083

ATTACHMENTS:

Attachment A: Report COR-2025-46 Mayoral Direction 2025-01 Council Remuneration Review

# CORPORATE SERVICES

## *Staff Report*

| | |
|---|---|
| REPORT NO: | COR-2025-46 |
| TO: | Council on September 8, 2025 |
| SUBMITTED BY: | Kaitlin Bos, Manager of Legislative Services / Municipal Clerk |
| PREPARED BY: | Kaitlin Bos, Manager of Legislative Services / Municipal Clerk |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | August 29, 2025 |
| SUBJECT: | Mayoral Direction 2025-01 Council Remuneration Review |

RECOMMENDATION:

THAT Report COR-2025-46 Mayoral Direction 2025-01 Council Remuneration Review be received for information; and,

THAT Council directs Staff to bring back a Council Remuneration Review Policy to the November Committee of the Whole Meeting.

SUMMARY:

In response to Mayoral Direction 2025-01 this report provides an overview of Council remuneration, including current base salary levels, and comparative data from similar municipalities. Included are considerations for potential changes, such as transitioning the mayor's role from part-time to full-time, and outlines various models for determining appropriate compensation should that be considered. The report recommends establishing a formal policy for regular remuneration reviews each Council term, incorporating public engagement and a full assessment of compensation components.

BACKGROUND:

Section 283 of the Municipal Act, S.O. 2011, Chapter 25, as amended ("the Municipal Act, 2001"), a municipality may pay any part of the remuneration and expenses of the members of any local board of the municipality and of the officers and employees of the local board.

Section 284 (2) of the Municipal Act stipulates that municipalities identify the by-law under which the remuneration or expenses are authorized to be paid.

By-law 2000-42 being a By-law Respecting Remuneration and Expenses for Members of Council came into force and effect on December 1, 2000. The By-law sets out that the Mayor shall be paid an annual salary of Sixteen Thousand ($16,000.00) for his/her services. Each of the other Members of shall be paid an annual salary of Eight Thousand Dollars ($8,000.00) for

his/her services. One-Third (1/3) of the amounts set out as remuneration for the Mayor and Members of Council was to be deemed to be an expense allowance.

Effective January 1, 2002, Corporate Policy CL-10.1 COLA Increases, was approved that Council's remuneration shall include any future COLA increases granted to municipal employees.

The March 22, 2017, federal budget announcement removed the tax exemptions for non-accountable expense allowances paid to members of provincial and territorial legislative assemblies and to certain municipal officeholders. This announcement was passed into law and must be implemented by January 1, 2019. At that time, members of Council earned one-third of their compensation tax free, as permitted by the Municipal Act, 2001 and Township By-Law 2000-42.

On October 23, 2017, Staff Report FIN 2017-33 recommended that the Township of Wilmot Council eliminate the one-third (1/3) tax free portion of council remuneration effective January 1, 2019, and that Council remuneration be adjusted to ensure that net pay after taxes remains consistent, using the lowest marginal tax rate. Township of Wilmot Council approved the adjustment to remuneration from Mayor $26,045 to $28,222 and Members of Council from $13,023 to $14,112.

The base salaries for the Mayor and Members of Council, as set in the annual budgets from 2018 to 2025, are as follows:

- 2018 Mayor $ 26,444 Members of Council $ 13,222
- 2019 Mayor $ 28,682 Members of Council $ 14,342
- 2020 Mayor $ 32,000 Members of Council $ 16,706
- 2021 Mayor $ 35,160 Members of Council $ 19,064
- 2022 Mayor $ 38,614 Members of Council $ 21,422
- 2023 Mayor $ 39,425 Members of Council $ 21,872
- 2024 Mayor $ 39,425 Members of Council $ 21,872
- 2025 Mayor $ 39,425 Members of Council $ 21,872

The Mayor also receives an annual salary from the Region of Waterloo as a member of Regional Council. From annual reporting this term of Council the Mayor's base salary from the Region of Waterloo was reported as follows:

- 2022 $ 41,278
- 2023 $ 47,872
- 2025 $ 49,282

In December 2023, a Compensation Review was completed by Pesce & Associates (Human Resource Consultants) and the following information was presented to Council regarding comparable salaries for mayors and councillors.

*Chart 1 – Pesce & Associates 2023 Compensation Review*

| | Calcuation using the 2023 Rates where known | | |
|---|---|---|---|
| **Municipality** | **Mayor** | **Deputy Mayor** | **Councillor** |
| **Township of Wilmot** | **$ 39,425.00** | | **$ 21,872.00** |
| Township of South Frontenac | $ 36,756.38 | $ 23,109.51 | $ 16,167.00 |
| Township of Wellesley | $ 32,080.80 | | $ 17,393.56 |
| Town of Pelham | $ 39,858.00 | | $ 18,268.00 |
| Town of Kingsville | $ 37,329.59 | $ 25,161.86 | $ 20,527.23 |
| Municipality of Strathroy-Caradoc | $ 55,449.81 | $ 27,392.27 | $ 21,415.55 |
| Township of Centre Wellington | $ 47,286.00 | | $ 23,716.00 |
| Town of Amherstburg | $ 46,817.00 | $ 31,159.00 | $ 24,734.00 |
| Town of Essex | $ 46,989.00 | $ 34,374.00 | $ 27,030.00 |
| Town of Tecumseh | $ 43,659.02 | $ 34,804.45 | $ 27,039.03 |
| **50th Percentile** | **$ 43,659.02** | **$ 29,275.64** | **$ 21,415.55** |
| **60th Percentile** | **$ 46,185.40** | **$ 31,159.00** | **$ 23,255.91** |

Council did not move forward with any adjustments to their base salary at that time. Council has also foregone the cost-of-living adjustment for their salaries in the 2024 and 2025 budget cycles.

On June 25, 2025 Mayor N. Salonen issued Mayoral Direction 2025-01 which directed the clerk's department and other relevant staff to:

> *Undertake research related to Council remuneration, with findings to be brought forward to Council for information by September 2025. This report may inform the 2026 budget process, with the intent that any changes to Council remuneration would take effect for the next term of Council (2026-2030).*
>
> *This research should include, but is not limited to:*
>
> - *A comparative review of Council remuneration across similar municipalities;*
> - *An assessment of remuneration options should the role of Mayor transition from part-time to full-time, including relevant comparators under both models;*
> - *Policy options for establishing a regular review cycle of Council remuneration;*
> - *A summary of current research, data, and scholarly literature related to political remuneration trends, including but not limited to AMO's Healthy Democracy work and Apolitical's Mere Mortals report; and,*
> - *A public engagement component to gather local feedback on potential updates to Council remuneration.*
>
> *This direction was issued at the request of staff, who have advised that a formal direction is preferred in the absence of an existing Council policy to support the development of such a report. Issuing this direction ensures staff can proceed with clarity and provides Council with the necessary context to inform future budget and governance decision.*

REPORT:

Remuneration refers to the total compensation an elected official receives for their service, encompassing salary, other benefits like health insurance or a car allowance. It essentially represents the financial and other rewards given in exchange for services rendered.

**Item 1: A comparative review of Council remuneration across similar municipalities**

Staff conducted research using the last returned Financial Information Return (FIR) and Statistics Canada 2021 Census data to create a list of comparable municipalities. The FIR provides standardized reporting of a municipality's financial activities in the previous fiscal year. The comparator groups are broken into two categories the first being local municipalities and the second being lower-tier municipalities similar population size near a large urban centre.

*Chart 2 – Comparator Municipalities Population, Growth and Financial Information (sorted by population)*

| Municipality | Structure | Upper Tier | Population | 5-Year Growth | Number of Private Dwellings | Property Taxation (FIR Line 9940) | Total Revenues (FIR Line 9910) |
|---|---|---|---|---|---|---|---|
| Blanford Blenheim | Lower-tier | Oxford | 7565 | 2.2% | 2857 | $6,615,389.00 | $15,458,037.00 |
| East Zorra Tavistock | Lower-tier | Oxford | 7841 | 10.2% | 3055 | $7,255,657.00 | $11,356,918.00 |
| North Dumfries | Lower-tier | Waterloo | 10619 | 4.0% | 3564 | $6,747,298.00 | $14,306,492.00 |
| Wellesley | Lower-tier | Waterloo | 11318 | 0.5% | 3428 | $7,189,430.00 | $27,186,856.00 |
| Perth East | Lower-tier | Perth | 12595 | 2.6% | 4385 | $10,312,168.00 | $20,533,363.00 |
| Pelham | Lower-tier | Niagara | 18192 | 6.3% | 7681 | $18,718,819.00 | $39,152,827.00 |
| South Frontenac | Lower-tier | Frontenac | 20188 | 8.3% | 9503 | $21,767,655.00 | $35,790,645.00 |
| Essex | Lower-tier | Essex | 21216 | 3.9% | 8390 | $19,513,697.00 | $53,358,199.00 |
| Wilmot | Lower-tier | Waterloo | 21429 | 4.3% | 8131 | $10,148,974.00 | $24,105,143.00 |
| Uxbridge | Lower-tier | Durham | 21556 | 1.8% | 8308 | $16,874,914.00 | $28,333,324.00 |
| Kingsville | Lower-tier | Essex | 22119 | 2.6% | 8635 | $25,060,786.00 | $47,370,316.00 |
| Tecumseh | Lower-tier | Essex | 23300 | 0.3% | 9111 | $27,910,061.00 | $54,641,026.00 |
| Amherstburg | Lower-tier | Essex | 23524 | 7.2% | 9548 | $32,522,230.00 | $66,988,994.00 |
| Strathroy-Caradoc | Lower-tier | Middlesex | 23871 | 14.4% | 9982 | $22,162,208.00 | $62,959,271.00 |
| Woolwich | Lower-tier | Waterloo | 26999 | 8.0% | 10112 | $15,205,126.00 | $37,706,803.00 |
| Centre Wellington | Lower-tier | Wellington | 31093 | 10.3% | 12701 | $22,324,392.00 | $78,074,893.00 |
| Waterloo | Lower-tier | Waterloo | 121436 | 15.7% | 51980 | $97,039,735.00 | $222,252,742.00 |
| Cambridge | Lower-tier | Waterloo | 138479 | 6.6% | 53920 | $110,487,643.00 | $327,908,775.00 |
| Kitchener | Lower-tier | Waterloo | 256885 | 10.1% | 107580 | $154,875,093.00 | $564,685,490.00 |

***Council Composition and Salary Comparative Review***

Staff have included the base salary levels for Mayor and Council as reported by the municipalities in their Annual Statement of Council Remuneration and Expenses.

Included in each chart is a calculation of the 50th percentile, or median, to understand the typical or middle value in the dataset as it is less affected by extreme values (outliers) and provides a more stable measure. The 60$^{th}$ percentile is also included which is often used in compensation reviews to represent what value leads the market slightly.

*Chart 3 - Comparator Group 1 (Local Municipalities)*

| Municipality | Population | Number of Council Members | 2024 Mayor | 2024 Council |
|---|---|---|---|---|
| Wilmot | 21429 | 6 | $39,425.00 | $21,872.00 |
| Blanford Blenheim | 7565 | 5 | $27,303.60 | $18,296.28 |
| East Zorra Tavistock | 7841 | 6 | $24,812.06 | $17,713.17 |
| North Dumfries | 10619 | 5 | $41,443.68 | $22,457.00 |
| Wellesley | 11318 | 5 | $32,979.00 | $17,880.60 |
| Perth East | 12595 | 7 | $32,415.77 | $19,399.66 |
| Woolwich | 26999 | 6 | $37,604.36 | $22,059.92 |
| Waterloo | 121436 | 8 | $116,831.00 | $44,257.00 |
| Cambridge | 138479 | 9 | $138,460.00 | $68,529.00 |
| Kitchener | 256885 | 11 | $134,648.00 | $70,912.50 |
| | | 50th Percentile | $37,604.36 | $22,059.92 |
| | | 60th Percentile | $40,675.82 | $22,377.58 |

*Chart 4 - Comparator Group 2 (Similar sized municipalities near a large urban centre)*

| Municipality | Population | Number of Council Members | 2024 Mayor | 2024 Council |
|---|---|---|---|---|
| Wilmot | 21429 | 6 | $39,425.00 | $21,872.00 |
| Pelham | 18192 | 7 | $50,718.38 | $22,783.28 |
| South Frontenac | 20188 | 9 | $37,491.48 | $18,305.16 |
| Essex | 21216 | 7 | $56,330.93 | $31,584.46 |
| Uxbridge | 21556 | 7 | $41,562.92 | $39,801.23 |
| Kingsville | 22119 | 7 | $51,786.96 | $28,122.00 |
| Tecumseh | 23300 | 7 | $64,477.00 | $30,058.40 |
| Amherstburg | 23524 | 7 | $56,609.25 | $25,229.40 |
| Strathroy-Caradoc | 23871 | 9 | $56,805.53 | $21,991.55 |
| Centre Wellington | 31093 | 7 | $51,207.60 | $31,604.00 |
| | | 50th Percentile | $51,786.96 | $28,122.00 |
| | | 60th Percentile | $55,422.14 | $28,896.56 |

For additional context if Council had approved the cost-of-living adjustment as outlined in CL-10.1 COLA Increases at the same rate given to Staff in 2024 (3.1%) and 2025 (2.5%) their base salaries would be as follows:

- 2024 Adjusted Mayor $40,647.18 Members of Council $22,550.03
- 2025 Adjusted Mayor $41,663.35 Members of Council $23,113.78

***Other Benefits and Expenses***

Remuneration encompasses more than the base salary paid to elected officials. In a fulsome review of compensation, the following areas should be examined.

Benefits, or payment in lieu of such as health, dental, vision, and life insurance coverage are being offered increasingly more for elected officials. At this time Wilmot does not offer benefits, or payment in lieu of benefits, to our members of council.

Members of municipal councils are eligible to participate in the OMERS (Ontario Municipal Employees Retirement System) pension plan. At this time this is not offered to our members of council.

The Township does have several approved policies related to Council remuneration and expenses. They are attached to this report and are as follows:

Attachment A: CL-10.1 COLA Increases

Attachment B: CL-10.2 Community Events Expenditure Allowance

Attachment C: CL-10.6 Council Conference and Training Expenditure Allowance

Attachment D: GP 23-03 Pregnancy and Parental Leave

Attachment E: HR-019-01 Employee Expenses and Allowances

**Item 2: An assessment of remuneration options should the role of Mayor transition from part-time to full-time, including relevant comparators under both models**

The *Municipal Act, 2001* makes no legal distinction between full-time and part-time mayors. The difference between full-time and part-time is a matter of the level of pay and the accompanying expectations. In the comparator groups there are three mayors compensated at a full-time level and they are the City of Cambridge, City of Kitchener and City of Waterloo.

To compensate the mayor at a full-time level, there a several options on how that could be used to calculate the level of pay. The City of London uses a model where elected officials are compensated at the median full-time employment income of city residents. Other policy options could tie the mayor's salary to a set percentage of the Township's budget, population, or cost of living.

**Item 3: Policy Options for review of Council Remuneration**

Staff are supportive of producing a Council Remuneration Review Policy, where every four years in the third year of each term Council a review is completed. Staff would seek direction from the Council at the time to complete a review in one of three manners: market review completed internally by staff, formal market review conducted by external consultant or through a Council Remuneration Advisory Committee. The review would include all aspects of Council remuneration including benefits, pension, training and education expenses, car allowances, mileage expenses and more. The policy would also include a mandatory public engagement process for each review cycle.

**Item 4: Summary of current research, data, and scholarly literature related to political remuneration trends**

***Association of Municipalities of Ontario (AMO) – Healthy Democracy Project***

AMO's Healthy Democracy Project is to promote the value and importance of municipal governments in Ontario's political system, while focusing on the importance of diversity of leadership and perspectives. Staff reached out to AMO staff who worked on the Healthy

Democracy Project and while remuneration was not directly studied in the project it was identified as a barrier to running for office. Financial barriers were by far the most widely cited barriers for candidates. In their survey, candidates who had run and won office, financial barriers were named as their largest barrier to overcome. This includes the personal financial impact of running for office (27%) and the reality that the salary for their elected office was not financially viable (24%).

***Apolitical's Mere Mortals Report***

The Mere Mortals report from the Apolitical Foundation does not focus centrally on remuneration, but it does touch on how compensation plays into the broader picture of politicians' mental wellbeing, diversity, and democratic effectiveness. The report focuses on mental health, but it touches on how insufficient or misunderstood remuneration increases mental strain, fuels public distrust, and discourages diverse political participation.

The report highlights that effective compensation strategies can positively contribute to elected officials' mental well-being by alleviating financial pressures which can compound with job stress to negatively impact individuals in the roles. Effective compensation also promotes diversity in leadership by reducing financial barriers for candidates or those considering running for office. The current pay structure of elected officials in Ontario can exclude those from lower-income or marginalized groups from being able to participate in local government politics.

In summary, the scholarly and professional literature on the topic of council remuneration advocates for transparent, context-aware pay practices combined with non-financial support structures such as training, education and professional development to boost wellbeing, diversity, trust, and resilience.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

There are no direct financial considerations with this report.

ATTACHMENTS:

Attachment A: Policy CL-10.1 COLA Increases

Attachment B: Policy CL-10.2 Community Events Expenditure Allowance

Attachment C: Policy CL-10.6 Council Conference and Training Expenditure Allowance

Attachment D: Policy GP 23-03 Pregnancy and Parental Leave

Attachment E: Policy HR-019-01 Employee Expenses and Allowances

# CORPORATE SERVICES

## *Staff Report*

| | |
|---|---|
| REPORT NO: | COR-2026-11 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Harold O'Krafka, Deputy CAO / Director of Corporate Services |
| PREPARED BY: | Amelia Jaggard, Manager of Legislative Services/ Municipal Clerk |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 16, 2026 |
| SUBJECT: | Integrity Commissioner's Annual Report 2025 |

RECOMMENDATION:

THAT the Integrity Commissioner's Annual Report for the operating period of December 15, 2024 to December 14, 2025, be received for information.

SUMMARY:

The Township's Integrity Commissioner has provided their annual report for the operating period of December 15, 2024 to December 14, 2025, as required under the Municipal Act.

BACKGROUND:

Municipalities must appoint an independent Integrity Commissioner to report directly to Council, as outlined in the Municipal Act. The Integrity Commissioner's role is to help Members of Council ensure that they are performing their functions in accordance with the Township's Code of Conduct and the Municipal Conflict of Interest Act.

In 2023, Council appointed Benjamin M. Drory of ADR Chambers Inc.as its Integrity Commissioner, for a term ending January 1, 2028.

REPORT:

The Integrity Commissioner's annual report for the operating period of December 15, 2024 to December 14, 2025 is attached. The report provides an overview of the Commissioner's activities over the year, including complaints, inquiries, and advisory services provided.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

The billing for the December 15, 2024 to December 14, 2025 operating period totaled $28,340.40.

ATTACHMENTS:

Attachment 1: Integrity Commissioner's Annual Report 2025

ADR CHAMBERS

Integrity Commissioner Office
for the Township of Wilmot

**BENJAMIN M. DRORY**
Integrity Commissioner
Township of Wilmot
E-mail: integrity@adr.ca

March 23, 2026

**SENT VIA EMAIL TO:**

Amelia Jaggard, Township Clerk
amelia.jaggard@wilmot.ca

**Re: IC-35866-0326: Township of Wilmot- Integrity Commissioner**
**Annual Report – Operating Period December 15, 2024 – December 14, 2025**

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Dear Ms. Jaggard,

Our firm has operated as the Integrity Commissioner for the Township of Wilmot (the "Township") since December 15, 2023. In accordance with the terms of our agreement with the Township, and pursuant to section 223.6(1) of the *Municipal Act,* 2001, we are providing our annual report for the operating period of December 15, 2024 to December 14, 2025.

As you know, the Integrity Commissioner's role is to help Members of Council ("Members") ensure that they are performing their functions in accordance with the Township's Code of Conduct (the "Code") and the *Municipal Conflict of Interest Act* (the "MCIA"). Upon request, I am available to educate and provide advice to Members on matters governing their ethical behaviour and compliance with those requirements. My Office and I are also responsible for assessing and investigating complaints received respecting alleged breaches of the Code or the MCIA.

**Requests for Advice and Information**

I received and responded to seven formal requests for advice during this operating period, from Members of Council and Local Boards entitled to request such pursuant to section 223.3(1)4 of the *Municipal Act, 2001*.

**Code of Conduct/MCIA Complaints**

Five formal Code of Conduct complaints were received during this operating period. Four of the complaints arose from the same circumstances on January 4, 2025, and were jointly investigated and reported upon to Council in March 2025. It was determined that the two respondents did not contravene the Township's Code of Conduct. A fifth complaint was also investigated respecting different circumstances, and the respondent was found not to have contravened the Township's Code of Conduct.

Three other potential Code of Conduct Complaints were received respecting the January 4, 2025 incident, but were not properly filed in accordance with the established process. Our Office provided the complainants guidance on how to properly submit a complaint; however, no further information was received, and those files were subsequently closed.

**General Inquiries Received**

One general inquiry was received from a member of the public, and responded to during this operating period.

**Billing**

In accordance with our agreement with the Township, the billing for the December 15, 2024 to December 14, 2025 operating period totaled $28,340.40.

**Final Comments**

Our staff and I look forward to continuing to assist the Township and its Members address issues that may arise connected to the Code and MCIA in the coming year.

Yours very truly,

Benjamin M. Drory
Office of the Integrity Commissioner, Township of Wilmot

# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

***Staff Report***

| | |
|---|---|
| REPORT NO: | CAO-2026-15 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Jeff Willmer, Chief Administrative Officer |
| PREPARED BY: | Jeff Willmer, Chief Administrative Officer |
| REVIEWED BY: | Harold O'Krafka, Deputy CAO / Director of Corporate Services |
| DATE: | April 14, 2026 |
| SUBJECT: | Prime Ministers Path – Licence of Occupancy |

RECOMMENDATION:

THAT Report CAO-2026-15 Prime Ministers Path – Licence of Occupancy be received for information; and,

THAT Council grant custody of the Township-owned statues of prime ministers of Canada to Createscape Waterloo Region for a period of 20 years, and grant a licence of non-exclusive occupancy of property described as Block 102, Plan 58M-249, the extent of which is shown on Attachment A, in favour of Createscape Waterloo Region for the purpose of the installation and maintenance of statues of prime ministers of Canada for a period of 20 years, subject to Createscape entering into an agreement to the satisfaction of the Municipal Solicitor and generally as set out in Attachment B of Report CAO-2026-15; and

THAT Council direct staff to present a By-Law to authorize the Mayor and Clerk to enter into the agreement generally in accordance with the proposed agreement attached to Report CAO-2026-15, and to the satisfaction of the Municipal Solicitor, for the purpose of granting a Licence of Occupancy and conveying custody of the Township-owned statues of prime ministers; and

THAT Council confirm its commitment to cover the cost of reinstallation of existing statues as a one-time expense to a maximum of $78,000; and

THAT the public donations in the amount of $12,800 plus any future public donations to the Township for the Prime Ministers Path project be transferred to Createscape Waterloo Region; and

THAT the Township continue to accept donations for the Prime Ministers Path project, and provide receipts, only until December 31, 2026; and

THAT upon signing of the agreement by both parties the Prime Ministers Path Community Steering Committee be disbanded, as its purpose will have been fulfilled, and that references

to the “volunteer committee” in Council’s resolution of July 28, 2025, shall be deemed to refer equally to Createscape Waterloo Region.

## SUMMARY:

This report recommends the granting of a licence of non-exclusive occupancy of Township park property for the purpose of re-establishing the Prime Minister’s Path project. It also recommends granting custody of the statues owned by the Township, and sets out the terms for the necessary legal agreement. It also recommends confirmation of the amount of the Township’s commitment to the cost of installing or reinstalling the existing statues, and the disbanding of the steering committee once the agreement is signed.

## BACKGROUND:

At its meeting of July 28, 2025, Council directed staff to proceed with the re-establishment of the Prime Minister’s Path project under certain terms. A Steering Committee has been established, and its Terms of Reference were approved by Council at the January 26, 2026, meeting. The Terms refer to the hand-off of the project to an organization that is arm’s length from the Corporation of the Township of Wilmot.

The July 2025 resolution also states as follows:
“Ownership & Reinstallation
The Township shall retain ownership of all Prime Ministers Path statues and proceed with their full reinstallation at the current site, including the public unveiling of the four additional statues currently in storage. Relocation of the statues to another site or municipality will not be considered.
The Township will consider the logistical and financial burden of the reinstallation as a one-time expense, to be covered from existing capital or operational resources pending the return of a Staff Report or quote of such work.
No Further Public Funding
From this point forward, no additional municipal tax dollars shall be allocated to the Prime Minister's Path project. Ongoing Township financial involvement shall be limited to routine park maintenance, which is already part of existing operations. Additionally, some staff time or consultation may be required from departments such as Public Works and Parks & Recreation to support the volunteer committee in matters of site access, logistics, or infrastructure compatibility; however, this support shall be limited, non-programmatic, and provided only as necessary to ensure safe and responsible use of Township property.”

The entire Council resolution of July 28, 2025, is included for reference as Attachment C.

## REPORT:

The Prime Ministers Path Community Steering Committee has had several meetings and has established subcommittees to move ahead with various aspects of the project. One of the first priorities is for the Township to make legal arrangements to grant custody of the statues to an

arm's length organization, and to grant a licence of non-exclusive occupancy on Township park property.

Arm's Length Organization

Createscape Waterloo Region is recommended to be the organization to have custody of the statues and to have the licence of non-exclusive occupancy of the park property. Createscape is well established, respected, local to Waterloo Region, and has a demonstrated commitment to the Prime Ministers Path project through its continued involvement since the project's early days.

Licence to Occupy the Park Property

In its July 28, 2025, resolution Council confirmed that the park property situated northeast of the Township's administrative offices will be the site where the Prime Ministers Path project will be re-established. The recommended legal mechanism to do this is the granting of a licence of non-exclusive occupancy for the purpose of the installation and maintenance of the statues and their ongoing display in the context of an educational approach related to the history, role, and impact of Canadian prime ministers.

Custody of Existing Statues

The Township owns statues of nine Canadian prime ministers, and by granting custody of them to Createscape would be delivering on its intent to make this project a community initiative rather than a municipal government initiative. The Township would remain a partner as the provider of the site and as the owner of those statues.

By committing to a long-term licence of occupancy the Township is confirming its ongoing commitment to this project as one of national significance being hosted locally. The initial term of the licence of occupancy is to be 20 years, with extensions for further terms of 20 years allowable upon mutual agreement of the parties. Any such extension could be allowed before the end of a 20-year term.

Reinstallation Costs for the Existing Statues

In its resolution of July 28, 2025, Council confirmed that "The Township will consider the logistical and financial burden of the reinstallation as a one-time expense, to be covered from existing capital or operational resources pending the return of a Staff Report or quote of such work." Council received Report CS-2025-19 regarding the reinstallation costs for the existing statues at its August 25, 2025, meeting. There are existing statues of nine prime ministers requiring six bases, as four are grouped together requiring one base. Estimated reinstallation cost is $78,000 which includes a 30% contingency. As the Steering Committee is now preparing for a new launch of the project it is now appropriate to confirm the availability of this funding.

Community Donations

Since July of 2025 members of the public have donated $12,800 to the Township for the Prime Ministers Path project. This funding should now be made available to Createscape as it starts to incur costs in preparation for reinstallation and unveiling. Any future donations to the Township for this project should be transferred to Createscape without the need for additional direction from Council. It is anticipated that in the coming months the project will be able to

accept donations directly, so that the Township's involvement should no longer be needed beyond the end of 2026. The Township's website would direct potential donors to the project's own website.

Disbanding of the Community Steering Committee

As the Prime Ministers Path project transitions to Createscape Waterloo Region, the continued role of the Prime Ministers Path Community Steering Committee as a formal advisory body to Council is no longer required. The Committee was established as a special purpose committee to provide advice to Council on the re-establishment and transition of the project; however, its mandate does not include authority to direct or implement the project independently, nor to oversee external organizations.

Disbanding the Committee will remove administrative and procedural requirements associated with a formal municipal advisory body (including formal meetings, quorum, and reporting obligations), which are no longer aligned with the project's needs. This will enable members and project partners to continue advancing their work more effectively outside of the municipal governance structure, consistent with Council's direction that the project proceed as a community-led initiative. Staff are currently providing administrative support to the Committee, and disbanding the Committee will eliminate this ongoing staff resource requirement.

## ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Healthy Community

## FINANCIAL CONSIDERATIONS:

The licence is proposed to have a nominal fee of $2.00 per year for the 20-year term. Details and options are set out in the proposed agreement.

The Township is responsible for insuring the statues, with the estimated cost of premiums being approximately $1,000 per year per statue.

The cost of re-installation is estimated at $78,000 which includes a 30% contingency. This can be paid from the Operating Reserve. The Steering Committee or Createscape may initiate the work and invoice the Township up to that amount.

## ATTACHMENTS:

A. Plan showing extent of easement
B. Proposed Agreement
C. Council Resolution of July 28, 2025

Oesch Lane
Wagler Ave

# LICENCE AGREEMENT

**THIS LICENCE OF OCCUPANCY** (this "Licence") dated this day of April, 2026

**BETWEEN:**

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**
A Municipal Corporation in the Province of Ontario pursuant to
the *Municipal Act, 2001*

(the "Township")

OF THE FIRST PART

-AND-

**CREATESCAPE WATERLOO REGION**
A Corporation continued under the *Not-for-Profit Corporations Act, 2010*
(the "Licensee")

OF THE SECOND PART

**IN CONSIDERATION OF** the Township licensing for non-exclusive occupation areas of the park land, as shown in Schedule "A" attached hereto, adjacent to 60 Snyder's Road West, Baden to the Licensee and the mutual benefits and obligations set forth in this Licence, the receipt and sufficiency of which consideration is hereby acknowledged, the Township and the Licensee to this Licence (the "Parties") agree as follows:

## 1. LICENSED PROPERTY AND TERMS OF LICENCE

1.1. The Township hereby authorizes the Licensee to non-exclusively occupy areas of the parkland, as shown in Schedule "A" attached hereto (the "Licenced Land"), adjacent to 60 Snyder's Road West, Baden for the installation of statues of prime ministers of Canada described in Schedule "B" attached hereto (the "Statues") and for the purposes of the Educational and Research Program described below.

1.2. The Township shall during the term of this Licence permit the Licensee to install and maintain on the Licensed Land the existing statues of prime ministers of Canada owned by the Township as described in Schedule "B" attached hereto (the "Existing Statues"). The Existing Statues shall continue to be owned by the Township.

1.3. The Licensee may during the term of this Licence commission and install on the Licensed Land the future statues of prime ministers of Canada (the "Future Statues") described in Schedule "B" attached hereto. The Future Statues shall be owned by the Licensee.

1.4. The Licensee shall develop an Installation Plan in accordance with the requirements set out in Schedule "C" to this Licence. The Licensee shall install and maintain the Existing Statues and the Future Statues in accordance with the Installation Plan and shall, in implementing the Installation Plan, do so in a manner that is consistent with the Township's use and plans for the park and the Township's adjacent property. Schedule "C" may be amended from time to time, by mutual agreement in writing of the Parties, including for purposes of adding to the statues of prime ministers of Canada, and for educational purposes.

1.5. The intentions of the Parties are that the Statues are to be part of an educational and research

program (the "Educational and Research Program") that is intended to operate for an extended period of time based on successive terms of twenty (20) years. The Parties agree that each shall work on a cooperative and collaborative basis, in good faith and act reasonably to achieve the intentions of the Parties. The requirements of the Educational and Research Program are set out in Schedule "D" to this Licence.

## 2. TERM OF THE LICENCE

2.1. The duration of this Licence (the "Initial Term") is twenty (20) years, beginning on May 1, 2026 (the "Commencement Date") and ending on April 30, 2046, unless otherwise terminated by either Party in accordance with the terms of this Licence. The Initial Term may be extended upon mutual written agreement of the parties for further terms of Twenty (20) years.

The Parties hereby expressly disclaim any intention to create, and nothing in this Licence shall be deemed to create, a partnership or joint venture between them and neither of the Parties hereto shall have authority to act for or to assume any obligation or responsibilities on behalf of the other except as otherwise expressly provided herein.

## 3. LICENCE FEE

3.1. The Licensee shall pay to the Township on the first day of each year of the Term an annual fee for the Licensed Lands occupied by the Licence pursuant to the Installation Plan and for other educational purposes of $2.00 per year, plus Harmonized Sales Tax ("HST"), if applicable. The Licensee may, at the Licensee's sole option and discretion, prepay the total fee for the Term of the Licence in the amount of $40.00, plus HST, if applicable.

## 4. TOWNSHIP'S COVENANTS, REPRESENTATIONS AND WARRANTIES

4.1. Subject to Licensee performing and fulfilling all of its obligations under this Licence, the Township covenants that it shall maintain appropriate insurance in relation to the areas occupied by the Licensee and the Existing Statues and Future Statues, including occupier's insurance coverage for third-parties entering onto the property that will be subject to the Installation Plan and other areas used for educational purposes, in accordance with any applicable law and which a prudent and reasonable municipal corporation in similar circumstances would obtain.

4.2. The Township shall maintain the Licenced Lands in accordance with the Township's policies and practices with respect to the maintenance of park land and other municipal land.

## 5. LICENSEE'S COVENANTS, REPRESENTATIONS AND WARRANTIES

5.1. The Licensee covenants to fulfil all of its obligations under this Licence, including but not limited to (i) pay all amounts required under this Licence to the Township, and (ii) to occupy the areas subject to this Licence only for the purpose of installing the Statues and implementing the Educational and Research Program to advance the understanding of the history, role and impact of Canadian prime ministers.

5.2. The Licensee shall at all times maintain the Statues in a good state of repair and free from damage, defacement or disruption, all to the Township's satisfaction.

5.3. The Parties understand and hereby agree that the Licensee is a registered charity and that its ability to fulfil its obligations is dependent upon the raising of the funds through donations, grants and similar revenues. Notwithstanding that acknowledgement, the failure of the Licencee to fulfil its obligations under the Licence shall not be excused by a failure or inability of the Licensee to raise funds.

## 6. EVENTS OF DEFAULT AND BANKRUPTCY

6.1. Upon the occurrence of any of the following events (an "Event of Default"):

a) the Licensee fails to pay any fee due hereunder when due, and such fee is not paid within five (5) days after notice is given by the Licensor of such non-payment;

b) the Licensee fails to observe, perform and keep each and every of the covenants, agreements and conditions herein contained to be observed, performed and kept by the Licensee and persists in the failure after ten (10) days' notice by the Township requiring the Licensee to remedy, correct, desist or comply (or such longer period as the Township determines may be reasonably required to cure the breach given the nature of same); or

c) The Licensee abandons the Statues during the Term without the Township's written consent, or the Licensee does or permits anything causing cancellation or threat of cancellation of the Township's insurance related to the Statues or the property where the Statues are installed;

then the Township may, at its option, and in addition to and without prejudice to all rights and remedies of the Township available to it either under this Licence or applicable law, cumulative or otherwise:

i) without notice or any form of legal process, forthwith take possession of the Statues that have been installed and the Licensed Land; and

ii) terminate this Licence by giving the Licensee ten (10) days' prior written notice; and such termination shall be without prejudice to the Licensor's right to damages.

6.2. Neither this Licence nor any interest of the Licensee herein nor any estate hereby created will pass or enure to the benefit of any trustee in bankruptcy or any receiver or any assignee for the benefit of creditors of the Licensee or otherwise by operation of law.

## 7. DISPUTE RESOLUTION

7.1 If a dispute arises with respect to this Licence, the Licensee and the Township agree to attempt to resolve such dispute through discussion between the chair of the board of the Licensee, and the Chief Administrative Officer of the Township in consultation with Wilmot Township Council. If the dispute cannot be resolved at this level either party may request that the dispute be referred to a mediator for assistance in reaching a mutually agreed upon resolution. The party requesting mediation shall provide a list of three possible mediators to the other party who will choose a mediator from the list. The parties shall share equally in the fees and expenses of the mediator selected to resolve the dispute.

## 8. GENERAL

8.1. **Damages.** The Licensee, its employees, agents, representatives, and other persons authorized by it (the "Agents") shall not cause damage to the Township's parkland or other property. The Licensee covenants and agrees, at its expense, to promptly and diligently repair and restore, to its condition prior to the damage, all damage caused by it and its Agents. The Licensee shall pay full

compensation to the Township within ten (10) days of written demand with respect of all costs incurred by the Township in respect of such damage.

8.2. **Indemnity.** The Licensee hereby indemnifies the Township and its employees, councillors and representatives from and against all losses, costs and other liabilities of any kind whatsoever suffered by or incurred by the Township, by whomsoever and howsoever caused, made, brought or claimed arising from or in any way connected with:

8.2.1. Entry upon or use of the Township's land by the Licensee, Agents, or any one or more or all of them; and

8.2.2. Breach by the Licensee of any provision of this Licence.

This indemnity shall survive the expiry or termination of this Licence.

8.3. **Registration.** The Licensee shall not register this Licence against title to the Licensed Land.

8.4. **Assignment and Subletting.** The Licensee shall not assign or sublet its interest in this Licence, or any part of their interest in this Licence, nor grant any licence or part of the possession of the occupied areas or transfer any other right or interest under this Licence without the Licensor's prior written consent.

8.5. **Governing Law**. This Agreement is governed by, and interpreted and enforced in accordance with, the laws of the Province of Ontario and the laws of Canada applicable in that province, excluding the choice of law rules of that province.

8.6. **Sections and Headings.** The division of this Agreement into Articles, Sections and Subsections and the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation hereof.

8.7. **Notices.** Any notice, demand, request, consent, agreement or approval which may or is required to be given pursuant to this Lease shall be in writing and shall be sufficiently given or made if served personally upon an officer of the party for whom it is intended, or couriered, or mailed by prepaid registered mail, or other form of electronic communication during the transmission of which no indication of failure of receipt is communicated to the sender, and in the case of:

(a) To the Lessor, addressed to it at:

The Corporation of The Township of Wilmot

60 Snyder's Road West

Baden, ON N3A 1A1

Attention: Clerk

Email:clerks@wilmot.ca

(b) To the Lessee, addressed to it at:

Createscape Waterloo Region

94 Windrush Trail

Kitchener, ON N2P 2B3

or to such other address or in care of such other officers as a party may from time to time advise to the other parties by notice in writing. The date of receipt of any such notice, demand, request, consent, agreement or approval if served personally, or by email, shall be deemed to be the date of delivery thereof, or if mailed as aforesaid, five (5) business days from mailing.

8.8. **Severability.** If any provision of this Licence or its application to any party or circumstance is restricted, prohibited or unenforceable, such provision shall, as to such jurisdiction, be ineffective only to the extent of such restriction, prohibition or unenforceability without invalidating the remaining provisions hereof and without affecting the validity or enforceability of such provisions in any other jurisdiction or its applications to other parties or circumstances.

8.9. **Further Assurances.** The Licensor and the Licensee shall at all times and from time to time hereafter and upon every reasonable written request so to make, do, execute, deliver or cause to be made, done, executed and delivered all such further acts, deeds, assurances and things as may be required for more effectually implementing and carrying out the true intent and meaning of this Licence.

8.10. **Remedies Cumulative.** The remedies of a party under this Licence are cumulative and the exercise by such party of any right or remedy for the default or breach of any term, covenant, condition or agreement herein contained shall not be deemed to be a waiver of or to alter, affect or prejudice any other right or remedy or other rights or remedies to which such party may be lawfully entitled for such default or breach. Any waiver by such party of the strict observance, performance or compliance by another party hereto of or with any term, covenant, condition or agreement herein contained, or any indulgence granted by a party hereto to another party hereto shall not be deemed to be a waiver of any subsequent default or breach by such other party, and shall not entitle such other party to any similar indulgence.

8.11. **Successors**. This Licence is binding on, and enures to the benefit of, the Parties and their respective successors and permitted assigns.

8.12. **Time of Essence**. Time is of the essence for this Licence.

8.13. **Entire Agreement.** This Licence constitute the entire agreement between the Parties. There are no oral representations or warranties among the Parties of any kind. This Agreement may not be amended or modified in any respect except by written instrument signed by both Parties.

8.14. **Independent Legal Advice**. Each of the Parties acknowledges that it has read and understands the terms and conditions of this Licence and acknowledges and agrees that it has had the opportunity to seek, and was not prevented or discouraged by any other party from seeking, any independent legal advice which it considered necessary before the execution and delivery of this Licence and that, if it did not avail itself of that opportunity before signing this Licence, it did so voluntarily without any undue pressure. A failure by a party to obtain independent legal advice shall not be used by it as a defence to the enforcement of its obligations under this Licence.

***[Remainder of page intentionally left blank]***

8.15. **Counterparts**. This Licence may be executed and delivered by counterparts with the same effect as if the Parties hereto have signed and delivered the same document. All counterparts shall be construed together and shall constitute one and the same agreement. Any delivery of an executed copy of this Lease by way of email transmission shall constitute delivery hereof.

IN WITNESS WHEREOF the parties hereto have executed this Licence as of the date first written above.

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

By:_____
Name: Natasha Salonen
Title: Mayor

By:_____
Name: Amelia Jaggard
Title: Clerk

We have the authority to bind the Township.

**LICENSEE**

**CREATESCAPE WATERLOO REGION**

By:_____
Name:
Title: President

I have the authority to bind Corporation.

**Schedule "A"**

**Property Description and Diagram showing extent of land subject to this Licence**

**Property Description**

**PIN 221820386**

**BLOCK 102, PLAN 58M-249, S/T RIGHT OF WAY 990638 IN FAVOR OF THE OWNERS OF PART 1 ON 58R-6450, PIN 22182-0067 OVER PART OF SAID BLOCK BEING PART 2 ON 58R-13668 ; TWONSHIP OF WILMOT**

**With the area of such property included in the Licence overlayed with a green polygon as set out in the diagram.**

Wagler Ave
Oesch Lane

**Schedule "B"**
**List of Statues of Prime Ministers**

**Existing Statues**

Sir John A. Macdonald
Unfortunate Four – John Abbott, John Thompson, Mackenzie Bowell and Charles Tupper
Robert Borden
William Lyon Mackenzie King
Lester B. Pearson
A. Kim Campbell

**Future Statues**

Alexander Mackenzie
Wilfrid Laurier
Arthur Meighen
Richard Bennett
Louis St-Laurent
John Diefenbaker
Pierre Elliott Trudeau
C. Joseph Clark
John Turner
Brian Mulroney
Jean Chretien
Paul Martin
Stephen Harper
Justin Trudeau
Mark Carney

This list may be amended by the Lessee to include additional prime ministers for whom a statue may be commissioned, installed and owned.

**Schedule "C"**

**Requirements for the Installation Plan**

The requirements for the Installation Plan referenced in paragraph 1.4 of this Licence are as follows:

- Public Safety
  - the installation plan shall include public safety measures, including with respect the location and spacing of the installed statues (e.g., providing sufficient space between the statues to allow for individuals or groups of individuals to view and engage in a lawful manner with the statues)
  - the installation of the statues shall be done in a manner and using materials and techniques that will minimize risks of movement or toppling of the statues

- Visual Appeal
  - the statues will be installed in a visually appealing manner that will encourage members of the public to view and engage in a lawful manner with each statue and with the series of statues
  - the statues will be installed in a logical manner that assist in promoting the public's understanding of the history of Canada and Canadians
  - the installation will be respectful of different perspectives on Canadian history

- Artistic Merit
  - the installation plan will promote the artistic merit of the statues as individual works of art and as part of a series of works of art
  - the plan itself should result in a visual "work of landscape art"

- Planning Principles
  - the installation plan will take into account good planning principles for public parkland and the Township's overall public policy related to public parkland in general and for this park
  - the installation plan will provide sufficient flexibility to recognize legitimate changes to the Township's public policy that are intended to enhance the public's participation in the park and with the statues
  - the installation plan will present the materials in a non-partisan way
  - the installation plan will provide a narrative that encourages discussion and engagement
  - the installation plan will promote cohesion and consistency

**Schedule "D"**

**Requirements for the Educational and Research Program**

The requirements for the Educational and Research Program referenced in paragraph 1.5 of this Licence are as follows:

- Objectives
    - Engage Canadians in the story of Canada, exploring the culture and history of Canada using the "bookmarks" of a Prime Minister's tenure, at age-appropriate levels
    - Explore the concept of leadership and to assist in Canadians learning and assessing leadership in Canada and how leadership has influenced Canada economically, socially and culturally
    - Recognition of key principles:
        - An appreciation and understanding of Canada's history
        - Everything is connected in Canada's history
        - Canada's history is valuable
        - Canada's history is about change
        - Interpreting Canada's history can be controversial

- Diversity
    - the Educational and Research Program shall take into account the diversity of Canada and Canadians, including such factors as race, national or ethnic origin, colour, religion, sex, age or mental or physical disability with respect to:
        - content
        - method of educating (e.g., text versus visual, podcast, seminars, etc.)
        - engagement, e.g., encouragement of dialogue and engagement with others

- Academic Soundness and Relevance
    - the program as a whole and individual elements of the program shall be academically sound and relevant for a range of intended audience(s), e.g., the type of materials for an audience of 5- to 10-year-old students will be different from an audience of academic researchers and educators
    - continue to evolve as new research and interpretations occur, e.g., the intention is to be part of the evolution of history and not static

- Partnerships
    - Encourage and assist in the establishment of collaborations and partnerships with educational institutions (academic and community), organizations and others to carry out research, publish that research and to otherwise make research available to the public
    - Provide seminars, research symposia, lesson guides and resource materials, and similar tools to encourage engagement and dialogue

- Longer Term Objective
    - Establishment of a "centre for leadership" in Baden for the study of leadership – leadership at multiple levels and across Canada's demographics, including individuals and groups who affect Canada's history, present and future – political, economic, social, cultural, and religious

Excerpt from Minutes of Juily 28, 2025 Wilmot Council Meeting:

“Council now voted on the main motion, as amended.
**Moved by:** Councillor L. Dunstall
**Seconded by:** Councillor S. Martin

THAT the Wilmot's Prime Ministers Path Working Group Recommendations to Council, as included as Attachment 1 of CAO-2025-10, be received for Council consideration; and,

WHEREAS the Township of Wilmot has completed an extensive community engagement process regarding the future of the Prime Minister's Path; and,

WHEREAS the Township has previously incurred expenses related to statue removal and storage, but did not fund the project beyond routine park maintenance prior to 2021; and,

WHEREAS the Township seeks to conclude this matter with clarity, fiscal responsibility, and respect for both public input and past investments.

NOW THEREFORE BE IT RESOLVED THAT Council direct staff to proceed with the re-establishment of the Prime Minister's Path project under the following terms:

Ownership & Reinstallation
The Township shall retain ownership of all Prime Ministers Path statues and proceed with their full reinstallation at the current site, including the public unveiling of the four additional statues currently in storage. Relocation of the statues to another site or municipality will not be considered.
The Township will consider the logistical and financial burden of the reinstallation as a one-time expense, to be covered from existing capital or operational resources pending the return of a Staff Report or quote of such work.

No Further Public Funding
From this point forward, no additional municipal tax dollars shall be allocated to the Prime Minister's Path project. Ongoing Township financial involvement shall be limited to routine park maintenance, which is already part of existing operations. Additionally, some staff time or consultation may be required from departments such as Public Works and Parks & Recreation to support the volunteer committee in matters of site access, logistics, or infrastructure compatibility; however, this support shall be limited, non-programmatic, and provided only as necessary to ensure safe and responsible use of Township property.

Macdonald Statue Placement
The statue of Sir John A. Macdonald shall be relocated to a less prominent location within the park that requires individuals to make a self-directed decision to visit. The final location shall be determined by the volunteer committee in consultation with the broader community.

Volunteer Governance

Staff shall support the creation of a volunteer committee. Membership shall be application-based and composed of community volunteers. Council will select the committee members.
The committee's mandate shall be to direct the continuation of the original Prime Minister's Path concept and to develop an educational plan that presents Canadian history in a way that is accessible to a broad audience.
The group's educational focus shall remain on Canadian political leadership and governance history, with the educational component highlighting significant policy initiatives during their term of office, including both positive and negative impacts ("the good, the bad, and the ugly").
Broader social or identity-based themes, including advocacy on past injustices or contemporary political movements, should not be its focus nor form part of its mandate.
The committee shall report to Council quarterly and shall operate independently, without access to municipal funds for programming, operations, or educational development.
The committee's detailed terms of reference and governance structure will be established following its formation, in consultation with Township staff and subject to Council review.

External Partnerships & Funding Contingency
The volunteer committee is encouraged to collaborate with CreateScape and other community stakeholders to secure private funding, donations, and grants to further the project.
The continuation of the project beyond reinstallation is contingent on securing adequate external financial support. Should sufficient funding not be secured, the project shall not expand or evolve beyond the reinstated statues.

Township Staff Role
Township staff involvement shall be limited to regular park maintenance and consultative services. Castle Kilbride museum staff may identify programming synergies between the Path and the museum, but shall not be tasked with managing or delivering Path-related educational content.

Project Naming
Council will consider renaming the Prime Minister's Path in consultation with the community to reflect a renewed, inclusive, and educational mandate for the project.

Committee Engagement
That the volunteer committee engage with community groups such as Crow Shield Lodge, the Horticultural Society and other relevant community groups to establish a community garden in conjunction with this project at a location to be determined; and,
That the volunteer group is to continue with the mandate in spirit with the work completed by LURA Consulting, including working with local community groups on truth and reconciliation.

**Motion Carried Unanimously"**

# OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

***Staff Report***

| | |
|---|---|
| REPORT NO: | CAO-2026-17 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Jeff Willmer, Chief Administrative Officer |
| PREPARED BY: | Jeff Willmer, Chief Administrative Officer |
| REVIEWED BY: | Harold O'Krafka, Director of Corporate Services & Deputy CAO |
| DATE: | April 15, 2026 |
| SUBJECT: | Strategic Action Plan Update |

RECOMMENDATION:

THAT Report CAO-2026-17 Strategic Action Plan Update be received for information.

SUMMARY:

This report provides a progress update on the action items listed in the Township's Strategic Action Plan.

BACKGROUND:

Wilmot Township's current Strategic Action Plan was approved in 2024 based on feedback gathered through a public survey and local stakeholder sessions. Four key priorities emerged from this process and formed the strategic goals of the plan. The plan lists several practical, achievable actions that will help the Township reach these four goals.

REPORT:

This report provides a progress update on the action items listed in the Strategic Action Plan. Of the 39 action items 16 are complete, 22 are in progress and there is no progress on one. This compares to 10 complete, 21 in progress and 8 having no progress in Report CAO-2025-13 (October 27, 2025, Council meeting).

The previous update focused on the strategic action items showing no measurable progress, and focused on the importance of expanding the Asset Management Plan.

The attached tracker spreadsheet has been updated. The updates since the October 2025 report are highlighted in yellow. Where target deadlines are extended, they also are indicated by yellow highlighting.

Action items having made significant progress since the October report include the following:

- 1.2D Naming Rights and Sponsorship policy endorsed by Committee of the of Whole April 2026
- 2.1A Service Delivery Review completed in January 2026 and implementation under way
- 2.3C Enhanced public transit service is planned for the Fall of 2026, including extended evening and weekend service on Route 77
- 3.3C Level 3 charging station at the Wilmot Recreation Complex through a partnership with Grand River Energy
- 4.2B Sustainability Manager contract position through a partnership with Enbridge Gas, Wellesley Township and Sustainable Waterloo Region

Projects planned to extend beyond 2026:

- 1.1A Enterprise Resource Planning (ERP) system
- 4.1D Initiate a web-based performance dashboard communicating progress on strategic priorities and actions.
- 4.2C Customer Relationship Management (CRM) software

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

None at this time.

ATTACHMENTS:

Strategic Plan Action Tracker Spreadsheet

| GOAL |
| --- |
| **1.1 Taking a long-term evidence-ba** |
| Financial Stability |
| Financial Stability |
| Financial Stability |
| Financial Stability |
| **1.2 Diversifying our revenue sourc** |
| Financial Stability |
| Financial Stability |
| Financial Stability |
| Financial Stability |
| **2.1 Delivering valuable core servic** |
| Healthy Community |
| Healthy Community |
| **2.2 Expanding healthy living and re** |

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| Healthy Community |
| Healthy Community |
| Healthy Community |
| Healthy Community |
| **2.3 Working with our community p** |
| Healthy Community |
| Healthy Community |
| Healthy Community |
| **3.1 Encouraging well-planned grow** |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |
| **3.2 Supporting local businesses an** |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |

| **3.3 Protecting our natural environ** |
| --- |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |
| Prosperous Businesses & Balanced Growth |
| **4.1 Enhancing the Township's repu** |
| Trustworthy Leadership |
| Trustworthy Leadership |
| Trustworthy Leadership |
| Trustworthy Leadership |
| **4.2 Continuously improving our da** |
| Trustworthy Leadership |
| Trustworthy Leadership |
| Trustworthy Leadership |
| Trustworthy Leadership |
| **4.3 Fostering a culture of excellenc** |
| Trustworthy Leadership |
| Trustworthy Leadership |

| Trustworthy Leadership |
| --- |
| Trustworthy Leadership |

-2027
PLAN

# rogress Tracker

| ACTIONS | TARGET YEAR |
|---|---|
| **ased approach to drive budgeting, operations and projects** | |
| a) Implement an enterprise resource planning (ERP) system as a foundation for effective financial accountability and reporting. | 2026 |
| b) Enhance and expand the Asset Management Plan in compliance with provincial requirements. | 2025 |
| c) Complete a financial reserve plan, including a Council-approved reserve policy. | 2025 |
| d) Establish a multi-year operating and capital budget forecast that includes estimated growth-related costs | 2026 |
| **es to reduce reliance on residential taxpayers.** | |
| a) Build organizational capacity to pursue and apply for financial grant opportunities. | 2025 |
| b) Explore opportunities to introduce user fees where appropriate. | 2025 |
| c) Introduce Council-approved revenue generation (pricing policy) and cost-recovery targets in specific program/service areas. | 2026 |
| d) Introduce a naming rights/corporate sponsorship program/policy | 2027 |
| **es and programs.** | |
| a) Establish service level standards and targets for core Township-delivered services and programs. | 2025 |
| b) Develop and share a “who does what” communication piece describing Township, Region, and Provincial areas of responsibility, including communicating the Township’s service level standards and targets | 2026 |
| **ecreation opportunities.** | |

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| a) Establish a skate park concept design, location, funding options, and potential community partners. | 2025 |
| b) Complete accessibility plan with clear priorities, timelines, and estimated costs. | 2025 |
| c) Establish timelines and viable funding options to move forward with enhanced recreation amenities in alignment to the Community Services Master Plan. | 2025 |
| d) Create a plan and potential funding options to rehabilitate the New Hamburg arena. | 2026 |
| **partners to enhance our quality of life.** | |
| a) Engage local school boards to expand use of school facilities and amenities for community programs. | 2025 |
| b) Strengthen relationships with community groups by developing partnership agreements that include clear and consistent policies, processes, roles, and responsibilities. | 2025 |
| c) Work with the Region of Waterloo to enhance public transit options for Wilmot residents. | 2025 |
| **wth while preserving our rural heritage and small-town character.** | |
| a) Complete a secondary plan for Baden and New Hamburg identifying areas where higher density housing is appropriate. | 2025 |
| b) Develop a financial strategy to support sustainable growth. | 2026 |
| **d providing more housing options.** | |
| a) Introduce Community Improvement Plan (CIP) with incentives to revitalize core urban centres and encourage more affordable housing in appropriate locations. | 2025 |
| b) Attract jobs and investment by introducing an economic development officer position. | 2025 |
| c) Complete an economic development strategy recommending actions to support existing businesses and attract new investment and jobs. | 2026 |
| d) Expand the partnership with the Waterloo Regional Tourism Marketing Corporation to include additional Wilmot amenities and activities. | 2026 |
| e) Establish a dedicated reserve fund to support the development of future affordable housing options. | 2026 |

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| **ment.** | |
| a) Partner with community groups to implement a “Let’s Tree Wilmot” program increasing the urban tree canopy. | 2025 |
| b) Establish a plan with funding and sponsorship options to expand and enhance the Township’s trail network. | 2025 |
| c) Explore options and costs to introduce a meaningful green energy pilot project. | 2026 |
| **utation through meaningful community engagement.** | |
| a) Initiate bi-annual Town Hall sessions with the Mayor, Council and Township staff. | 2025 |
| b) Complete a communication strategy that establishes community engagement priorities/targets, activities, and methods, including optimizing the Engage Wilmot portal site. | 2026 |
| c) Create clear and concise communication raising awareness of the Township’s significant financial challenges, including information about what actions are being taken to address this issue. | 2025 |
| d) Initiate a web-based performance dashboard communicating progress on strategic priorities and actions. | 2027 |
| **y-to-day operations to be more effective, efficient, and customer focused.** | |
| a) Complete a comprehensive service review to establish a baseline of program/services costs. This review will include community engagement, and the outcome will be recommended service levels including costs and budget implications. | 2026 |
| b) Explore opportunities for sharing services with neighbouring municipalities. | 2025 |
| c) Implement customer service/request tracking processes and tools (e.g. Customer Relationship Management (CRM) software) to enhance customer service across all programs and facilities. | 2027 |
| d) Complete a space needs review and develop options to accommodate future growth. | 2026 |
| **e and professionalism.** | |
| a) Update and improve the Council-staff relations policy and code of conduct. | N/A |
| b) Establish customer service standards for staff in all departments and in all facilities. | 2025 |

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| c) Initiate mentoring/succession planning policy and procedures. | 2026 |
| d) Introduce enhanced professional development and training opportunities across all departments. | 2026 |

| TARGET QUARTER | ON TRACK TO MEET TARGET? | LEAD | LEAD STAFF PERSON | ENGAGEMENT |
|---|---|---|---|---|
| | | | | |
| Q3 | | COR | | Internal Stakeholders |
| Q3 | | COR | | Internal and External Stakeholders |
| Q4 | | COR | | Internal Stakeholders |
| Q2 | | COR | | Internal Stakeholders |
| | | | | |
| Q2 | | COR | | |
| Q2 | | COR/CS | | Community - determine ability to pay/equity impacts |
| Q1 | | COR | | Community - determine ability to pay/equity impacts |
| Q1 | | COR/CS | | Community - identify potential partnerships |
| | | | | |
| Q4 | | All | | Internal and External Stakeholders |
| Q1 | | CAO | | |
| | | | | |

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|---|---|---|---|---|
| Q2 | | CS | | Local Community & Youth |
| Q4 | | COR | | GRAC & Community |
| Q4 | | CS | | External Stakeholders & Corporate Services |
| Q1 | | CS | | Internal/External Stakeholders, Council |
| | | | | |
| Q2 | | CS | | WDSB/WCDSB |
| Q2 | | CS | | External Stakeholdes |
| Q2 | | CAO | | Region and Province |
| | | | | |
| Q2 | | DS | | |
| Q2 | | COR | | |
| | | | | |
| Q4 | | DS | | |
| Q4 | | DS | | |
| Q1 | | DS | | |
| Q2 | | DS | | |
| Q2 | | COR | | |

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| Q3 | | CS | | Wilmot Horticultural Society & Let's Tree Wilmot |
| Q4 | | CS/DS | | |
| Q1 | | All | | |
| | | | | |
| Q2 | | CAO | | Internal |
| Q2 | | CAO | | Internal and External Engagement |
| Q2 | | CAO/COR | | |
| Q3 | | CAO | | |
| | | | | |
| Q2 | | All | | |
| Q3 | | All | | |
| Q4 | | All | | |
| Q4 | | CS | | Internal Stakeholders & Council |
| | | | | |
| N/A | | CAO | | |
| Q4 | | CAO/COR | | |

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|---|---|---|---|---|
| Q3 | | CAO | | |
| Q2 | | CAO | | |

| OUTCOMES FROM COUNCIL | BUDGET | DELIVERABLES |
|---|---|---|
| | | |
| Approval of Capital Funding in 2026 | $300K approved<br>Will reguire $500K+ more to implement | New core financial system, GL, AP/AR, Procurment, Tax/Utility Billing |
| | | Meet requirements of O Reg<br>LOS |
| | N/A | 25 Year forecast of Reserves |
| | N/A | 4 year operating forecast<br>10 year capital forecast<br>25 Year Capital Plan |
| | | |
| | $100k annually | Hire Grant Coordinator |
| | | |
| | | Establish Revenue Policy related to subsidized services |
| | | |
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| | | Develop process for Service Level presentaion and regular review |
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| Approval of Capital Funding for Detailed Design in 2026 | $700,000 | Feasibility Study |
| Approval of funding to support ongiong investment | Unknown | |
| Approval of Asset Management Plan and Review of 10 Year Capital | 10 Year Capital Forecast | Establish Timelines & Funding Options including Contributions to Reserves |
| In Progress, Budget 2025 | Proposed Capital 2025 Detailed Design | Feasibility report due Q1 2025 |
| | | |
| In Progress | In Progress | Facility Use of Space in Schools for Community Service Programs |
| Approval of Policies | Fees & Subsidies Report | Continue to Develop Partnership Agreements |
| Endorsement of strategy at Regional Level | Regional Budget | Approval of Regional Transit Strategy |
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| Council Approved Funding through annual Enova Grant | $25,000 | Multiyear Project Plan |
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| Mayor participation | N/A | Schedule two townhall |
| Approval | Potential ask to enhance public engagment | Internal Comms Procedures, Community Engagement Program |
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| Council Received for Information Completion of the Short Term & Long Term Space Needs Strategy Fall 2024 | $1.1 Million 2026 for Renovations to Admin/Castle | Plan for Short Term Accomodations at the Administrative Complex |
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| | 2026 Budget Ask | Corporate Training Program |

| MILESTONES AND COMMENTS |
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| |
| Hire PM - Complete<br>Current State Analysis - Q3 2025<br>RFP for Implementation Consultant - Q4 2025<br>System Selection - Q1 2026<br>Implementation - Q2-Q4 2026 |
| |
| Reserve Policy approved September 2024<br>Development of specific reserve targets - August 2025<br>Funding strategy to achieve targets - September 2025 |
| |
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| Posting to be completed shortly |
| Introduced user fee for paper bills effective July 1st, 2025 |
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| Establish list of Services - Q3 2025<br>Identify Service Standards for each Service - Q4 2025<br>Measure Service aganst standards - Q2 2026 |
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| Community Services 10 Year Capital Plan Established |
| Council Report 2024 Q4 received for information to date |
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| Affiliation Policy Approved |
| ROMA Delegation 2025<br>Engagement with Regional Transit team |
| |
| will now be a new OP per MMAH starting in 2025 |
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| |
| may be included in new OP in 2025 |
| At the Jan 16, 2025 Council Meeting, Council did not approve the FTE request for an Economic Development Officer. |
| At the Jan 16, 2025 Council Meeting, Council did not approve the FTE request for an Economic Development & Tourism Officer. |
| date was included and is not reasonable or budgeted for given decision to not hire an EcDev and Tourism offier in 2025 - move to 2026 |
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| Townhall one scheduled for May 29th |
| Review of proposed Strategy<br>Update to Council - May 2025<br>Completion of internal process doc - Dec 2025 |
| SCM - June 16th - to educated Council and Public on Municipal Finances |
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| Council Received for Information Completion of the Short Term & Long Term Space Needs Strategy Fall 2024. Workspace created at Public Works Facility to Accomodate Short Term IS Goals |
| |
| Jan 6, 2025 Council Meeting: Report COR-2025-02 Council – Staff Relations Policy was defeared during a recorded vote. Council did not motion for staff to bring the policy back with amendments. |
| Development of Work plan for Corporate Services - Q2 2025 |

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| Identify required (legistlated training)<br>Identify professional development |

| PROGRESS |
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| |
| Hiring of PM is complete, start date June 9th<br>Balance of schedule to be developed once they are onboard |
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# 2024-2027 Township of Wilmot Strategic Plan Action Tracker

| No. | Action Item | Strategic Plan Pillar | Pillar Sub Group | Department | Secondary Department | Current Status | Target Deadline | Completed |
|---|---|---|---|---|---|---|---|---|
| 1.1A | Implement an enterprise resource planning (ERP) system as a foundation for effective financial accountability and reporting. | Financial Stability | FS1 - Taking a long-term evidence-based approach to drive budgeting, operations and projects | Financial Services | | Approval of Capital Funding in 2026. $300K approved, will reguire $500K+ more to implement. Gap in customer service software/tracking of contact with constituents. Consider CRM component. | Q3 2027 | In Progress |
| 1.1B | Enhance and expand the Asset Management Plan in compliance with provincial requirements. | Financial Stability | FS1 - Taking a long-term evidence-based approach to drive budgeting, operations and projects | Financial Services | | We are not currently in compliance with provincial requirements. Work in progress with KPMG and Asset Management Coordinator. | Q3 2026 | In Progress |
| 1.1C | Complete a financial reserve plan, including a Council-approved reserve policy. | Financial Stability | FS1 - Taking a long-term evidence-based approach to drive budgeting, operations and projects | Financial Services | | Reserve Policy approved September 2024. Further work to be completed as part of the Long Term Financial Plan. | Q4 2026 | In Progress |
| 1.1D | Establish a multi-year operating and capital budget forecast that includes estimated growth-related costs. | Financial Stability | FS1 - Taking a long-term evidence-based approach to drive budgeting, operations and projects | Financial Services | | 10 year capital forecast will built into the 2026 budget. Multi-year operating is not a priority at this time. | Q3 2026 | In Progress |
| 1.2A | Build organizational capacity to pursue and apply for financial grant opportunities. | Financial Stability | FS2 - Diversifying our revenue sources to reduce reliance on residential taxpayers. | Financial Services | | Grant Specialist position filled. | Q4 2025 | Complete |
| 1.2B | Explore opportunities to introduce user fees where appropriate. | Financial Stability | FS2 - Diversifying our revenue sources to reduce reliance on residential taxpayers. | Financial Services | | Introduced user fee for paper based utility bills effective July 1, 2025. Enhaced user fees for non-residents in Community Services. | Q2 2025 | Complete |
| 1.2C | Introduce Council-approved revenue generation (pricing policy) and cost-recovery targets in specific program/service areas. | Financial Stability | FS2 - Diversifying our revenue sources to reduce reliance on residential taxpayers. | Financial Services | | Establish Revenue Policy related to subsidized services. Fees subsidy discounts considered August 2025. | Q4 Annual Review | In Progress |
| 1.2D | Introduce a naming rights/corporate sponsorship program/policy. | Financial Stability | FS2 - Diversifying our revenue sources to reduce reliance on residential taxpayers. | Financial Services | Community Services | Community Services drafting Sponsorship, Naming Rights and Donations Policy Q2 2026. Policies will assist with offsetting programs, services and asset renewals. | Q2 2026 | In Progress |
| 2.1A | Establish service level standards and targets for core Township-delivered services and programs. | Healthy Community | HC1 - Delivering valuable core services and programs. | All | | Service Delivery Review completed January 2026 | Q4 2025 | Complete |
| 2.1B | Develop and share a “who does what” communication piece describing Township, Region, and Provincial areas of responsibility, including communicating the Township’s service level standards and targets. | Healthy Community | HC1 - Delivering valuable core services and programs. | Office of the CAO | | Underway. | Q2 2026 | In Progress |
| 2.2A | Establish a skate park concept design, location, funding options, and potential community partners. | Healthy Community | HC2 - Expanding healthy living and recreation opportunities. | Community Services | | Approval of design funds and selection of site complete. Consultant to be retained to complete community engagement, design and funding strategy. | Q3 2026 | In Progress |
| 2.2B | Complete accessibility plan with clear priorities, timelines, and estimated costs. | Healthy Community | HC2 - Expanding healthy living and recreation opportunities. | Corporate Services | Community Services | Plan approved in 2025, implementation will be a budget consideration. | Q4 2025 | Complete |
| 2.2C | Establish timelines and viable funding options to move forward with enhanced recreation amenities in alignment to the Community Services Master Plan. | Healthy Community | HC2 - Expanding healthy living and recreation opportunities. | Community Services | | Community Services Master plan established. Funding options to be considered in 10 year caputal forecast. | Q3 2025 | Complete |
| 2.2D | Create a plan and potential funding options to rehabilitate the New Hamburg arena. | Healthy Community | HC2 - Expanding healthy living and recreation opportunities. | Community Services | | Project on hold until other avenues of funding become available. Provincial funding was returned as Township could not generate its share. | Q1 2025 | Complete |
| 2.3A | Engage local school boards to expand use of school facilities and amenities for community programs. | Healthy Community | HC3 - Working with our community partners to enhance our quality of life. | Community Services | | Further grow community recreation programs. Focus on new school facilities for gymnasium space. Existing Community Use of Space at capacity. | Q2 2026 | Complete |
| 2.3B | Strengthen relationships with community groups by developing partnership agreements that include clear and consistent policies, processes, roles, and responsibilities. | Healthy Community | HC3 - Working with our community partners to enhance our quality of life. | Community Services | | Fees and Subsidies Report. Develop agreements and updated affiliation policy approved. | Q3 2025 | Complete |

# 2024-2027 Township of Wilmot Strategic Plan Action Tracker

| No. | Action Item | Strategic Plan Pillar | Pillar Sub Group | Department | Secondary Department | Current Status | Target Deadline | Completed |
|---|---|---|---|---|---|---|---|---|
| 2.3C | Work with the Region of Waterloo to enhance public transit options for Wilmot residents. | Healthy Community | HC3 - Working with our community partners to enhance our quality of life. | Office of the CAO | | Increased evening and weekend service proposed for Route 77 in Fall 2026. Awaiting confirmation of OTIF funding. | Q4 2026 | In Progress |
| 3.1A | Complete a secondary plan for Baden and New Hamburg identifying areas where higher density housing is appropriate. | Prosperous Businesses & Balanced Growth | PBBG1 - Encouraging well-planned growth while preserving our rural heritage and small-town character. | Development Services | Infrastructure Services | To be included in new Official Plan. Update underway. | Q3 2026 | In Progress |
| 3.1B | Develop a financial strategy to support sustainable growth. | Prosperous Businesses & Balanced Growth | PBBG1 - Encouraging well-planned growth while preserving our rural heritage and small-town character. | Development Services | | To be included in new Official Plan. Update underway. | Q2 2026 | In Progress |
| 3.2A | Introduce Community Improvement Plan (CIP) with incentives to revitalize core urban centres and encourage more affordable housing in appropriate locations. | Prosperous Businesses & Balanced Growth | PBBG2 - Supporting local businesses and providing more housing options. | Development Services | Infrastructure Services | Proposed to be included in new Official Plan in 2026 | Q2 2026 | In Progress |
| 3.2B | Attract jobs and investment by introducing an economic development officer position. | Prosperous Businesses & Balanced Growth | PBBG2 - Supporting local businesses and providing more housing options. | Development Services | | At the Jan 16, 2025 Council Meeting, Council did not approve the FTE request for an Economic Development Officer. | Q4 2025 | Complete |
| 3.2C | Complete an economic development strategy recommending actions to support existing businesses and attract new investment and jobs. | Prosperous Businesses & Balanced Growth | PBBG2 - Supporting local businesses and providing more housing options. | Development Services | | At the Jan 16, 2025 Council Meeting, Council did not approve the FTE request for an Economic Development & Tourism Officer. RIRS completed by WEDC and Townships. | Q1 2026 | Complete |
| 3.2D | Expand the partnership with the Waterloo Regional Tourism Marketing Corporation to include additional Wilmot amenities and activities. | Prosperous Businesses & Balanced Growth | PBBG2 - Supporting local businesses and providing more housing options. | Development Services | | At the Jan 16, 2025 Council Meeting, Council did not approve the FTE request for an Economic Development Officer. | Q2 2026 | Complete |
| 3.2E | Establish a dedicated reserve fund to support the development of future affordable housing options. | Prosperous Businesses & Balanced Growth | PBBG2 - Supporting local businesses and providing more housing options. | Financial Services | Development Services | Is incorporated into development approvals. | Q2 2026 | Complete |
| 3.3A | Partner with community groups to implement a “Let’s Tree Wilmot” program increasing the urban tree canopy. | Prosperous Businesses & Balanced Growth | PBBG3 - Protecting our natural environment. | Community Services | | Council Approved Funding through annual Enova Grant, $25,000 multi-year project plan. Complete in 2025. Additional funding through FCM. | Annual | Complete |
| 3.3B | Establish a plan with funding and sponsorship options to expand and enhance the Township’s trail network. | Prosperous Businesses & Balanced Growth | PBBG3 - Protecting our natural environment. | Community Services | Development Services | Develop RFP for update to the Trails and Transportation Master Plan. Master Plan update will provide direction on future trail development, operational standards and funding sources. Will follow approval to the update of the Offical Plan. | Q4 2026 | In Progress |
| 3.3C | Explore options and costs to introduce a meaningful green energy pilot project. | Prosperous Businesses & Balanced Growth | PBBG3 - Protecting our natural environment. | All | Community Services | Community Services investigating Solar and Cold Water applications for WRC. Potential funding available from Grand River Energy and Enova. Partnership Agreement between Grand River Energy and Township initiated for Level 3 Charging Station at the WRC. Community Services has already initiated Energy and Demand Management strategies with "smart" thermostats at Satellite facilites as well as controls for setpoints at the WRC. Township partnering with Township of Wellesley and Sustainable Waterloo for joint Sustainability Coordinator to facilitate Energy and Demand Management Plan. | Q2 2026 | In Progress |
| 4.1A | Initiate bi-annual Town Hall sessions with the Mayor, Council and Township staff. | Trustworthy Leadership | TL1 - Enhancing the Township’s reputation through meaningful community engagement. | Office of the CAO | | Mayor participation, May 29 and Nov 20 2025, March 2026. | Q2 2025 | In Progress |
| 4.1B | Complete a communication strategy that establishes community engagement priorities/targets, activities, and methods, including optimizing the Engage Wilmot portal site. | Trustworthy Leadership | TL1 - Enhancing the Township’s reputation through meaningful community engagement. | Corporate Services | | Refresh underway | Q2 2026 | In Progress |
| 4.1C | Create clear and concise communication raising awareness of the Township’s significant financial challenges, including information about what actions are being taken to address this issue. | Trustworthy Leadership | TL1 - Enhancing the Township’s reputation through meaningful community engagement. | Office of the CAO | Corporate Services | Part of the 2026 budget process. | Q4 2025 | In Progress |

# 2024-2027 Township of Wilmot Strategic Plan Action Tracker

| No. | Action Item | Strategic Plan Pillar | Pillar Sub Group | Department | Secondary Department | Current Status | Target Deadline | Completed |
|---|---|---|---|---|---|---|---|---|
| 4.1D | Initiate a web-based performance dashboard communicating progress on strategic priorities and actions. | Trustworthy Leadership | TL1 - Enhancing the Township's reputation through meaningful community engagement. | Office of the CAO | | Reporting to Council resumed Q4 2025 and Q2 2026. Dashboard is a component of the ERP project. Reporting of KPIs is planned in 2026. | Q4 2027 | In Progress |
| 4.2A | Complete a comprehensive service review to establish a baseline of program/services costs. This review will include community engagement, and the outcome will be recommended service levels including costs and budget implications. | Trustworthy Leadership | TL2 - Continuously improving our day-to-day operations to be more effective, efficient, and customer focused. | All | | Service Delivery Review complete January 2026. Implementation plan to follow | Q2 2026 | In Progress |
| 4.2B | Explore opportunities for sharing services with neighbouring municipalities. | Trustworthy Leadership | TL2 - Continuously improving our day-to-day operations to be more effective, efficient, and customer focused. | All | | Under way on many fronts (e.g., fire, snow removal, peer review consulting, environmental sustainability). | | In Progress |
| 4.2C | Implement customer service/request tracking processes and tools (e.g. Customer Relationship Management (CRM) software) to enhance customer service across all programs and facilities. | Trustworthy Leadership | TL2 - Continuously improving our day-to-day operations to be more effective, efficient, and customer focused. | All | | No CRM software yet (see ERP), interim approaches. Tracking of some data has improved through the use of GIS, including speed, traffic and collision data. | Q4 2027 | No Progress |
| 4.2D | Complete a space needs review and develop options to accommodate future growth. | Trustworthy Leadership | TL2 - Continuously improving our day-to-day operations to be more effective, efficient, and customer focused. | Community Services | | Council Received for Information Completion of the Short Term & Long Term Space Needs Strategy Fall 2024. Infomed by the adopted 2026 Service Delivery Review. | Q4 2025 | Complete |
| 4.3A | Update and improve the Council-staff relations policy and code of conduct. | Trustworthy Leadership | TL3 - Fostering a culture of excellence and professionalism. | Office of the CAO | | Jan 6, 2025 Council Meeting: Report COR-2025-02 Council – Staff Relations Policy was defeared during a recorded vote. Council did not motion for staff to bring the policy back with amendments. Awaiting provincial legislation updates on Council Code of Conduct. | NA | Complete |
| 4.3B | Establish customer service standards for staff in all departments and in all facilities. | Trustworthy Leadership | TL3 - Fostering a culture of excellence and professionalism. | Corporate Services | Community Services | Service Delivery Review complete. Continuous improvement initiatives under way. Public engagement to follow regarding standards. | Q4 2026 | In Progress |
| 4.3C | Initiate mentoring/succession planning policy and procedures. | Trustworthy Leadership | TL3 - Fostering a culture of excellence and professionalism. | Office of the CAO | | Will follow the Service Delivery Review. Progress being made in the interim. | Q3 2026 | In Progress |
| 4.3D | Introduce enhanced professional development and training opportunities across all departments. | Trustworthy Leadership | TL3 - Fostering a culture of excellence and professionalism. | Office of the CAO | | Identify required (legislated training), Identify professional development, Identify corporate training. Part of 2026 budget. | Q4 2025 | Complete |

## 2024-2027 Township of Wilmot Strategic Plan Action Tracker

| No. | Action Item | Strategic Plan Pillar | Pillar Sub Group | Department | Secondary Department | Current Status | Target Deadline | Completed |
|---|---|---|---|---|---|---|---|---|

## 2024-2027 Township of Wilmot Strategic Plan Action Tracker

| No. | Action Item | Strategic Plan Pillar | Pillar Sub Group | Department | Secondary Department | Current Status | Target Deadline | Completed |
|---|---|---|---|---|---|---|---|---|

| Goal | Target Year | Target Quarter | Status |
|---|---|---|---|
| Financial Stability | 2024 | Q1 | In Progress |
| Healthy Community | 2025 | Q2 | No Progress |
| Prosperous Businesses & Balanced Growth | 2026 | Q3 | Complete |
| Trustworthy Leadership | 2027 | Q4 | |

## Strategic Plan Pillar

Financial Stability
Healthy Community
Prosperous Businesses & Balanced Growth
Trustworthy Leadership

# Pillar Sub Group

FS1 - Taking a long-term evidence-based approach to drive budgeting, operations and projects
FS2 - Diversifying our revenue sources to reduce reliance on residential taxpayers.
HC1 - Delivering valuable core services and programs.
HC2 - Expanding healthy living and recreation opportunities.
HC3 - Working with our community partners to enhance our quality of life.
PBBG1 - Encouraging well-planned growth while preserving our rural heritage and small-town character.
PBBG2 - Supporting local businesses and providing more housing options.
PBBG3 - Protecting our natural environment.
TL1 - Enhancing the Township's reputation through meaningful community engagement.
TL2 - Continuously improving our day-to-day operations to be more effective, efficient, and customer focu
TL3 - Fostering a culture of excellence and professionalism.

| Department | ndary Depart | Division/Team | Lead |
|---|---|---|---|
| Office of the CAO | Office of the CAO | Human Resources | |
| Financial Services | Financial Services | Financial Services | |
| Community Services | Community Services | Communications | |
| Corporate Services | Corporate Services | Parks and Facillties | |
| Development Services | Development Services | Recreation | |
| Infrastructure Services | Infrastructure Services | Legislative Services | |
| Fire Services | Fire Services | Municipal Law Enforcement | |
| All | | IT | |
| | | Asset Management | |
| ıused. | | Engineering | |
| | | Transportation and Roads | |
| | | Water and Wastewater | |
| | | Fire Services | |
| | | Planning | |
| | | Building | |
| | | Economic Development | |

**Completed**

In progress

No progress

Complete

# CORPORATE SERVICES

## *Staff Report*

| | |
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| REPORT NO: | COR-2026-07 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Harold O'Krafka, Deputy CAO / Director of Corporate Services |
| PREPARED BY: | Brett O'Reilly, Communications Specialist |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 15, 2026 |
| SUBJECT: | Corporate Communications Strategy Refresh |

RECOMMENDATION:

THAT Report COR-2026-07 Corporate Communications Strategy Refresh be received for information; and,

THAT Council approve the refreshed Corporate Communications Strategy and direct staff to prepare an implementation plan.

SUMMARY:

In 2025, the Township of Wilmot retained Redbrick Communications to review and refresh its draft Corporate Communications Strategy. This approach was taken to ensure the strategy is grounded in current industry standards and accurately reflects the needs of the community, Council and staff. This report contains the outcome of the refresh and presents a path forward for improving Wilmot's communications.

BACKGROUND:

The Township of Wilmot has long recognized the need to enhance its communications approach. Residents' desire for better and more frequent communications has been identified through many public engagement campaigns and has been a goal of several strategic plans.

Adopting a comprehensive communications strategy is a critical step in this process. Effective communications strategies establish a framework for how information is shared, ensuring residents receive timely, transparent, and accessible updates while strengthening trust, engagement, and accountability.

The Township began developing its first corporate communications strategy in 2022, retaining Redbrick Communications, a recognized leader in municipal communications. A draft was developed that year based on input from internal and external stakeholders and a review of municipal communication best practices.

The project was temporarily halted in 2022 to allow the incoming Council an opportunity to provide feedback on the draft strategy. A first draft was presented to Council in September 2023, and while it was received by Council for information, it was not formally approved for implementation.

In 2025, the Communications Specialist reviewed the draft plan and determined a refresh was necessary to ensure it reflected Wilmot's current reality. As the authors of the original plan and leaders in municipal communications, Redbrick was retained again to conduct the refresh. The scope of work included:

- Meetings with the Communications Specialist, Corporate Leadership Team, Director of Corporate Services and Mayor to understand the current landscape, challenges, opportunities and expectations
- Review of strategic documents, sample communications materials, digital channels and recent media coverage
- Analysis of recent survey data collected for related projects, including the Strategic Plan and the Service Delivery Review
- An environmental scan of recent communications strategies from other comparable municipalities

Redbrick used this data, feedback collected during the development of the 2023 draft strategy, best practice research and their municipal communications expertise to develop the refreshed communications strategy presented with this report.

REPORT:

The 2026 – 2030 Communications Strategy Refresh charts a renewed course for improving Wilmot's communications. It streamlines the original plan, narrowing the focus to three priority areas instead of six. The refreshed strategy better reflects the Township's current reality and offers resourcing recommendations to build a long-term strategic function.

| Priority | Objectives |
|---|---|
| 1. Stabilize the communications function. | ▪ Establish organizational alignment around the priorities, expectations and role of corporate communications<br>▪ Invest in additional communications resources and strengthen internal skillsets to support stronger organizational communications<br>▪ Develop foundational elements for an efficient and effective organizational communications planning and approach<br>▪ Demonstrate communications impact and opportunities to improve by increasing measurement and evaluation of communications efforts and outcomes |
| 2. Protect and enhance what's working | ▪ Maintain and continue communications practices that have led to recent improvements<br>▪ Enhance current communications practices to take them to the next level |

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| | ▪ Continue emergency planning and elevate preparedness to communicate about common issues |
| 3. Strengthen quality storytelling | ▪ Increase the visibility of daily Township work and staff<br>▪ Increase positive storytelling and strengthen social media presence<br>▪ Enhance audience reach and begin to improve public engagement efforts |

Implementation and Resourcing

Each of the objectives identified in the strategy is associated with specific actions that can be implemented over the next four years to enhance Wilmot's communications approach. Some are simple, straightforward tasks; others are complex tactics that will require significant planning and execution.

The Township currently has one dedicated Communications Specialist who is already operating beyond daily capacity. This role assists all departments with day-to-day communications, supports major projects, liaises with media, sits on inter-governmental working groups, and manages emerging issues, leaving little room to implement the actions of the strategy.

There are also limited opportunities to draw on existing Township staff for communications support. Like many roles in a municipality, communications requires specialized training, knowledge and experience. The Township's recent Service Delivery and Organizational review also found that every other role at the municipality is at capacity. As such, adding communications functions to other staff to help meet needs is not a sustainable option.

Based on these capacity issues, additional resources will be required to successfully implement the actions outlined in the communications strategy. Redbrick recommends hiring a Manager of Communications, which aligns with the direction of the Service Delivery Review.

Redbrick has prepared a business case for the role, which outlines the benefits of an additional resource and the risks of maintaining the status quo.

| Risks | Benefits |
|---|---|
| • Missed opportunities to tell "good news" stories about the Township<br>• Minimal message control, which can result in the spread of misinformation<br>• Issues may not be strategically managed with communications oversight<br>• Slower flow of information during emergencies due to limited pre-planning | • Better strategic oversight in managing/telling Township stories, improving accountability and transparency<br>• Greater alignment between communications efforts and strategic goals<br>• Improved management of misinformation and media relations<br>• More efficiency through process/policy development |

| | |
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| • Limited brand oversight and little ability to produce engaging visual content<br>• No back up/coverage for the Communications Specialist, risking burnout<br>• Lack of analytics/evaluation to measure the effectiveness of communications efforts<br>• Increased reliance on third-party support | • Stronger corporate collaboration through consistent “one Township” approach<br>• Improved strategic communications support for Mayor and Council<br>• Signal of commitment to improved communications and alignment with industry resourcing standards |

It is worth noting the precedent for this position; the Township had a Manager of Communications and Strategic Initiatives on staff as recently as 2024. Between past precedent, the recommendations of the Service Delivery Review and Redbrick’s Business Case, there is a demonstrated need for the role.

If Council approves the refreshed Communications Strategy, staff will bring forward an additional report detailing options for implementation, including the hiring of a Manager of Communications. A proposed job description and full financial details will be provided in that report.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

Implementation costs will be provided in a future report if Council approves the refreshed Communications Strategy.

ATTACHMENTS:

Township of Wilmot – 2026 – 2030 Corporate Communications Strategy Refresh

Township of Wilmot Social Media Overview

Business Case – Full-time Communications Manager for the Township of Wilmot

Township of Wilmot

# Corporate Communications Strategy:

# 2026 – 2030

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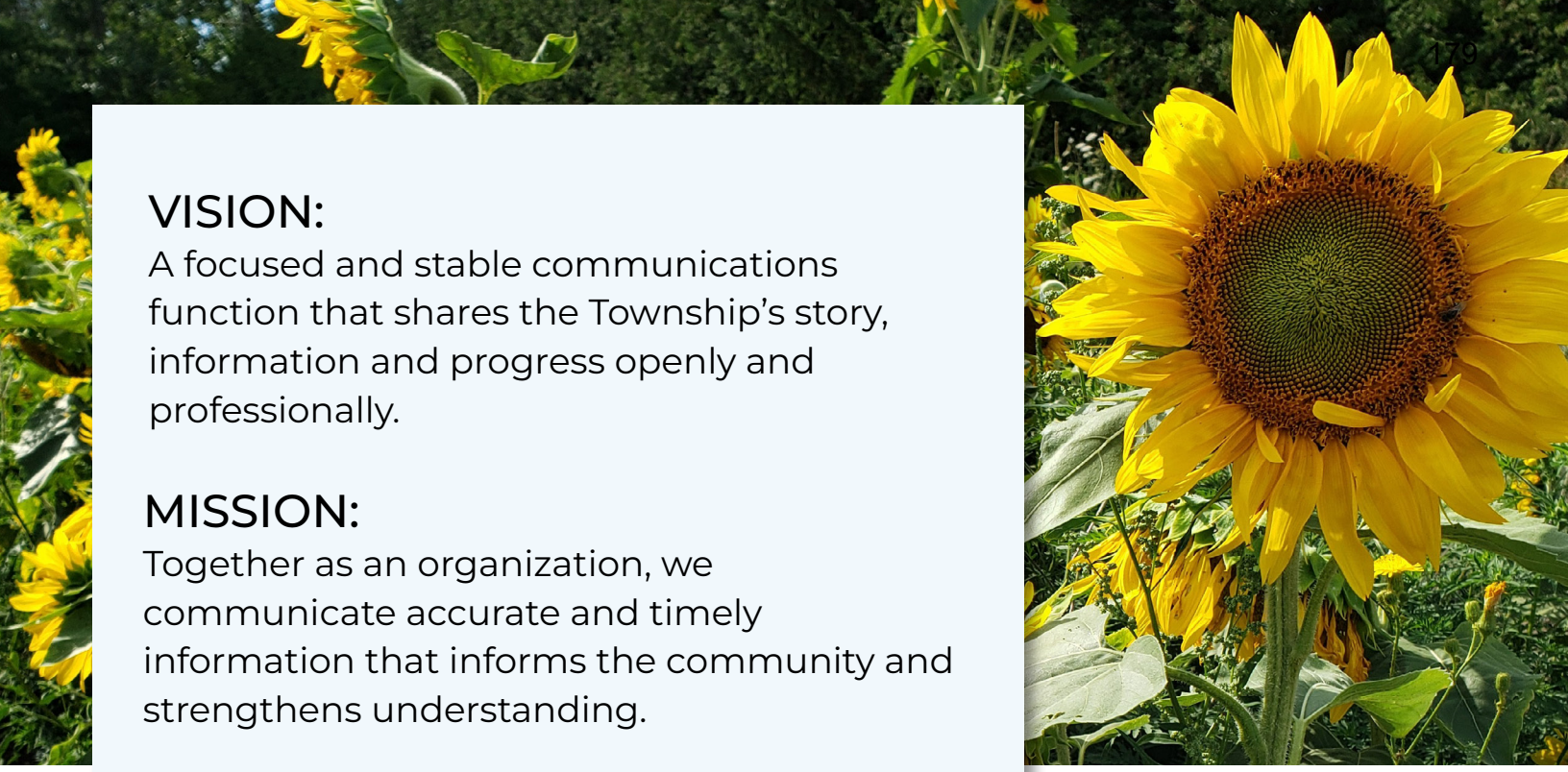

## VISION:

A focused and stable communications function that shares the Township's story, information and progress openly and professionally.

## MISSION:

Together as an organization, we communicate accurate and timely information that informs the community and strengthens understanding.

# Introduction and Background

Local governments touch the lives of their communities every day. They provide essential services and are responsible for bringing and demonstrating value to taxpayers. Often, the community is not aware of the full scope of programs and services delivered by their local government, and common feedback is that residents and stakeholders crave more information and to have a stronger voice.

Effective, strategic communications plays a critical role in meeting and achieving Township priorities and community needs. When done well, communications strengthens trust between a municipality and its constituents. Proactive communications reduces misinformation, supports elected officials, inspires behaviour change, improves staff morale, and can save taxpayer dollars. For a community the size of Wilmot, it supports an enhanced sense of local pride and feeling of connectedness.

This Communications Strategy is a refresh of a draft strategy presented to Township Council in 2024 that was never formally approved. Since that time, the local context has evolved: the senior leadership team has changed, the Township is implementing recommendations from a Service Delivery and Organizational Review to help address key pressures, the mayor has been delegated strong mayor powers by the Province, and the Township's designated communications role has shifted several times.

Given that the Township's communications function has been in flux over the past few years, this strategy aims to provide direction and set priorities to help the municipality focus its efforts and resources, and consider areas for potential investment.

This strategy sets guiding principles to create a stable foundation for communications efforts and defines the scope of work for communications at the Township. It is informed by both quantitative and qualitative research from internal resources, the community and from other leaders across the profession. Actions identified in this strategy are intended to set the municipality on a path to consistent and effective practices related to communications management, and to help strengthen the way that Wilmot Township promotes and shares its story with the community.

## Community and Communications Context

Wilmot Township is a small municipality of approximately 22,000 residents in the Waterloo Region. Residents live in the towns of New Hamburg and Baden and across and surrounding the 12 other settlements that make up Wilmot.

Wilmot has several sources of media: four local newspapers, two television stations and several radio channels. The community is active on social media channels, especially Facebook. Many community members are highly engaged and vocal on key issues.

Since 2019, when the Township first established a dedicated communications position, the function and role has continued to evolve in response to shifting expectations and priorities from leadership and Council. From 2019 to 2026, the job title, level and scope of work have changed four times: from general communications coordinator to digital media coordinator and website administrator, to communications manager to the current communications specialist. In that time, four different professionals have occupied those roles. The current communications specialist has been with the Township since November 2024.

Further, despite having these permanent roles, demand has consistently outweighed capacity for many years, and the Township has long supplemented these positions with contracted services to ensure organizational needs have been met. The previous support contract was terminated in 2025; however, the funds remain in the current budget. Their allocation will be informed by this strategy and the recent service delivery review.

The specialist role includes a broad scope of work, mostly focused on meeting daily operational needs from all department areas and supporting a variety of communications efforts for the Mayor and Council. The role, as it functions currently, is highly demanding and exceeds a manageable workload during regular business hours. As well, if the specialist is absent or off, there is limited to no skilled back-up capacity.

Following a recent restructuring, the communications position now reports to the Director of Corporate Services.

# Communications Overview

## Guiding Principles

The Township aims to follow these principles for effective communications and engagement to guide the Township:

- Timely
- Positive
- Transparent, respectful and inclusive
- Consistent and collaborative
- Accessible and clear

## Core services

All Township employees communicate and engage with people in the community through the delivery of programs and services. Based on the current complement, the Corporate Communications function is focused on supporting the organization to communicate and engage effectively by providing:

- Strategic communications, implementation, and evaluation
- General reputation management support
- Strategic advice and counsel
- Content creation including general daily creative and graphic design services
- Crisis and emergency communications response
- Digital communications and engagement (website, social media, Engage Wilmot)
- Media relations, including leading responses and providing spokesperson support and coaching, including for the Mayor as needed
- Employee communications support to Human Resources and the CAO
- Some public engagement support and event promotion
- Advertising and print oversight and production

# Target Audiences

- Residents
- Staff
- Council
- Businesses
- Local Indigenous Communities
- Community organizations and agencies
- Diverse communities in Wilmot
- Potential investors and newcomers
- Media (web, print, radio, TV)

# Research

## Methodology

This strategy is informed by the following research inputs:

- Facilitated meeting with the Corporate Leadership Team
- Interview with the Deputy CAO / Director of Corporate Services
- Interview with the Communications Specialist
- Interview with the Mayor
- Review of current communications materials, processes and analytics, including assessing progress made since the first draft of the Communications Strategy
- Review of the Township's social media channels
- Review of Strategy Corp's *Current State Service Delivery Review* Report and the *Final Recommendations Report*
- Responses to the 2025-2027 Strategic Action Plan Community Questionnaire
- Research into comparable municipal communications budgets
- Current trends and municipal communications best practices – drawn from Redbrick Communications' more than 20-year history and expertise working in the sector and recent consultations on past projects with municipalities across Ontario and Canada

## Key Findings

### Review of materials and channels

- Wilmot is transitioning into a mid-sized, rural-urban municipality with increasing demands on services and a growing population.
- Strategy Corp reported that the Township's staffing levels for Communications are lean and most comparable municipalities have two permanent employees for this function. They recommend that Wilmot establish a Manager of Communications and Government Relations position.
  - » Strategy Corp also identified that the Township has tended to over-leverage existing staff to absorb additional responsibilities when there are vacancies etc., a practice that is not sustainable and can result in prolonged risk to the organization.

- In the community questionnaire for the strategic plan, “increasing spending and the level of service for communications from the Township” was the second highest priority area identified by the community. It followed increasing spending for “parks, trails, playgrounds and open spaces,” which was ranked number one.
  - » Further, in the same questionnaire, **“Communication about Township programs, services, and events” received the lowest level of satisfaction from the community**.
- The Township’s website and social media are the top two ways that residents prefer to learn about local government information.
- There is a strong sense of community pride and engagement. Residents value the small-town feel and friendly people the most, followed by outdoor open space, parks and trails.
- Facebook is the main social media channel used by the Township and its community. Daily posting is overall strong. Posts have a professional and consistent look, and staff use a rolling social media calendar to help plan content. However, most content is reactive, and while visibility is high, engagement on the channel is relatively low.

### Internal interviews

- The communications function has improved since late 2024. The website has been completely revamped. Materials are more professional. There are stronger relationships with local media.
- The one communications resource is pulled in many directions by each of the departments and the office of the Mayor. Capacity is limited and is significantly stretched by increasing demands.  The specialist works a high degree of overtime hours to keep up with daily work and is overextended in the role.
- There is limited to no back-up ability for when the specialist is not available. The position also has limited strategic authority.
- The Township has benefited from having a specialist who is skilled beyond the expectations for a specialist role.
- The specialist scope of work currently balances both corporate and political goals. An Executive Officer in the Mayor’s office has some communications responsibilities as part of the job description. However, there is overlap between the two roles. Leaders would like each role better defined and more clarity between political and corporate responsibilities.
- The approach is highly tactical and operational to get key stories out. However, most communications are done with little proactive planning.

- The senior leadership team unanimously agrees that more communications capacity is needed to meet each department's everyday needs and demonstrate value for taxpayer dollars.

### Current trends

- The communications profession has changed dramatically over the past five-plus years. Demands have increased across the board. Organizations and teams need to build in resiliency in the role to keep up.
- Trust in government continues to decline.
- There is an increase in the spread of mis- and disinformation, and influence from online sources.
- Reputations take care and ongoing attention to maintain. They can be lost far faster than they can be rebuilt. Having to rebuild trust also costs more than proactive maintenance.
- Traditional media outlets are in decline, while other digital platforms have emerged to fill gaps and share local stories, in many cases led by individuals not formally trained in journalism, and in some cases, from a position of advocating or promoting special interest agendas.
- There is a growing trend of municipal communicators needing mental health support or taking leaves due to job stress and burnout, which is a risk and cost to the municipality.
- The use and capabilities of artificial intelligence have increased dramatically and will continue to evolve quickly.
- Workplace dynamics have changed with more remote or hybrid work environments.
- Social media algorithms have changed the type of content users see. For example, Meta restricted access to Canadian news content in response to Bill C-18. As such, audiences receive more targeted content that limits the breadth of information they see based on the type of content they typically engage with.
- International political dynamics are leading to greater polarization.

As a result of the evolution of the profession and to ensure they deliver the greatest strategic value, practitioners now need to bring multidisciplinary skillsets, from business acumen to change management to data analysis, in addition to keeping up with channel and storytelling trends, audience needs and changing technology. Communicators need to be able to demonstrate the return on investment for their work and show how communications contributes to achieving business goals.

## Municipal-specific best practices

Redbrick has interviewed more than 50 municipal communications directors and managers over the past few years. Those who are leading the pack have the following practices in place:

- ✓ They focus on strategy first and connection to business goals, then determine appropriate tactics.
- ✓ They have a seat at leadership tables and are sought out for strategic advice.
- ✓ They are highly visible and collaborative with regular and intentional connections with department teams.
- ✓ They have clear and understood processes and planning / measurement tools.
- ✓ They function like a newsroom with less reliance on news media channels.
- ✓ All communications tools and tactics are audience focused.
- ✓ They have their own budget.
- ✓ Their own teams, and the organization as a whole, embody a growth mindset.
- ✓ The role between corporate and political communications is well defined. These teams focus on corporate messaging but may provide support to the Head of Council as the spokesperson on Council decisions. Political communications are led by individuals in the Mayor's office, outside of corporate communications.

# Analysis: Strengths, Challenges, Opportunities and Risks

## Internal

| Strengths | Challenges |
|---|---|
| • The current communications specialists is highly valued and recognized for her skills. Township communications are overall more professional and their presence online has improved. | • Currently communications are reactive, largely due to capacity constraints. Staffing levels are lean. Issues or emergencies result in the specialist losing all capacity to support other communications needs. |
| • Strategy Corp identified the need to strengthen communications at the Township as a key priority, including creating and hiring for a new Manager role. | • No formal corporate policies exist for Communications to clarify roles, expectations and processes for core functions. |
| • The new structure with Communications reporting to the Director of Corporate Services will help raise its profile and ensure greater oversight of the function. | • The instability with the role has made it challenging to establish a solid foundation and approach at the Township. |
| • CAO is relatively new and making positive changes, and laying a stronger foundation for future success inside the organization. | • Currently communications are reactive, lacking a strategic approach. Like all other municipal functions, effective communications require skilled professional staff. |
| • The first draft of the corporate communications strategy was overall supported by Council. | • There has been a historic fluctuating or lack of investment in communications. |
| • The Township's relationships with local media have strengthened significantly under the current specialist. | • Contracted services have also long been used to help keep up with demands on communications. The contract was terminated in 2025. Since then, the current specialist has had to absorb and manage the extra work. |
| | • There is confusion related to the level of support Communications should provide corporately vs. politically. It can be a fine line, that needs defining. |
| | • Decisions about scope of work and investment are needed. When consulted, leaders expressed a strong desire for expanded and more timely communications. There is a need to balance the expectations of Township communications with current capacity and fiscal realities. |

| Strengths | Challenges |
|---|---|
| | • The communications landscape is changing rapidly, and communicators must adapt to these trends, adopt new technologies and bring a diverse set of skills. |

**External**

| Opportunities | Risks |
|---|---|
| • Many community stakeholders are engaged and in the past, have offered to support and help strengthen the Township's communications. | • Trust in governments is at an all-time low. Reputations are fragile and take more time to rebuild than to lose. Effective communications and engagement are critical pieces to rebuilding trust and confidence. As with any area needing improvement, they take investment and commitment to be successful. |
| • The public recognizes and values staff's commitment to the community. | • Community anger, incivility, the spread of misinformation and the speed of message sharing all create risks for municipalities. Having effective communications strategies and sufficient skilled resources are needed to address these issues. |
| • There is a strong sense of community involvement and volunteerism. | • High participation in local Facebook groups can contribute to the spread of misinformation. |
| • Multiple print newspapers provide options for reaching different audiences. | • Effective messaging needs to be highly visual to meet community expectations. The Township has limited local photos and limited graphic design and video capacity to meet this best practice, which risks audiences scanning by content, not seeing nor engaging with the Township's content. |
| • Social media is an effective tool (esp. Facebook); significant opportunity to strengthen presence, improve storytelling and increase value. | • Strategy Corp identified many current staff operate above their current capacity. There is risk to the Township if it continues to rely on and over leverage existing staff to take on more work to fill gaps. |
| • Continue to leverage the Township's new website, which is a significant improvement and a central communications tool. | • The current CAO is in an interim position. A new CAO may establish different expectations and priorities for communications. |

| Opportunities | Risks |
|---|---|
| | • The expectations and scope of work for the one position far exceed capacity, which will likely lead to early burnout that will be exacerbated over time. |
| | • Current communications and messaging tend to be reactive, and unplanned project/department specific, missing strategic opportunities to tell a cohesive, quality Township story that builds greater community trust. |
| | • The Township's engagement platform was established without a clear strategy or proper resourcing to maintain it. The community is aware it exists and, if not used effectively, it risks being seen as a waste of taxpayer dollars. |

# Redbrick Municipal Communications Maturity Index©

Redbrick has developed a maturity index customized to use as an assessment tool for municipal communications. The Index assesses the organization as a whole and their approach to communications, since all staff and departments play a role in its success.

Maturity models offer a non-biased approach to measuring an organization's current state against a best practice state. As such, they are used for continuous improvement and can provide a roadmap to growth and greater effectiveness.

It is a valuable assessment tool that has informed both this communications strategy and an accompanying business case to hire a communications manager. It is intended to support strategic conversations with decision makers related to their vision for and future investments in communications.

## Township's Assessment: "Doer"

Given the Township's current highly tactical and operational approach to communications, the municipality's model falls within the "Doer" level of maturity. Capacity is limited. Formal policies and protocols are not in place. Work is siloed and department specific, rather than attached to organizational strategic priorities. Investment in communications is at a basic level and not considered as a strategic role, especially when responding to issues that may arise.

There are many opportunities to improve and enhance approaches to become more strategic, efficient and add greater value to the organization and the community. For municipalities of Wilmot's size and project growth, we recommend investing to elevate efforts to the "Ally" level at a minimum.

**Township of Wilmot: Municipal Communications Maturity Index**

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redbrick COMMUNICATIONS

| | 1. Side Hustler | 2. Doer | 3. Ally | 4. Strategist | 5. Partner |
|---|---|---|---|---|---|
| **Organizational structure and competency** | Fractured and off the side of the desk; no dedicated communications staff or under resourced, limited skills and/or training; no access to the senior leadership team | Limited dedicated resource(s); emerging training/development; report to manager or director with limited to no access to the senior leadership team | Resourcing for service level expectations; some training/development; either has a duo reporting role with a senior leader and CAO or reports to leader with access to the CAO | Strong alignment to service objectives; sufficient resources and varied skillsets to meet needs; development plans in place; report to CAO with seat at senior table | Sufficient complement for entire organization's communications needs; multidisciplinary; function is equal partner and integrated at senior table; embedded continuous improvement |
| **Strategic Business Purpose** | No Corporate Communications (CC) strategy (internal or external); tactical, ad hoc, reactive focus | Minimal involvement in digital** and business strategies, customer service and decision making; communications are operationally based | Emerging alignment with digital and business strategies and customer service; consulted for some key decisions; emerging strategic approach to communications | Function aligned with overall digital and business strategies, customer service; CC strategy followed, including for public engagement; stronger corporate storytelling | Value Creator: involved in and advise on all digital and business strategies, integrated with customer service and information technology; strategic, cohesive storytelling approach |
| **Organizational Accountability and Processes** | No communication-focused policies; no processes; no KPIs or use of analytics/data; no standards nor clear roles or confidence in communications | Some standardized processes and service level standards; minimal KPIs, use of analytics and reporting; emerging confidence in communications; some collaboration with departments | Standardized processes, basic service standards in place; some analytics/data and reporting; regular collaboration; monitors trends / best practices; some department feedback on service delivery; some confidence in communications | KPIs tracked; often data driven with regular reporting; continuous improvement embedded across the organization; recommends service improvements based on best practices; expected collaboration and high confidence in communications | Advanced analytics, reporting and KPIs; active continuous improvement; authority to implement service improvements; demonstrated impact to business goals; standardized/streamlined processes; clear roles; embedded collaboration |
| **Operational Investment and Backing** | No budget, tools nor automation; no flexibility to take innovative approaches | Minimal budget, basic tools; limited to no flexibility to take innovative approaches | Some budget and automation; emerging use of communications / marketing tools, some flexibility to take innovative approaches | Centralized budget, more advanced business tools in place for monitoring, automation and efficiency; often innovative | Centrally owned and managed budget for all municipal communications; proactive adoption of new tools; always seek innovative approaches |
| **Community Building, Accessibility and Inclusivity** | Reactive issues management with no communications involvement; no focus on strategic relationship building or on accessible / inclusive communications* | Some involvement in issues management and strategic relationships; some accessible and inclusive communications | Often involved in issues management and strategic relationships; communications are often accessible and inclusive | Always consulted for issues management and guiding strategic relationships; communications are always accessible and inclusive | Communications has influence and guides ethical response and strategic relationships; participates in strategic relationship building; Accessible and inclusive approach across the organization |

*accessible and inclusive communications mean the use of plain language, visual storytelling, following AODA guidelines and inclusivity best practices / language demonstrating a welcoming workplace / community

**digital strategies include Artificial Intelligence (AI) policies, protocols and approaches

# Strategic Communications Priorities

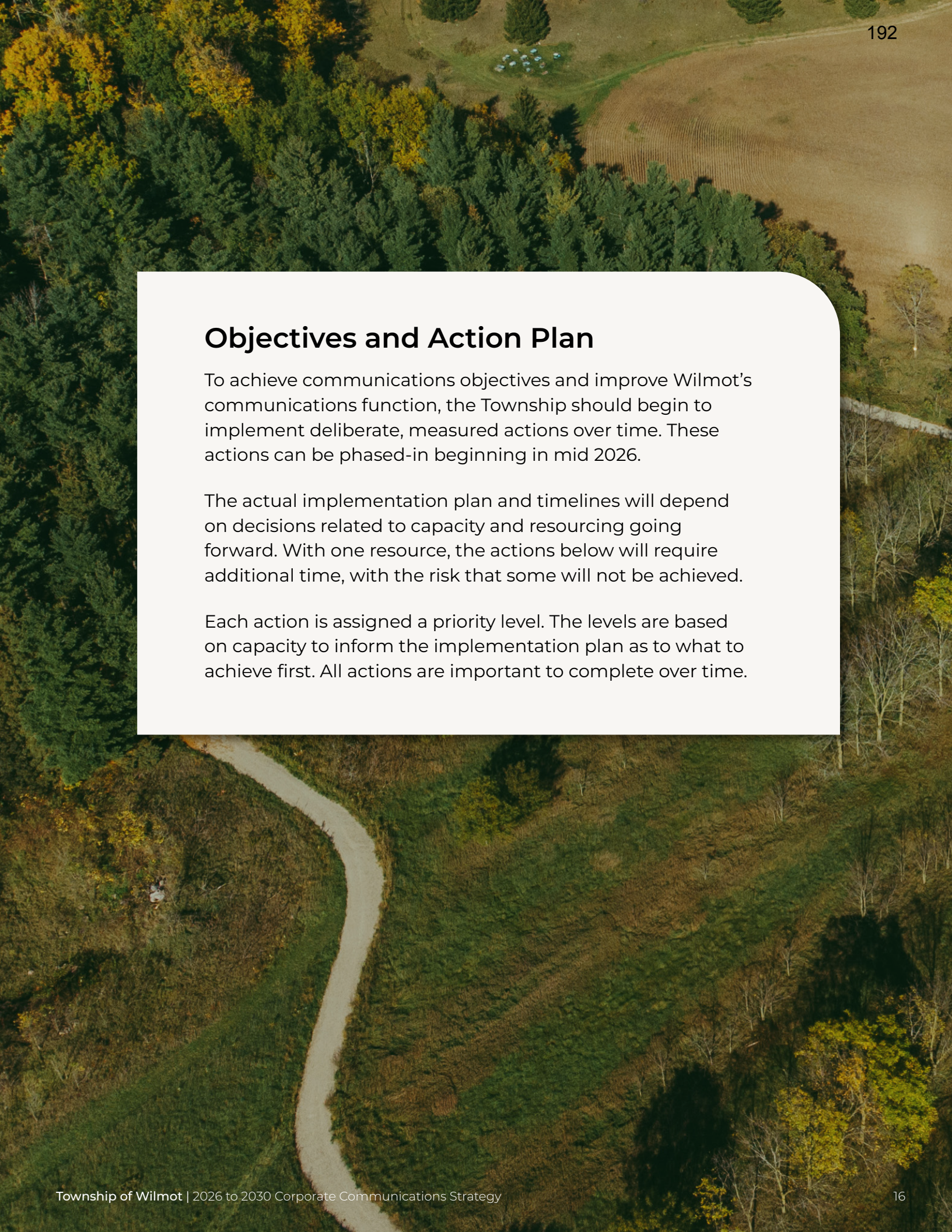
Based on the most recent research findings, best practice, future trends and analysis, this updated strategy replaces the original six strategic communications priorities with three key priorities that better reflect the Township's current state, and ensure objectives and actions are realistic, practical and achievable.

The strategic priorities form the basis of this Communications Strategy and will guide communications activities from 2026 to 2030. The success of this strategy relies on additional resourcing and capacity within communications, as per Strategy Corp's recommendations for the Township to hire a Manager of Communications and Government Relations as an urgent investment to help stabilize the organization. This recommendation is supported by Redbrick's Business Case for a Communications Manager that accompanies this strategy.

**1 Stabilize the communications function:** First and foremost, the Township should focus its efforts on defining and establishing a stable communications function and approach for the organization. This includes clarifying the expectations of the role, implementing processes to decide on communications priorities, ensuring there is sufficient capacity to meet basic operational needs across the organization and formalizing internal policies.

**2 Protect and enhance what's working:** Since the development of the first draft of this strategy, the current specialist has moved forward with some of the original actions. Based on the analysis, these actions are having a positive effect on the Township's reputation and either need to continue, or be enhanced and better supported, to continue to deliver value.

**3 Strengthen quality and engaging storytelling:** Humans are drawn to stories. They connect and bring us together. They can also mitigate risk, decrease the level of misinformation in the community, and help build trust. The Township has a wealth of positive and relevant content to share with its community to demonstrate quality service delivery and value for taxpayer dollars. Strong storytelling takes planning and a deliberate approach. All departments need to understand their role in both identifying and helping tell these stories.



## Objectives and Action Plan

To achieve communications objectives and improve Wilmot's communications function, the Township should begin to implement deliberate, measured actions over time. These actions can be phased-in beginning in mid 2026.

The actual implementation plan and timelines will depend on decisions related to capacity and resourcing going forward. With one resource, the actions below will require additional time, with the risk that some will not be achieved.

Each action is assigned a priority level. The levels are based on capacity to inform the implementation plan as to what to achieve first. All actions are important to complete over time.

## Priority 1: Stabilize the communications function

**Objective:** Establish organizational alignment around the priorities, expectations and role of corporate communications

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Formally clarify the role and scope of work of the current Communications Specialist, focusing on high-priority work that aligns with Wilmot's Strategic priorities<br>• Clearly define expectations for supporting Mayor and Council | Sets clear expectations | High |
| ☐ | Implement a framework for communications priority decision making for leadership | Supports a more strategic function | High |
| ☐ | The Communications Specialist should meet monthly or quarterly with the CLT to review and confirm communications priorities, flag potential upcoming issues and positive story ideas<br>• CAO can share priorities with the Mayor to set clear expectations and alignment with Council | Ensures leadership collaboration and buy in | High |

**Objective:** Invest in additional communications resources and strengthen internal skillsets to support stronger organizational communications

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Establish a back-up position to cover social media, website posting and to be on call for media inquiries<br>• Scope out responsibilities for a back-up resource for Communications<br>• Identify the appropriate position<br>• Train and set expectations | Reduce organizational risk, ensure ongoing timely communications, and mitigate burnout of current specialist | High |
| ☐ | As per the "Horizon 1 Initiatives" in the Service Delivery Review Final Recommendations as approved by Council, hire and onboard a Manager of Communications and Government Relations | *Refer to Redbrick's Business Case for a more detailed rationale* | High |

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Provide CLT with training related to media relations and effective strategies to manage community anger and pushback | Responds to the changing landscape and equips leaders and communications to respond effectively based on best practice | High |
| ☐ | Provide training to staff in a number of key areas:<br>• Plain language writing<br>• Strategic storytelling through council reports<br>• Writing for the web | Increase efficiency and produce higher quality communications from all employees | Medium |
| ☐ | Identify and train department staff to take on select daily, operational communications functions<br>• Website and social media posting<br>• Establish a social media channel for Fire to manage<br>• Templated graphic design | Reduces daily operational pressure on the current specialist | Medium |

**Objective:** Develop foundational elements for an efficient and effective organizational communications planning and approach

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Roll out a 'communications roadshow' to introduce the strategy once approved, how it will be implemented | Helps keep communications top of mind and clarifies roles and responsibilities | High |
| ☐ | As normal practice, establish annual meetings between department leadership and communications following budget approval to identify initiatives that may require communications support | Increases proactive strategic planning and identifies needs for the year ahead to better align communications with business goals and objectives | High |

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Departments heads to set staff expectations to include communications planning as a step at the outset in project planning processes. | Increases proactive and higher quality communications; helps achieve project goals | High |
| ☐ | Develop communications related policies, in order of priority:<br>• Media relations<br>• Social media: corporate use and personal use by municipal staff, possible guidelines to Council (see Guelph)<br>• Logo use policy<br>• Paid advertising policy, including promotional items<br>• Use of photography | Policies provide structure and set clear roles and expectations for how communications functions are managed and under what timelines | Medium |
| ☐ | Develop communications channel timelines for departments | Helps set expectations and ensure proper notice from departments to improve quality | Medium |
| ☐ | Include branding and communications in staff onboarding. Create a one-page summary about what communications does, why, staff role as a Township ambassador and communicator | Strengthens the Township's brand and professionalism across all departments and ensures consistency and understanding that all staff are communicators for the Township | Medium |
| ☐ | Develop a one-page cheat sheet on how to take a good photo and share with identified department staff | Effective communications are visual; increases the quality of photos for use on social media and other channels | Low |

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Consider adding a Communications and Engagement section to the Council report template | As above, keeps communications top of mind and ensures departments are considering the needs and approaches to communications for their projects | Low |

**Objective:** Demonstrate communications impact and opportunities to improve by increasing measurement and evaluation of communications efforts and outcomes

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | As part of the Roadshow, help departments understand common communications measures to establish methods of measurement and evaluation where possible at the outset of planning new communications campaigns | Ensures a more strategic and measured approach to communications | High |
| ☐ | Create a baseline 2026 communications dashboard | Establishes a clear starting point from which to build and assess progress going forward | Medium |
| ☐ | Present an annual communications report card to Council (see sample from Northumberland County) | Demonstrate the value of communications and commitment to improvement | Medium |
| ☐ | Based on the annual report card and leading into annual business planning, identify opportunities for improvement | Supports a commitment to continuous improvement | Medium |

## Priority 2: Protect and enhance what's working

**Objective:** Maintain and continue communications practices that have led to recent improvements

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Continue sending press releases to staff and Council before media | Avoids surprises and ensures internal audiences have the information they need before the public | High |
| ☐ | Provide media relations, issues management and social media orientation training to Council post election | Sets up the new council with a shared foundation and best practices in supporting a positive reputation and trust building with the community | High |
| ☐ | Continue providing key messages and suggested social media posts to Council for important projects, when possible | Helps increase consistency and accuracy of messaging, and audience reach | High |
| ☐ | Continue proactive media relations and providing graphics and background materials to support media reporting | Helps the media tell factual stories to reduce misinformation | High |
| ☐ | Continue to include the Communications Specialist in Council Agenda review | Facilitates early issues mitigation and proactive planning for topics that may have high community profile | High |
| ☐ | Continue to promote the new Coming Up @ Council and Key Decisions @ Council posts shared before/after Council meetings<br>• Consider elevating to an e-newsletter for subscribers | Promotes transparency and helps increase reach of decision-making processes | Medium |

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Continue to monitor and report on media coverage for high-profile initiatives | Demonstrates effectiveness of media relations, how messages are being shared publicly and helps inform future efforts | Medium |
| ☐ | Continue to provide access to Canva for staff across the organization | Relieves some pressure from the specialist and helps ensures brand consistency | Medium |

**Objective:** Enhance current communications practices to take them to the next level

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Enhance annual planning by developing an annual Communications planning calendar and business plan for corporate communications (internal and external) with planned initiatives, include general timing and type of content and possible tactics and roles | Increases proactive planning, creates efficiencies and provides a prompt for communications to check in with departments | Medium |
| ☐ | Create a clear Days of Recognition calendar that identifies unique vs. shared posts, and what content will be shared with staff/council and by whom<br>• Ensure it is reviewed by leadership | Ensures a more strategic approach to annual days and months of recognition that leadership support; creates greater efficiency for Communications | Low |
| ☐ | Assess the effectiveness and usage of current communications templates used by departments; identify and fill any gaps | Measure the success of templates and areas to improve their access and effectiveness | Low |

**Objective:** Continue emergency planning and elevate preparedness to communicate about common issues

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Continue work to finalize the Emergency Communications Plan | Ensures a proactive and prepared approach in the event of emergencies | Medium |
| ☐ | Enhance the Township's photo library with images of common cooling/warming centre locations, first responder vehicles, emergency home kit etc. | Supports efficient emergency response communications | Low |
| ☐ | Create easy to read visual maps to locations above, for easy posting on social media | As above | Low |
| ☐ | Continue working with departments to prepare proactive standing key messages for common issues such as for significant weather events<br>• Identify and add additional topics when possible, e.g., watermain breaks | Ensures a proactive, efficient and prepared approach when issues arise | Low |

## Priority 3: Strengthen quality storytelling

**Objective:** Increase the visibility of daily Township work and staff

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Leverage annual and ongoing planning and priority setting meetings with department heads to identify positive stories and Township achievements to share with the community | Sharing positive stories demonstrates value for taxpayer dollars | Medium |
| ☐ | Look for opportunities to share "behind-the-scenes" stories and footage and showcasing different pieces of municipal equipment: e.g., "Touch a Truck" event or show firefighters in training | Demonstrates value for taxpayer dollars and gives insight into daily work | Medium |
| ☐ | Look for easy opportunities to create short videos or photo series of key construction or infrastructure projects, especially at key milestones (e.g., project initiation, half-way through, upon completion) and work with staff to ensure consistent communications | Helps mitigate resistance and misinformation and greater understanding of progress | Medium |
| ☐ | Continue to identify and showcase staff across the organization | Helps educate the public on roles and functions of the Township | Low |
| ☐ | Humanize staff where possible: use them as storytellers on key projects with media or on social media; show staff at work for the community | As above | Low |
| ☐ | Look for opportunities for communications staff to join municipal staff for a ride along – in a plow etc. | Demonstrates value for taxpayer dollars and gives insight into daily work | Low |

**Objective:** Increased positive storytelling and strengthen social media presence

| | Action | Rationale | Priority Level |
|---|---|---|---|
| ☐ | Establish a small budget for social media advertising | Increases reach and visibility of important and timely posts (responds to changing social media algorithms) | High |
| ☐ | Assess using AI tools to help understand core audiences on social media | Improves content, reach and engagement scores | Medium |
| ☐ | Increase the use of video by creating and posting two new videos per year | Responds to how audiences consume content | Low |
| ☐ | Create an audience “score sheet” for social media | As above | Low |
| ☐ | Identify and, where appropriate, reach out to moderators of community social media groups | Opens the door to conversation and correcting misinformation, builds trust and relationships, helps expand the reach of Township information and establish the Township as a source for factual information | Low |

**Objective:** Enhance audience reach and begin to improve public engagement efforts

| | Action | Rationale | Priority Level* |
|---|---|---|---|
| ☐ | Engage audiences who may not be online, or those who interact with them (e.g., older adults) | Helps determine best approaches to reach hard-to-reach audiences | Medium |
| ☐ | Develop a simple public engagement planning template for staff who initiate engagement projects | Helps create a more consistent and thoughtful approach to public engagement | Low |
| ☐ | Establish an organization-wide public engagement calendar to map out efforts and identify opportunities for overlap or to avoid audience outreach duplication | As above | Low |
| ☐ | Develop and implement a communications and marketing plan to promote Wilmot's online engagement hub | Attracts subscribers and improves engagement | Low |
| ☐ | Identify one individual at the Township to receive International Association of Public Participation (IAP2) certification to begin to elevate public engagement efforts | This is a first step to taking a more strategic approach to public engagement | Low |

* These actions have a low priority level because the Township is not currently focused on improving public engagement as a key priority.

## Evaluation and Measurement

Evaluation and measurement play a key role in successful implementation of a strategic communications plan. Some initiatives will do a great deal to move the needle toward a more informed and engaged community. Others may fall flat. Regular evaluation and measurement allow staff to take stock of what's working, demonstrate results, and pivot to new tactics when needed.

Each of the priorities and objectives above will be measured using a variety of tactics as identified by the communications specialist in collaboration with department staff, including:

- Social media and website analytics
- Feedback from Council, leadership and staff
- Return on investment for communications spending (e.g., social media advertising)
- Completion of key tasks (e.g., policies in place)
- Community feedback and response
- Brand consistency across all materials
- Improved and enhanced photo and video gallery
- An increase in communications data available
- Reduced level of risk when the specialist is unavailable

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**Township of Wilmot: Social Media audit and high-level recommendations**

**Purpose and Scope**

The Township of Wilmot is reviewing and updating its municipal communications strategy. As part of this work, Redbrick completed a scan of Wilmot's social media accounts and reviewed analytics and other materials provided by the municipality. This social media audit provides a brief analysis of how the Township is using social media now and offers high-level recommendations to strengthen the organization's social media presence over time.

**Account and Content Analysis**

Wilmot has a limited social media presence with their main activity on Facebook and secondary on X. The Township has a YouTube account mainly used to live broadcast Council and committee meetings.

| Account | Audience Count (rounded) | Purpose/Current State |
|---|---|---|
| Facebook | 3,200 | • Main municipal social account<br>• Day-to-day operational updates, including closures, service interruptions, cancellations, etc.<br>• Recreational programming sign-ups, event promotions<br>• Council updates<br>• Reshares of municipal-related content (e.g., Conservation Authority, recycling, etc.)<br>• Some municipal storytelling |
| YouTube | 675 | • Livestreaming council and committee updates<br>• Shared account (or has been a shared account) with Wilmot Fire Department and Heritage Wilmot |
| X | 3,700 | • Secondary municipal social account<br>• Only operational updates<br>• Used for specialized communications like crisis, real-time updates for municipal closures, service disruptions, weather warnings |

**Facebook:**

The Township does a great job with operational and day-to-day posting on Facebook. Posts have a strong brand identity and a consistent look and feel. Posts are timely and communications staff have developed a rolling social media calendar to help develop content and schedule posts ahead of time. Still, most content is reactive rather than proactive. Staff are actively working to improve processes for content development and planning. However, with one specialist at the Township, capacity is limited.

In 2025, Wilmot's Facebook Page generated:

- Two million views with notable seasonal peaks in April, July and October
- 65,000 visits
- 10,700 link clicks
- More than 12,000 content interactions

- 650 new followers – a slow but steady increase throughout the year with no notable peaks

Wilmot's post visibility is strong. However, engagement is relatively low. This suggests that posts may be too informational and not community-focused or story-driven. The data tells us that people are seeing the posts but not interacting with them.

Wilmot primarily uses YouTube to livestream public meetings – making access to municipal business easier, more convenient, and helping residents to stay informed when they can't attend meetings in-person.

In 2025, Wilmot's YouTube generated:

- 64 livestreamed videos
- 650 subscribers
- 12,000 total views across 64 videos and an average viewer count of about 150 per video
- Two videos (outliers) with more than 1,000 views each

Posting on X is less of a priority. Like many municipalities and organizations, Wilmot has taken a step back from X – a platform that is known as a hotbed for misinformation, incivility and toxic discourse. Using X mainly for operational, crisis or emergency updates in real-time is platforming line with current trends in the municipal sector.

**Recommendations**

**Focus on good storytelling.** Often, municipalities treat social media accounts like bulletin boards, posting mostly operational updates, public notices, and other day-to-day content. There are benefits to this approach: it's consistent, it provides accurate information to the public, it's timely, and it helps make municipal social accounts the go-to source for information.

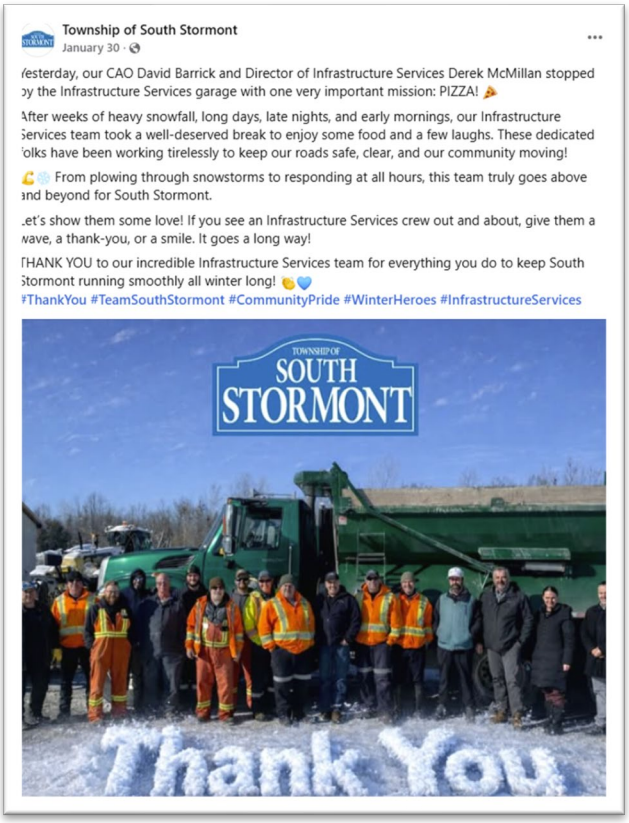
However, there is opportunity to use social media to build real connections with residents. Good storytelling builds trust. It also helps humanize the organization and combat the "us versus them" stereotype that government institutions sometimes face. Good people work for municipal governments, and the work they do is worth celebrating. The municipality can also use communications as a vehicle for taking complex things – like policies, planning, budgets or infrastructure projects – and explaining them simply, accurately, and creatively. This approach builds understand which ultimately helps build trust.

Illustrative Examples

| **Idea:** | **Premise:** |
|---|---|
| Tools of the Trade | Showcasing different pieces of municipal equipment and what they're used for. |
| How it Works | One-minute videos featuring an employee talking about their job or showcasing their department.<br>E.g. a water department employee showing how water is tested and treated or a landfill attendant. |
| Ask me Anything | Municipal senior staff answer frequently asked questions. |
| Project walkthroughs | Short videos or a photo series with senior staff taking a walkthrough of an ongoing construction or infrastructure project |
| Cheers for Peers | Highlighting one employee of the month, as nominated by fellow staff, to receive a small token of appreciation |

| | |
|---|---|
| Pets of Town Hall | Feature municipal staff or Council pets |
| Policy explained simply | Helping the public understand a policy or by-law in under 60 seconds. |
| Ride alongs | Communications staff join municipal staff for a ride along – in a plow, for example |

Examples from other municipalities:




**Create content to fit your audience.** Algorithm is a fancy word for a simple concept: the algorithm pays attention to what people are actually doing on social media, not what we hope they are doing. It knows what people are searching for, looking at, and interacting with, and it responds to those actions by providing more of that same content. With the addition of Artificial Intelligence (AI) to most social media platforms, understanding your core audiences is more important than ever.

AI is helping curate content for viewers that is even more intuitive and based on their behaviours. It shows users content they've never seen before, based on what they're engaging with now. And, it predicts what they might engage with next.

Content creators can replicate this intuition. By understanding what resonates with the intended audience, we can build better, more curated content that reaches more people.

**Think beyond follower growth:** Sometimes it's hard to determine if content is impactful and effective. This is especially true for public sector organizations that must balance posting operational updates (that are frequent, but don't generally get a lot of activity) with quality storytelling (that usually drives-up engagement and follower count for short spurts). Additionally, it's easy to get caught up in audience

growth as a measurable indicator of overall success. But social media platforms embedded with AI now push creative content to whoever is most likely to interact with it – regardless of whether they are a follower. An analytics "score sheet" can be helpful to determine what metrics and measurements matter and how they apply to your organization. These metrics don't have to come from the platform itself. For example:

| **Metric:** | **Analytics to consider:** |
|---|---|
| Are we reaching the right people? | Reach, impressions, audience demographics |
| Do people find our posts useful? | Engagement rate, likes, comments, shares |
| Does our audience find our content interesting? | Shares, saves, average viewing time (for video content) |
| Are we practicing good social listening (e.g., having two-way conversations online that are helpful) | Response time, issue resolution |
| Are people doing what we want? | Click-through rate, sign-ups, downloads |
| Do people trust us? | Website hits, audience growth, post shares |

**Build video into your content:** More and more, content creators are taking advantage of shortform videos – concise visual content that is less than three minutes (ideally 30 seconds to one minute) – to capture audience attention in oversaturated and overwhelming social media feeds.

Short videos can help explain complex topics in plain language, and often do it more clearly than text. They help build transparency and trust through visibility – reminding the viewer that real people work for Wilmot, helping to humanize the organization. And, they foster a sense of authenticity, connection and appreciation for staff.

For example, in 2025, the Town of St. Mary's invested federal funding into upgrading their indoor community pool. Instead of a static post announcing the grand opening, they partnered with the Canada Community-Building Fund to develop a short video about the project, and released it in anticipation of the grand opening to get the community excited: St. Marys Makes a Splash - CCBF 2026.

**Become your own newsroom:** Most rural and small urban communities across Ontario are grappling with the loss of local media. To add to that challenge, residents are filling those information gaps through online community groups – most of them on social media. Sometimes, this leads to the spread of misinformation, and it can become a full-time job for municipal communications staff to address that misinformation. Some municipalities have adapted by becoming their own newsroom. This starts with building relationships with local journalists and publishers. Newsrooms are very short-staffed. Municipal communicators can become trusted sources for packaged media releases, photos and cutlines that don't require editing and can go straight to print.

**Consider social media advertising.** Most social feeds are now controlled by the platform's algorithm. Users no longer consume content based on a chronological timeline. Instead, they are fed content that the platform believes they are most likely to interact with. You may have a timely update to share about program registration, but residents don't see it until days later. Social media advertising (i.e., boosted posts on Facebook) is a relatively inexpensive way to ensure that content is displayed in users' feeds. It can be done at a fraction of the cost of traditional advertising and allows targeting based on location and other factors allowing creators to reach key audience groups.

redbrick COMMUNICATIONS

# Full-time Communications Manager for the Township of Wilmot

## Business Case

April 14, 2026

Brian Lambie
President

Andrea Montgomery, APR. Prosci
Vice President

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## Purpose

The purpose of this document is to provide a rationale for investing in a Manager of Communications position for the Township to improve the quality and strategic value of the Township's communications, create stability in the communications function, manage risk and build greater trust with the community.

This business case supports the priorities and actions in the Township's *2026-2030 Corporate Communications Strategy.*

## Current Communications Context

In 2026, the Township of Wilmot engaged Redbrick Communications to refresh the municipality's corporate communications strategy.

Redbrick had originally developed a strategy in 2023. However, it was never formally approved, and since that time, the local context has evolved: the senior leadership team has changed; the Township is implementing recommendations from a Service Delivery and Organizational Review; the mayor has been delegated strong mayor powers by the Province; and the Township's designated communications role has shifted several times.

The Township's communications function has been in flux since 2019, when the Township first established a dedicated communications position. In that time, the job title, level and scope of work have changed four times. As well, four different professionals have occupied those roles. The current communications specialist has been with the Township since November 2024.

It is also important to note that despite having these permanent roles in place, demand has consistently outweighed capacity for many years, and the Township has long supplemented the communications FTE with contracted services to ensure organizational needs have been met.

The previous support contract was terminated in 2025; however, the funds remain in the current budget. Their allocation will be informed by the communications strategy refresh and the recent Service Delivery and Organizational Review conducted by Strategy Corp.

The current approach to communications is focused on meeting daily, operational tactical needs. When high-profile matters or issues arise, responses are typically led by the leadership team with the specialist posting messaging as directed. When these moments arise, the specialist's capacity limit is reached, and any other organizational communications needs cannot be managed.

Demands on the role are high and unsustainable at their current level. Daily, the specialist faces competing priorities and makes decisions as to what work can realistically be accomplished, often needing guidance from directors.

Further, the senior management team unanimously agrees that more communications capacity is needed across the organization to meet each department's everyday needs and improve the Township's ability to share department-specific updates and achievements and demonstrate the value for taxpayer dollars staff deliver day in and day out.

The 2026-2030 Communications Strategy provides recommendations to create stability in communications and find efficiencies. However, without a manager in place, the Township will not be able to implement the strategy and benefit from its recommendations.

## Redbrick Municipal Communications Maturity Index

Redbrick has developed a maturity index customized to use as an assessment tool for municipal communications. The Index assesses the organization as a whole and their approach to communications, since all staff and departments play a role in its success.

Maturity models offer a non-biased approach to measuring an organization's current state against a best practice state. As such, they are used for continuous improvement and can provide a roadmap to growth and greater effectiveness.

It is a valuable assessment tool that has informed both this Business Case and the Township's refreshed Communications Strategy. It is intended to support strategic conversations with decision makers related to their vision for and future investments in communications.

### Township's Assessed Level: "Doer"

Given the Township's current highly tactical and operational approach to communications, the municipality's model falls within the "Doer" level of maturity. There are many opportunities to improve and enhance approaches to become more strategic, efficient and add greater value to the organization and the community. For municipalities of Wilmot's size and projected growth, we recommend investing to elevate efforts to the "Ally" level at a minimum.

**Township of Wilmot: Municipal Communications Maturity Index**

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redbrick COMMUNICATIONS

| | 1. Side Hustler | 2. Doer | 3. Ally | 4. Strategist | 5. Partner |
|---|---|---|---|---|---|
| **Organizational structure and competency** | Fractured and off the side of the desk; no dedicated communications staff or under resourced, limited skills and/or training; no access to the senior leadership team | Limited dedicated resource(s); emerging training/development; report to manager or director with limited to no access to the senior leadership team | Resourcing for service level expectations; some training/development; either has a duo reporting role with a senior leader and CAO or reports to leader with access to the CAO | Strong alignment to service objectives; sufficient resources and varied skillsets to meet needs; development plans in place; report to CAO with seat at senior table | Sufficient complement for entire organization's communications needs; multidisciplinary; function is equal partner and integrated at senior table; embedded continuous improvement |
| | Some Most All | Some Most All | Some Most All | Some Most All | Some Most All |
| **Strategic Business Purpose** | No Corporate Communications (CC) strategy (internal or external); tactical, ad hoc, reactive focus | Minimal involvement in digital** and business strategies, customer service and decision making; communications are operationally based | Emerging alignment with digital and business strategies and customer service; consulted for some key decisions; emerging strategic approach to communications | Function aligned with overall digital and business strategies, customer service; CC strategy followed, including for public engagement; stronger corporate storytelling | Value Creator: involved in and advise on all digital and business strategies, integrated with customer service and information technology; strategic, cohesive storytelling approach |
| | Some Most All | Some Most All | Some Most All | Some Most All | Some Most All |
| **Organizational Accountability and Processes** | No communication-focused policies; no processes; no KPIs or use of analytics/data; no standards nor clear roles or confidence in communications | Some standardized processes and service level standards; minimal KPIs, use of analytics and reporting; emerging confidence in communications; some collaboration with departments | Standardized processes, basic service standards in place; some analytics/data and reporting; regular collaboration; monitors trends / best practices; some department feedback on service delivery; some confidence in communications | KPIs tracked; often data driven with regular reporting; continuous improvement embedded across the organization; recommends service improvements based on best practices; expected collaboration and high confidence in communications | Advanced analytics, reporting and KPIs; active continuous improvement; authority to implement service improvements; demonstrated impact to business goals; standardized/streamlined processes; clear roles; embedded collaboration |
| | Some Most All | Some Most All | Some Most All | Some Most All | Some Most All |
| **Operational Investment and Backing** | No budget, tools nor automation; no flexibility to take innovative approaches | Minimal budget, basic tools; limited to no flexibility to take innovative approaches | Some budget and automation; emerging use of communications / marketing tools, some flexibility to take innovative approaches | Centralized budget, more advanced business tools in place for monitoring, automation and efficiency; often innovative | Centrally owned and managed budget for all municipal communications; proactive adoption of new tools; always seek innovative approaches |
| | Some Most All | Some Most All | Some Most All | Some Most All | Some Most All |
| **Community Building, Accessibility and Inclusivity** | Reactive issues management with no communications involvement; no focus on strategic relationship building or on accessible / inclusive communications* | Some involvement in issues management and strategic relationships; some accessible and inclusive communications | Often involved in issues management and strategic relationships; communications are often accessible and inclusive | Always consulted for issues management and guiding strategic relationships; communications are always accessible and inclusive | Communications has influence and guides ethical response and strategic relationships; participates in strategic relationship building; Accessible and inclusive approach across the organization |
| | Some Most All | Some Most All | Some Most All | Some Most All | Some Most All |

*accessible and inclusive communications mean the use of plain language, visual storytelling, following AODA guidelines and inclusivity best practices / language demonstrating a welcoming workplace / community

**digital strategies include Artificial Intelligence (AI) policies, protocols and approaches

## Communications Scope of Work Assessment

The table below lists the best practice duties and services performed by municipal communications staff with an assessment of the level of function currently performed by the Township's Communications Specialist in order of most significant priority of work to least priority.

The table clearly indicates that with only one resource, tactical work is the focus with little to no capacity for pre-planning and strategic thinking. There is also no capacity to develop strong, engaging visual communications that resonate with and would be better shared with key audiences. This puts the Township's brand and reputation at risk, and means the Township misses significant opportunities to better tell its story in an evolving environment of growth and increasing demand.

| Best practice function | Level performed at Wilmot | Commentary |
|---|---|---|
| Communications implementation | Significant | Highly focused on tactical implementation |
| *Digital media (website & social media)* | *Significant* | |
| *Media relations* | *Moderate to Significant* | Good improvement in this area |
| *Promotional / social marketing (advertising)* | *Moderate* | |

| Best practice function | Level performed at Wilmot | Commentary |
|---|---|---|
| *Mayor support related to decisions of Council* | *Moderate* | This area needs role clarity |
| *Strategic communications advice and counsel* | *Minimal to moderate* | To some limited degree |
| AODA oversight support | Minimal to moderate | Specifically for the website |
| Design best practices | Moderate | No graphic designer onsite. Specialist has improved overall basic design standards, but is not formally trained in this area |
| Risk & issues management communications (reputation management) | Minimal | Posting directed content only; not consistently brought in |
| Emergency communications planning | Minimal | Some improvements on common significant weather-related emergencies, but limited capacity to proactively plan ahead for other emergencies |
| Communications planning (proactive vs. reactive) | Minimal to none | Limited capacity for strategic planning |
| Brand identity and management | Minimal to none | Limited checks and balances for brand use |
| Print production coordination | Minimal to none | Often departments do their own thing |
| Community engagement planning and promotion | Minimal to none | Departments lead their own engagement, with limited support from the specialist |
| Communications training / coaching | Minimal to none | |
| Internal communications planning and implementation | Minimal to moderate | Some improvement here, but limited support provided |
| Visual communications | None | No capacity |

| Best practice function | Level performed at Wilmot | Commentary |
|---|---|---|
| • Photography<br>• Video | | |
| Analytics and reporting | None | Basic reporting of social media and website statistics |
| Emergency & crisis communications response | As needed | Posting directed content only |

## Aligning with Strategy Corp Recommendations

This business case aligns with the priority recommendations in the Township's recent Service Delivery and Organizational Review conducted by Strategy Corp.

Hiring a Communications and Government Relations Manager is identified as a "Horizon 1" recommendation, which includes investments that should be "front-loaded to reflect their urgency in stabling the organization".[1]

Increasing communications capacity at the Township also responds to the agency's overarching finding that "the Township has tended to over-leverage temporary backfilling for staff vacancies, relying on existing staff to absorb additional responsibilities." They stated that while "these arrangements can support short-term continuity, they are not sustainable and prolonged use risks the embedding of these arrangements as status quo."

The current communications specialist is already operating beyond daily capacity. Based on Strategy Corp's findings and recommendations, every other role at the municipality is also at capacity. As such, adding communications functions to other staff to help meet needs is not a sustainable option, and in fact, would put the Township at greater reputational risk.

## Risks to Maintaining the Status Quo

Community trust in their local governments continues to decline. Municipalities are experiencing the symptoms of this distrust every day through increased community anger, pushback and polarization. With the decline of traditional media and the increase of online critique, municipal communicators are facing greater challenges protecting and maintaining positive reputations for their governments.

[1] *Township of Wilmot – Service Delivery and Operational Review – Final Recommendations Report – 2026-01-23*. Strategy Corp, pages 6 and 8

As seen every day in the news, organizational reputations are fragile. They can fall quickly and easily, and it is much harder and takes much longer to recover and rebuild. Like every other function across the Township, communications requires trained and skilled professionals to be effective and address these challenges. One does not ask a snowplow driver to manage a municipal budget. Nor should other roles across the organization be asked to backfill communications functions for which they are not trained. Communications requires sufficient resources to protect and maintain positive reputations.

As the Township grows and transitions into a mid-sized municipality, demands will continue to increase on services and finances. Being able to tell a quality growth story is critical to help build trust and manage expectations along the way. As well, the Township will want to demonstrate its accountability and improved operational management to taxpayers as it implements the recommendations from the Service Delivery and Organizational Review.

Redbrick is also seeing an increase in instances of municipal communicators needing mental health supports or taking leave in other municipalities due to burnout or constant exposure to online negativity and inappropriate commentary.

Investing in organizational resiliency in communications is a critical, appropriate and responsible response to meet needs and manage risk.

Other risks to having limited communications capacity include:

- Not meeting the growing demands of an increased population.
- Not getting ahead of important topics and telling the Township's story means others in the community drive the narrative while the Township only has capacity to "put out fires" to maintain the municipality's current reputation.
- No backup for communications when the current specialist is unavailable. This results in the Township either not responding or limiting communications during those times and that others, not trained in communications, are pulled in to respond risking potential reputational errors.
- Limited oversight over the Township's brand and general graphic design standards, which can negatively impact a perception of professionalism.
- Continuing to respond reactively or not at all to misinformation risking greater community distrust and further misinformation spread.
- Missing opportunities to tell positive, visual stories about the Township's achievements and how they are delivering good value.
    - Not meeting current communications trends and expectations for visual communications, which means audiences are less likely to engage with or remember and share the Township's content.
    - This results in not having as broad a reach.
- Risking either burnout or departure of the current, skilled resource, resulting in recruitment time and effort in a hard-to-find market for skilled resources in small communities.

- Issues management files may not be strategically managed with communications oversight.
- Limited analytics and evaluation to measure the effectiveness of communications efforts to make data-informed decisions.
- Emergency response is slower because pre-planned communications processes are not in place, such as contact lists, photos, protocols etc.
- Lack of capacity increases the likelihood of needing third party resources for support.

## Rationale to Support a Communications Manager Position

Effective communications will play an important role as the Township implements the Service Delivery and Organizational Review and positions itself as a well-managed, efficient, accountable organization prepared to respond to its evolving community.

A Communications Manager would provide needed capacity, and result in many strategic benefits for the Township, including:

- Offer greater strategic oversight in managing and telling the Township's stories.
- Provide a higher level of strategic communications and political acuity.
- Ensure greater alignment between strategic Township goals and communications efforts.
- Offer a unique "horizontal" lens to the organization to anticipate and identify potential reputational risks, present ideas and tie operational messaging in with broader strategic priorities.
- Help keep up with and respond to a changing landscape with fewer traditional media outlets and growing online and often negative discourse.
- Provide improved strategic support to Mayor and Council as appropriate.
- Improve efficiencies by implementing processes and ensuring they are followed across the organization.
- Respond to the priority recommendations in the Service Delivery and Operational Review "to drive sustained, corporate-wide improvements to the Township's internal and public-facing communications, both identified Council priorities…such as "[fostering] a culture of accountability and organizational excellence."
- Support CLT and help build stronger collaboration across departments for a more coherent and consistent "one Township" approach to communications and engagement.
- Signal to the rest of the organization the importance of improved communications as a Township priority.
- Align with best practice and capacity levels in other comparable municipalities such as Centre Wellington, Oro-Medonte, Strathroy-Caradoc. Their teams break down as follows:

- Centre Wellington: two FTEs + 1 contract: Communications and Engagement Manager and Coordinator and one contract assistant
- Oro-Medonte: two FTEs: Manager and Website Information Coordinator, supported by a Corporate Customer Service Supervisor
- Strathroy-Caradoc: two FTEs + 1 director: Communications Coordinator and an Assistant reporting to a Director of Economic Development and Community Engagement; Police and Fire manage their own communications for the most part

## Conclusion

Municipal communications leaders continue to adjust to a dramatically changed communications landscape. More than ever, municipalities need sufficient, skilled, strategic professionals to help them navigate increasing misinformation and polarization, declining trust in government, louder and more empowered community voices, changing social media algorithms and technologies.

Municipalities need to be their own newsrooms to direct their own stories and demonstrate their values.

Township Council and leaders want residents to be better informed and engaged with their local government. They also want to build greater trust, accountability and transparency. They recently invested in a Service Delivery and Organizational Review to ensure they are better positioned for the future as they transition to a mid-sized municipality and experience greater expectations from their community.

The final Review report recommends recruiting a supervisory position for communications. Redbrick supports this recommendation. From our perspective, establishing and recruiting a full-time Communications Manager will bring the Township closer to its goals more effectively and sooner, and offer the greatest long-term value: a more proactive, professional, consistent and strategic approach; a more informed and engaged staff and community; a greater ability to tell Wilmot's story.

We have seen the benefits experienced by municipalities who invest in communications. They are visible, telling authentic stories about the skilled staff who work every day to improve the quality of life in their community. We are confident a new communications manager position will get you there.

redbrick
COMMUNICATIONS

# DEVELOPMENT SERVICES
## *Staff Report*

| | |
|---|---|
| REPORT NO: | DS-2026-07 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Andrew Martin, MCIP RPP, Director of Development Services |
| PREPARED BY: | Cameron Miller, MA, MCIP RPP, Senior Development Planner |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 15, 2026 |
| SUBJECT: | Zone Change Application 01/26 - 53-75 Brubacher Street, Baden |

RECOMMENDATION:

THAT Report DS-2026-07, Zone Change Application 01/26 - 53-75 Brubacher Street, Baden, be received for information; and,

THAT Council approve Zone Change Application 01/26 made by Concept Development Group affecting Part of Lot 14, Concession North of Snyder's Road, being Part 1 on 58R-19065 and Parts 1 and 4 on 58R-21900, to rezone the portion of the lands which are zoned Zone 4a (Residential) to Zone 4 (Residential), and,

1. Reduce the minimum lot area requirement from 5616m$^2$ to 4892m$^2$; and,
2. To reduce the exterior side yard setback requirement from 6.0m to 3.9m for an entrance canopy.

AND THAT Council direct staff to present a by-law to amend Zoning By-Law No. 83-38.

SUMMARY:

The Township of Wilmot is in receipt of an application to change the zoning of the subject property. The subject lands are designated Urban Residential in the Township Official Plan, and are zoned Zone 4a (Residential) and Zone 11 (Open Space) within the Township Zoning By-law 83-38, as amended. The application seeks to rezone the portion of the lands which are zoned Zone 4a (Residential) to Zone 4 (Residential) to allow for an apartment building.

The proposed building would be 3-storeys and contain 54 units requiring the following site-specific amendments:

1. Reduce the minimum lot area requirement from 5616m$^2$ to 4892m$^2$; and,
2. To reduce the exterior side yard setback requirement from 6.0m to 3.9m for an entrance canopy.

BACKGROUND:

Notice of a Public Meeting was given to property owners within 120 metres of the subject lands on March 9, 2026. The following is a summary of comments received prior to, and at the Public Meeting on April 13, 2026.

Public

(complete comments included as Attachment B)

Emily Staebler, Brubacher Street – expressing concerns with character of existing neighbourhood, traffic and safety, impact on private water supply wells, and the appropriateness given the current water constraints.

Pat Boucher, Foell Street – expressing concerns with ongoing road construction and having to endure more construction along with available water capacity.

Agencies

Region of Waterloo – no objections

Six Nations of the Grand River Elected Council (SNGREC) – environmental comments related to adequacy of wetland setbacks and opportunities to improve the natural environment.

GRCA – recommending approval of the application

Enova – no concerns

REPORT:

The subject lands are designated Urban Residential in the Township Official Plan, and are zoned Zone 4a (Residential) and Zone 11 (Open Space) within the Township Zoning By-law 83-38, as amended.

This property was subject to a previous zoning amendment which was approved by Council in 2015 which allowed for a 12-unit townhome development. Since the previous approvals have been in place, the property has remained vacant, but services have been extended in preparation of development and as part of the site plan approval process for the previous development concepts.

The current zoning, which was approved by Council in 2022, permits a 22-unit townhome development with a reduced exterior side yard setback of 3.3m, and a reduced front yard setback of 6.6 metres. The applicant recently completed a 32-unit apartment building at the corner of Brubacher Street and Snyder's Road East and now proposes to repeal the previous zoning and rezone the lands from Zone 4a (Residential) to Zone 4 (Residential) to allow for an apartment building. The apartment building would be 3-storeys and contain 54 units requiring the following site-specific amendments:

1. Reduce the minimum lot area requirement from 5616m$^2$ to 4892m$^2$; and,
2. To reduce the exterior side yard setback requirement from 6.0m to 3.9m for an entrance canopy

The development includes 81 surface level parking spaces as well as an outdoor patio / rooftop amenity space provided on the rooftop level.

The following paragraphs speak to the technical aspects of the application, and address comments raised through circulation.

Height and location of proposed building

The current zoning of Zone 4a (Residential) permits a building with a maximum height of 10.5 metres, but does not explicitly list a maximum number of storeys. In contrast, the proposed Zone 4 (Residential) does not establish a maximum height, and instead allows for up to 3 storeys. As proposed, the building includes one lower/basement level (which does not constitute a storey) along with three above grade levels. The concept notes a height of 3 storeys or an average height of approximately 11.5 metres from the portion facing Brubacher Street. By comparison, in abutting residential zones, the maximum height of the building is 10.5 metres. Additionally, preliminary concepts for the 22-unit townhome development, which is already approved for the site, showed three storeys at the maximum allowable height of 10.5 metres.

In the concept proposed, the building complies with all the required regulations as it relates to lot coverage and setbacks. The only relief being sought to the exterior side yard setback is to accommodate a covered entrance canopy at the building's main entrance, requiring a reduction from 6 metres to approximately 3.9 metres.

Within Zone 4 (Residential), the minimum lot area requirement is 740 square metres for the first unit, plus an additional 92 metres for each additional unit. With a 54-unit building proposed and a lot area of 4892m$^2$, a reduction from 5616m$^2$ is required. By contrast, the 32-unit apartment building located at 162 Snyder's Road East has a lot area of 2255m$^2$ resulting in a lot area of 70m$^2$ per unit whereas this development would provide roughly 90m$^2$ of lot area per unit.

As it relates to the density of the development, Brubacher Street contains a range of housing types, primarily in forms other than single detached dwellings. The street includes several multi-unit residential buildings, as well as a 16-unit townhome development (Schoolhouse Villas), Vesper Springs Manor retirement home, and a 32-unit residential building located at the corner of Snyder's Road and Brubacher Street.

Increasing the potential density of this proposed development is supported by Township Official Plan policies that encourage residential infilling and intensification and support a range and mix of housing forms and densities.

Staff are of the opinion that the building's location and height is consistent with the intent of the existing zoning regulations and is appropriate for the property.

Parking

The Township's Zoning By-law requires 1.5 spaces per unit for an apartment building. With 54 units proposed, the development is proposing 81 surface level parking spaces, which fully complies with the parking requirements of the Township's Zoning By-law. The developer has worked to achieve a concept which maximizes parking, while ensuring hard surfacing is located outside of environmental features and the regulatory floodplain, satisfying Grand River Conservation Authority's regulations. The current concept provides an additional four tandem spaces, meaning in practice the development provides a total of 85 spaces (1.57 spaces/unit), but the four tandem spaces do not count towards the required parking spaces. The developer has stated that these spaces will be offered to tenants of the two- and three-bedroom units, providing greater control of the timing of vehicles entering these spaces.

The subject lands are serviced by the existing Grand River Transit (GRT) bus stops on Snyder's Road East and connected via sidewalk. The nearest stop is located in front of 142 Snyder's Road East, roughly 2-minute walk or 150 metres away.

At the request of Township staff, the owner has incorporated bike racks in the proposed development to encourage active modes of transportation, utilizing nearby bike lanes on Snyder's Road East and the existing and planned trail networks within the Township.

Site plan control

Concurrent with the zone change application, the applicant has been advancing an amendment to the previously approved site plan for the 22-unit townhome development. The detailed site plan review process evaluates the overall functionality of the site, including parking layout, snow storage areas, site design, and appropriate mitigation measures to address potential impacts on surrounding properties. This includes an additional review of lot grading and drainage, as well as stormwater management for the site. The development currently proposes fencing along the limits of the south parking areas to mitigate visual impacts from vehicle headlights on the adjacent property to the south.

Proximity to the CN Railway

The noise study prepared in support of the application identified standard recommendations for a development located in close proximity to a railway – as is common for various developments within both Baden and New Hamburg. One of these standard recommendations is the inclusion of central air conditioning. This is not to say that windows need to stay closed, but rather that the option exists to leave windows closed if noise is of concern to the building's occupants. Additional recommendations of the noise study included the requirement of brick veneer or masonry and the inclusion of standard noise warning clauses for all tenants of the building, which is standard for any property within 300 metres of the railway right-of-way.

CN requires an assessment of ground-borne vibration through measurement if the building foundation is located within 75 metres of the right-of-way. Vibration mitigation measures are required for a small portion of the building closest to the railway. The proposed mitigation consists of an upgraded foundation wall and is limited to a small portion of the building since the middle and westerly portions of the building are further set back and, according to the noise study, benefit from increased distance from the railway right of way.

As it relates to the existing rail crossing north of the development, Brubacher Street terminates prior to the railway crossing. As such, this is a private railway crossing and not within the road network managed or maintained by the Township. It is for that reason that the recently completed road improvements on Brubacher Street did not extend to, or over the railway crossing. Any future changes to the railway crossing would be at the sole discretion of CN and completed by CN and/or the users of the crossing.

Outdoor amenity areas

As it relates to amenity areas in the development, the proposal includes an outdoor patio / rooftop amenity space as well as an indoor gym on the lower level. The property is also in close proximity to Sir Adam Beck Park which provides multiple recreational opportunities to residents of the area. As well as Route 77 and the growing Township trail network provide connections to the Wilmot Recreation Complex.

Servicing

With respect to municipal water supply, Baden and New Hamburg are not within the Mannheim Service Area and as such the water capacity constraint currently being experienced in some areas of the Region of Waterloo do not impact this property. The Region of Waterloo did not raise water constraints as a potential issue in their comments returned to Township staff on this application. Servicing was extended to the property as part of the recent reconstruction of Brubacher Street.

Six Nations of the Grand River Elected Council (SNGREC)

SNGREC provided comments related to adequacy of setbacks to the adjacent wetland feature and its permanent protection. The comments have been addressed through the review and support of an Environmental Impact Studies (EIS) by the Grand River Conservation Authority. Additionally, the property containing the wetland is in municipal ownership, securing its long-term preservation.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

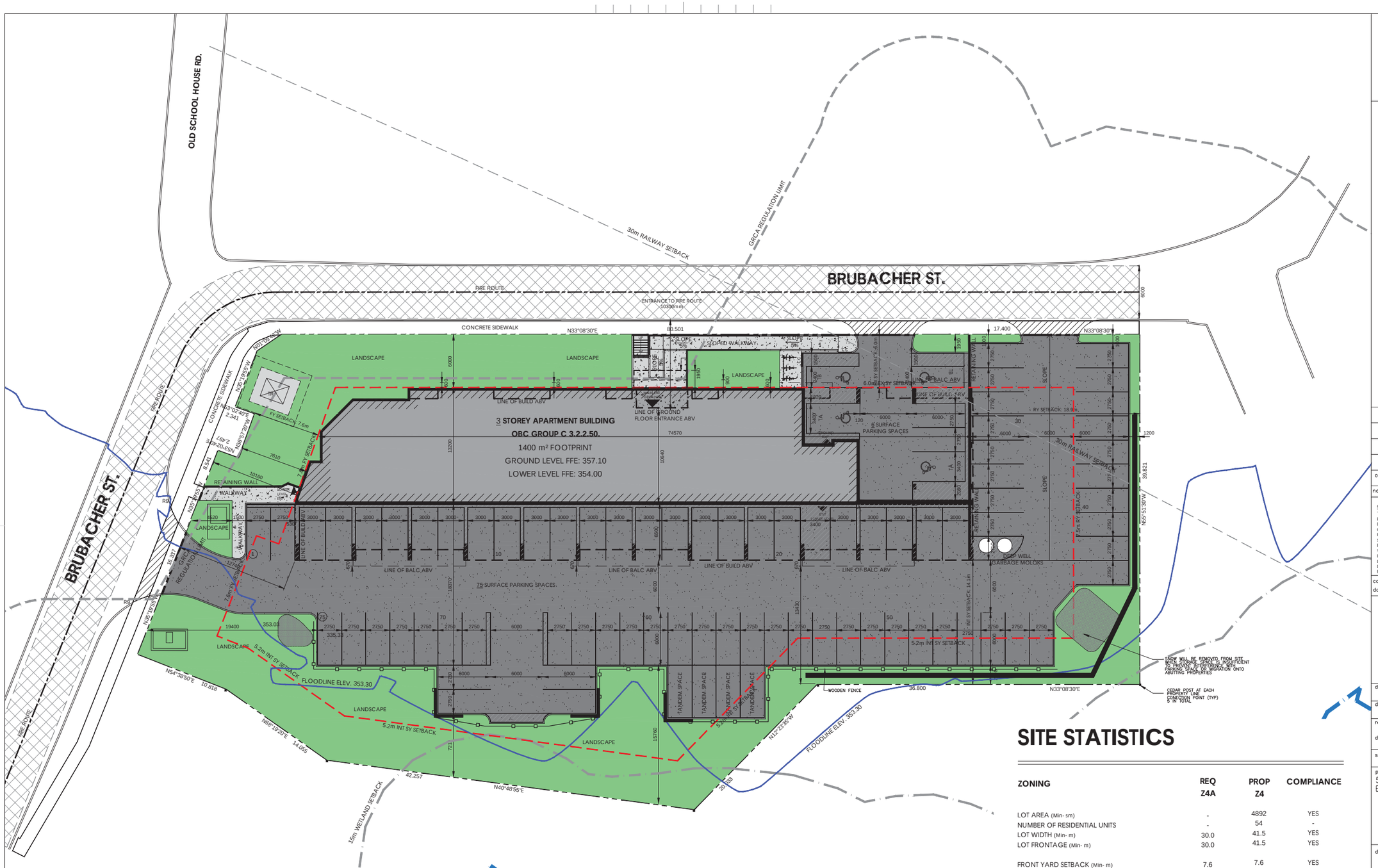
Prosperous Businesses & Balanced Growth

FINANCIAL CONSIDERATIONS:

The application fees, established by the Township of Wilmot Fees and Charges By-law, were collected at the time of application.

ATTACHMENTS:

| | |
|---|---|
| Attachment A | Site Plan |
| Attachment B | Public Comments |




# Zone Change Application 01/26
# 53-75 Brubacher Street, Baden

## SITE STATISTICS

| ZONING | REQ Z4A | PROP Z4 | COMPLIANCE |
|---|---|---|---|
| LOT AREA (Min- sm) | - | 4892 | YES |
| NUMBER OF RESIDENTIAL UNITS | - | 54 | - |
| LOT WIDTH (Min- m) | 30.0 | 41.5 | YES |
| LOT FRONTAGE (Min- m) | 30.0 | 41.5 | YES |
| FRONT YARD SETBACK (Min- m) | 7.6 | 7.6 | YES |
| EX SIDE YARD SETBACK (Min- m) | 6.0 | 6.0 | YES |
| INT SIDE YARD SETBACK (Min- m) | 5.2 | 14.1 | YES |
| REAR YARD SETBACK (Min- m) | 7.5 | 19.2 | YES |
| GROUND FLOOR AREA (sm- m) | - | 1205 | - |
| LOT COVERAGE (Max- %) | 30 | 24 | YES |
| BUILDING HEIGHT (Max- STOREYS) | 3 | 3 | YES |
| **PARKING** | | | |
| NUMBER OF PARKING SPACES (1.5 PER UNIT) | 81 | 81 | YES |
| ACCESSIBLE SPACES (4% OF REQ PARKING SPACES) | 4 | 4 | YES |
| PARKING STALL DIMENSIONS (m) | 2.75 X 6.0 | 2.75 X 6.0 | YES |
| TYPE A ACCESSIBLE PARKING SPACE (m) | 3.4 X 6.0 | 3.4 X 6.0 | YES |
| TYPE B ACCESSIBLE PARKING SPACE (m) | 2.4 X 6.0 | 2.4 X 6.0 | YES |
| ACCESSIBLE PARKING AISLE (m) | 1.5 X 6.0 | 1.5 X 6.0 | YES |

TRUE NORTH

CONSTRUCTION NORTH

**LEGEND**

PROPERTY LINE
EXISTING EASEMENT
SETBACK LINE
GRCA REGULATION LIMIT LINE
FLOODLINE ELEV
WETLAND BOUNDARY
15m WETLAND BOUNDARY SETBACK LINE
PHASING LINE
PROPOSED SANITARY LINE
RIGHT OF WAY LINE
PROPOSED FIRE ROUTE (USING HEAVY DUTY PAVING)
ASPHALT PAVING
CONCRETE PAD OR SIDEWALK
EXPOSED AGGREGATE CONCRETE
PLANTING
UNIT PAVERS
PROPOSED CONCRETE CURB
NEW BUILDING AREA (FOOTPRINT)
PRINCIPAL ENTRANCE TO THE BUILDING
SECONDARY ENTRANCES TO, OR EGRESSES FROM THE BUILDING
EXISTING SANITARY SEWER
EXISTING FIRE HYDRANT
PROPOSED FIRE ROUTE SIGN S-5 (30x45) cm. SUPPORT: STEEL
PROPOSED STOP SIGN RA-1 (60x60) cm. SUPPORT: STEEL
PROPOSED ACCESSIBLE PARKING SIGN RB-93 (30x45) cm. SUPPORT: STEEL
PROPOSED VISITOR PARKING SIGN (30x45) cm. SUPPORT: STEEL

| no. | revisions | date | init. |
|---|---|---|---|
| 0 | ISSUED FOR SPA | 2026-02-13 | TB |

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cad file 25017_SP1
date plotted 2026-02-13 plot scale 1:1

ONTARIO ASSOCIATION OF ARCHITECTS
2026-02-13
KYLE J. REINDERS
LICENCE
9474

drawn SS
designed KR
reviewed KR
date 2026-02-13
scale 1:200

project
53-75 BRUBACHER ST.
BADEN, ON

drawing
ARCHITECTURAL SITE PLAN

REINDERS +ASSOCIATES
ARCHITECTURE . ENGINEERING
64 ONTARIO STREET NORTH
MILTON, ON L9T 2T1
T. 905.457.1618 F. 905.457.8852
EMAIL@REINDERS.CA WWW.REINDERS.CA

drawing no. 25017_SP1
rev. no. 0

SHEET SIZE: A1 (609.6mm X 914.4mm)

**From:** [redacted]
**To:** Planning
**Subject:** Zone Change Application 53-75 Brubacher St., Baden
**Date:** Monday, March 30, 2026 9:38:15 PM

---

CAUTION: This email originated from outside of the organization. Do not click links or open any attachments unless you recognize the sender and know the content is safe.

Kyle & Emily Staebler
[redacted] Brubacher St.
Baden, ON N3A 2V4

To: Township of Wilmot  Council / Planning Department

Re: Zone Change Application – 53-75 Brubacher St. , Baden

Dear Members of Council,

I am writing to express my concerns regarding the proposed development of a 54-unit apartment building on my street.

I live on a short dead-end street consisting of only four single-family homes. The scale and nature of this proposal are significantly out of character with the existing neighbourhood. A development of this size represents a dramatic and incompatible increase in density for a street that was not designed to support it.

In particular, I am concerned about:

- Neighbourhood compatibility: The proposed building does not align with the established character, scale, or use of the surrounding homes. While I recognize one of these homes does function as a small-scale rental property, it is by no means comparable in scale, intensity, or impact to a 54-unit apartment building.
- Traffic and safety: Our street has only one point of access. Introducing a development of this size will substantially increase traffic volumes, raising concerns around congestion, emergency access, and pedestrian safety.
- Infrastructure limitations: A dead-end street with minimal existing traffic is not equipped to handle the demands of a 54-unit residential building.
- Private well water supply impacts: My property relies on a private water well, which has previously been negatively impacted by nearby development activity, resulting in the well running dry. This required significant personal expense to re-drill. Given this history, I have serious concerns that additional high-density development in close proximity could further impact groundwater availability and reliability. A thorough hydrogeological assessment with full transparency should be required to evaluate and mitigate these risks before any approval is considered.
- Regional water supply constraints: I understand that the Region has already placed limitations on development due to water supply shortages. Despite this, the current proposal represents a substantial increase in density from the originally proposed 22 townhomes to 54 apartment units. Approving a higher-density development under existing water constraints raises serious concerns regarding sustainability and consistency with regional planning direction.
- Quality of life impacts: Increased noise, reduced privacy, and overall disruption to a very small and quiet residential area are significant concerns.

While I understand the need for housing development, it is important that new projects are appropriate for their location and context. This proposal, in its current form, does not appear to meet that standard.

Given the existing water supply limitations alone, I respectfully submit that this application warrants significant reconsideration.

I respectfully request that Council carefully consider the scale and suitability of this application, including the

potential impacts on groundwater resources and existing residents, before making any decision.

Thank you for your time and consideration.

Sincerely,
Emily Staebler

Emily Staebler
[redacted]

**From:** EngageWR
**To:** Planning
**Subject:** (ZCA-01/26) Public Comment Form Submission
**Date:** Monday, March 30, 2026 3:43:11 PM

CAUTION: This email originated from outside of the organization. Do not click links or open any attachments unless you recognize the sender and know the content is safe.

# (ZCA-01/26) Public Comment Form Submission

There has been a submission of the form (ZCA-01/26) Public Comment through your EngageWR website.

**First Name**
Pat

**Last Name**
Boucher

**Address**
[redacted] Foell Street

**Email address**
[redacted]

**Comments**
Hello,
I'm president of the condo board for the condo townhouses on Foell/Old Schoolhouse Road. For the past 5 years that I've lived here, there has been endless road construction, detours, disrespect toward myself and other residents in this area, from construction crews, I've had damage to my property from cars driving on my lawn, the inability to open windows due to dust and profanity from

workers. The list goes on. To be subjected to this again, and for years instead of months is already causing anxiety. I moved here from Kitchener to be in a peaceful, serene environment away from multi unit, multi storey dwellings. I understand the need for housing, however, I'm worried about the quality and quantity of water that is going to be available IF another 54 unit apartment building is constructed in this area. The original plan of 22 units is way more palatable and would meld into the current landscape seamlessly. And wouldn't be as taxing to resources. The Region already has water woes and has said NO to any new development. I'm truly hoping that Council will heed this directive from the Region to stop this development and will further deny the zone change application submitted by the developer, altering from the approved 22 units to a 54 unit apartment building.

Thank-you for your time.
Pat Boucher

To view all of this form's submissions, visit
https://www.engagewr.ca/index.php/dashboard/reports/forms_new/data/1583

This is not SPAM. You are receiving this message because you have submitted feedback or signed up to EngageWR.

# FINANCIAL SERVICES

## *Staff Report*

| | |
|---|---|
| REPORT NO: | FIN-2026-02 |
| TO: | Council on April 27, 2026 |
| SUBMITTED BY: | Harjot Grewal, Director of Financial Services/Treasurer |
| PREPARED BY: | Harjot Grewal, Director of Financial Services/Treasurer |
| REVIEWED BY: | Jeff Willmer, Chief Administrative Officer |
| DATE: | April 16, 2026 |
| SUBJECT: | Council and Committee Remuneration and Expenses for 2025 |

RECOMMENDATION:

THAT Report FIN-2026-02 Council and Committee Remuneration and Expenses for 2025 be received for information; and,

THAT Council direct staff to publish Report FIN-2026-02 Council and Committee Remuneration and Expenses for 2025 on the Township's website for public accountability and transparency.

SUMMARY:

This report summarizes the remuneration and expenses paid to Members of Council and Committee Members for the year ended December 31, 2025.

BACKGROUND:

Section 284 of the Municipal Act, 2001 requires municipalities to prepare an annual statement of remuneration and expenses paid in the previous year to Members of Council and appointed members of local boards and committees.

The Township of Wilmot provides remuneration and reimburses eligible expenses to Members of Council and Committee Members in accordance with applicable by-laws, policies, and established compensation frameworks.

This report fulfills the Township's legislative requirement by providing a detailed summary of all remuneration and expenses paid to Members of Council and Committee Members for the year ended December 31, 2025.

REPORT:

The attached statement summarizes remuneration and expenses for Members of Council and Council appointees for the year ended December 31, 2025.

Remuneration includes salaries, honoraria, and taxable benefits paid in accordance with Township by-laws and applicable policies. Expense reimbursements include costs incurred while performing official duties, such as conference attendance, training, travel, and other eligible business expenses.

Beginning with the 2025 reporting year, remuneration and expenses paid through Enova that are attributable to Members of Council are included in this statement. These amounts were not previously disclosed but have been determined to fall within the scope of Section 284 of the Municipal Act, 2001. This approach aligns with practices followed by other municipalities within Waterloo Region. A reporting process has been established with Enova to ensure this information is captured and reported on an ongoing basis. For comparative purposes, 2024 amounts have been restated to include Enova-related remuneration and expenses.

Historically, the Township's disclosure included the cost of monthly service plans associated with Township-issued cell phones. Beginning in 2025, these costs have been removed from the statement, as they represent corporate administrative expenses rather than remuneration or reimbursed expenses paid directly to Members of Council. This change is intended to better align with the intent of Section 284 of the Municipal Act, 2001 and with practices observed in other municipalities. For comparative purposes, 2024 amounts have also been restated to remove these costs.

Expenses reimbursed by the Region of Waterloo are not included in this statement, as they are disclosed separately by the Region through its own annual remuneration and expense statement. This approach is consistent with the practices of other lower-tier municipalities.

The Dangerous Dog Committee did not meet in 2025; therefore, no remuneration or expenses were incurred for this committee.

There is no legislative requirement to post this report publicly; however, the Township includes these statements in the Council information section of its website for transparency and accountability.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

All remuneration and expenses reported herein were included in the Township's approved 2025 operating budget.

There are no additional financial impacts associated with this report.

ATTACHMENTS:

Statement of Council and Committee Remuneration and Expenses for 2025.pdf

COR 2025-15 Council and Committee Remuneration and Expenses - 2024.pdf

**Statement of Council and Committee Remuneration and Expenses for 2025**

| | Total 2025 | Total 2024 (Restated) | Change |
|---|---|---|---|
| **Council** | | | |
| Mayor Natasha Salonen | $ 58,128.21 | $ 57,804.99 | 0.56% |
| Councillor Stewart Cressman | 24,889.64 | 24,932.61 | -0.17% |
| Councillor Lillianne Dunstall | 25,111.57 | 26,220.28 | -4.23% |
| Councillor Steven Martin | 26,116.73 | 26,092.61 | 0.09% |
| Councillor Harvir Sidhu | 23,392.00 | 26,158.61 | -10.58% |
| Councillor Kris Wilkinson | 23,392.00 | 23,814.16 | -1.77% |
| | $ 181,030.15 | $ 185,023.25 | -2.16% |
| **Committee of Adjustment** | | | |
| Tyler Bowman | $ 500.00 | $ 450.00 | 11.11% |
| Christine Koehler | 600.00 | 500.00 | 20.00% |
| Louise Lalonde | 400.00 | 350.00 | 14.29% |
| Steve Miller | 600.00 | 450.00 | 33.33% |
| Wayne Roth | 600.00 | 450.00 | 33.33% |
| | $ 2,700.00 | $ 2,200.00 | 22.73% |
| **Dangerous Dog Committee** | | | |
| Blain Bechthold | $ - | $ 100.00 | -100.00% |
| Joseph Henhoeffer | - | 50.00 | -100.00% |
| Rachel Klingenberg | - | - | 0.00% |
| Dennis Mighton | - | 152.57 | -100.00% |
| Richard Pfeifle | - | 119.69 | -100.00% |
| | $ - | $ 422.26 | -100.00% |
| **Total** | **$ 183,730.15** | **$ 187,645.51** | **-2.09%** |

**Remuneration for 2025**

| | Taxable Remuneration | Employment Benefits | Honoraria | Total |
|---|---|---|---|---|
| **Council** | | | | |
| Mayor Natasha Salonen | $ 39,424.92 | $ 2,906.56 | $ - | $ 42,331.48 |
| Councillor Stewart Cressman | 21,871.92 | 427.00 | - | 22,298.92 |
| Councillor Lillianne Dunstall | 21,871.92 | 1,520.08 | - | 23,392.00 |
| Councillor Steven Martin | 21,871.92 | 1,520.08 | - | 23,392.00 |
| Councillor Harvir Sidhu | 21,871.92 | 1,520.08 | - | 23,392.00 |
| Councillor Kris Wilkinson | 21,871.92 | 1,520.08 | - | 23,392.00 |
| | $ 148,784.52 | $ 9,413.88 | $ - | $158,198.40 |
| **Committee of Adjustment** | | | | |
| Tyler Bowman | $ - | $ - | $ 500.00 | $ 500.00 |
| Christine Koehler | - | - | 600.00 | 600.00 |
| Louise Lalonde | - | - | 400.00 | 400.00 |
| Steve Miller | - | - | 600.00 | 600.00 |
| Wayne Roth | - | - | 600.00 | 600.00 |
| | $ - | $ - | $ 2,700.00 | $ 2,700.00 |
| **Total** | **$ 148,784.52** | **$ 9,413.88** | **$ 2,700.00** | **$160,898.40** |

**Enova Remuneration and Expenses for 2025**

| | Remuneration | Meeting Expenses | Total 2025 | Total 2024 | Change |
|---|---|---|---|---|---|
| **Council** | | | | | |
| Mayor Natasha Salonen | | | | | |
| Director, Enova Energy Corp. | $ 3,944.16 | $ 1,187.50 | $ 5,131.66 | $ 5,687.51 | -9.77% |
| Director, Enova Power Corp. | 3,944.16 | 1,187.50 | 5,131.66 | 5,687.51 | -9.77% |
| | $ 7,888.32 | $ 2,375.00 | $10,263.32 | $ 11,375.02 | -9.77% |

**Enova Remuneration and Expenses for 2024**

| | Remuneration | Meeting Expenses | Total 2024 |
|---|---|---|---|
| **Council** | | | |
| Mayor Natasha Salonen | | | |
| Director, Enova Energy Corp. | $ 3,837.51 | $ 1,850.00 | $ 5,687.51 |
| Director, Enova Power Corp. | 3,837.51 | 1,850.00 | 5,687.51 |
| | $ 7,675.02 | $ 3,700.00 | $11,375.02 |

**Other Expenses for 2025**

| | Total 2025 | Total 2024 (Restated) | Change |
|---|---|---|---|
| **Council** | | | |
| Mayor Natasha Salonen | $ 250.00 | $ 227.82 | 9.74% |
| Councillor Stewart Cressman | - | - | 0.00% |
| Councillor Lillianne Dunstall | - | 66.15 | -100.00% |
| Councillor Steven Martin | - | 66.15 | -100.00% |
| Councillor Harvir Sidhu | - | 132.29 | -100.00% |
| Councillor Kris Wilkinson | - | 122.12 | -100.00% |
| | $ 250.00 | $ 614.52 | -59.32% |

**Conferences and Professional Development for 2025**

| | Total |
|---|---|
| **Council** | |
| Mayor Natasha Salonen | |
| Rural Ontario Municipal Association (ROMA) Annual Conference Toronto, ON, January 2025 | $ 1,153.15 |
| Association of Municipalities Ontario (AMO) Annual Conference Ottawa, ON, August 2025 | 4,130.26 |
| | $ 5,283.41 |
| Councillor Stewart Cressman | |
| Rural Ontario Municipal Association (ROMA) Annual Conference Toronto, ON, January 2025 | $ 681.79 |
| Association of Municipalities Ontario (AMO) Annual Conference Ottawa, ON, August 2025 | 1,908.93 |
| | $ 2,590.72 |
| Councillor Lillianne Dunstall | |
| Rural Ontario Municipal Association (ROMA) Annual Conference Toronto, ON, January 2025 | $ 803.73 |
| Association of Municipalities Ontario (AMO) Annual Conference Ottawa, ON, August 2025 | 915.84 |
| | $ 1,719.57 |
| Councillor Steven Martin | |
| Rural Ontario Municipal Association (ROMA) Annual Conference Toronto, ON, January 2025 | $ 681.79 |
| Association of Municipalities Ontario (AMO) Annual Conference Ottawa, ON, August 2025 | 2,042.94 |
| | $ 2,724.73 |
| Councillor Harvir Sidhu | $ - |
| Councillor Kris Wilkinson | $ - |
| **Total** | **$ 12,318.43** |

# CORPORATE SERVICES
## *Staff Report*

REPORT NO: COR-2025-15

TO: Council

SUBMITTED BY: Greg Clark, Director of Corporate Services, CFO

PREPARED BY: Greg Clark, Director of Corporate Services, CFO

REVIEWED BY: Greg Clark, Acting CAO

DATE: March 24, 2025

SUBJECT: Council and Committee Remuneration and Expenses - 2024

---

RECOMMENDATION:

THAT Report COR-2025-15 Council and Committee Remuneration and Expenses – 2024 be received for information, and

THAT Report COR-2025-15 be posted in the Council section of the Township's website for public accountability and transparency.

SUMMARY:

This report outlines the Remuneration and Expenditures of Council and Committee Members for the Year Ended December 31, 2024.

BACKGROUND:

In accordance with Section 284 of the Municipal Act, the Treasurer is required to submit to Council, by March 31st of the following year, an itemized statement of remuneration and expenses paid to each member of Council, and to each person appointed to local boards, for the preceding year.

This statement shall identify the by-law under which the remuneration or expenses were authorized to be paid.

REPORT:

The attached statement summarizes remuneration and expenses for Members of Council and Council Appointees for the year ended December 31, 2024. By-law number 2000-42 authorized remuneration paid to Members of Council of the Township of Wilmot, the values of which have been indexed during budgets since that time. Further, the 2024 annual budget containing provisions for the payment of Council and committee compensation was approved by Council by motion at its meeting of March 4, 2024. By-law #2024-16 is the bylaw confirming the meeting's actions of Council.

In addition to Members of Council, honorariums are provided for committee members, based upon the number of meetings required per year.

Mileage allocations are based upon mileage claimed by Members of Council and committees which are reimbursed based on the Township's standard mileage rate.

Other than being presented to Council, there is no requirement to post this report publicly. The Township has the practice of including these statements in the Council information section of the Township's official website.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Trustworthy Leadership

FINANCIAL CONSIDERATIONS:

Honorariums and expenditures of Council Members and Council Appointees were included within the approved 2024 budget, with similar provisions included in the 2025 budget. The expenses include those paid by the member and reimbursed by the Township, as well as expenses directly paid by the Township on the member's behalf.

Compensation paid directly to our Mayor by the Regional Municipality of Waterloo in connection with her role on Regional Council is not included in this report, as it is reported separately by the Region of Waterloo in a public report during the month of March each year.

ATTACHMENTS:

Appendix A – Treasurer's Statement – Remuneration and Expenses

**Appendix A**
**COR-2025-15**

# The Corporation of the Township of Wilmot

## Treasurer's Statement - Remuneration and Expenses

### Paid to Members of Council and Committees

**For the Year Ended December 31, 2024**

| Members of Council | Salary/ Honorarium | Benefits (CPP/EHT) | Conference and Training | Mileage & Parking | Other (Mobile Phones, etc.) | Total |
|---|---|---|---|---|---|---|
| Mayor Natasha Salonen** | $ 39,425 | $ 2,907 | $ 3,870 | $ - | $ 228 | $ 46,430 |
| Councilor Stewart Cressman | 21,872 | 427 | 2,634 | | 549 | 25,482 |
| Councilor Kris Wilkinson | 21,872 | 1,520 | 300 | | 672 | 24,364 |
| Councilor Harvir Sidhu | 21,872 | 1,520 | 2,634 | | 682 | 26,708 |
| Councilor Lilliane Dunstall | 21,872 | 1,520 | 2,762 | | 616 | 26,770 |
| Councilor Steven Martin | 21,872 | 1,520 | 2,634 | | 616 | 26,642 |
| **Totals** | **$ 148,785** | **$ 9,414** | **$ 14,834** | **$ -** | **$ 3,363** | **$ 176,396** |

| Committee of Adjustment | Honorarium | Mileage | Total |
|---|---|---|---|
| Wayne Roth | 450 | $ - | $ 450 |
| Steve Miller | 450 | | 450 |
| Louise Lalonde | 350 | | 350 |
| Tyler Bowman | 450 | | 450 |
| Christine Koehler | 500 | | 500 |
| **Totals** | **$ 2,200** | **$ -** | **$ 2,200** |

| Dangerous Dog Committee | Honorarium | Mileage | Total |
|---|---|---|---|
| Dennis Mighton | $ 100 | $ 53 | $ 153 |
| Blain Bechthold | 100 | | 100 |
| Richard Pfeifle | 100 | $ 19.69 | 120 |
| Joseph Henhoeffer | 50 | | 50 |
| **Totals** | **$ 350** | **$ 72** | **$ 422** |

** Compensation paid to the Mayor by the Regional Municipality of Waterloo is not included in this report. The Region prepares their own report.

All remuneration and expenses were properly documented and approved. All were authorized by by-laws and were within approved budgets. This statement prepared for Council and the public pursuant to Section 284(1) of the Municipal Act, 2001.

_____

Greg Clark, CPA
Treasurer and Chief Financial Officer
March 24, 2025

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-23**

**A BY-LAW to adopt a Policy for the Use and Acceptance of Electronic Signatures for the TOWNSHIP OF WILMOT.**

**WHEREAS** the Electronic Commerce Act, 2000, allows the use of electronic signatures, subject to prescribed requirements; and

**WHEREAS** Council deems it is necessary and expedient to establish an Electronic Signatures Policy for the Township of Wilmot;

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That the Use and Acceptance of Electronic Signatures Policy attached as Schedule A to and forming part of this By-Law be approved;
2. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____
MAYOR – Natasha Salonen

_____
CLERK – Amelia Jaggard

Authority: Council Resolution 2026-
Staff Report Number: COR-2026-08
Staff Report Date: April 27, 2026

# Corporate Policy Manual

**Section:** Council

**Title:** Use and Acceptance of Electronic Signatures Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-23

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

It is the policy of the Township of Wilmot to use and accept electronic signatures with the same force and effect as the wet signature, wherever appropriate, unless specifically provided otherwise by applicable legislation or the Township's policies and procedures. Appropriate uses will be determined in accordance with the policy and include the Township's internal and external processes, as well as acceptance of externally generated records which have been electronically signed.

## PURPOSE

This policy is designed to provide guidance on when electronic submissions are considered official and acceptable by the Township.

## SCOPE

This policy applies to all Township employees, members of council, contractors and volunteers engaging in internal and external transactions involving signatures, which they conduct or in which they participate representing the Township. It also applies to members of the public, consultants, vendors, and other persons, when they engage in electronic transactions with the Township. This policy applies only to transactions between the Township and the other person(s), each of which has agreed to conduct transactions by electronic means, as well as internal electronic processes, where the electronic signature is used.

## DEFINITIONS

**Electronic record:** a record created, generated, sent, communicated, received, or stored by electronic means.

**Electronic signature:** electronic information that a person creates or adopts in order to sign the document and that is in, attached to or associated with the document.

**Electronic signature method:** any form of an electronic representation of a person's signature that can be linked or attached to an electronic document or transaction (e.g., signature block in

an email, scanned hand-written signature, recorded voice command, user authentication to an internal application to approve a transaction, asymmetric cryptography based electronic signature, etc.).

**Person:** an individual or a business, government or other entity participating in an electronic transaction with the Township.

**Record:** information created, received, and maintained as evidence and information in the transaction of business or the pursuance of legal obligations.

**Vital records:** records containing vital information for the Township to continue its key functions and activities in case of an emergency/disaster.

**Wet (manual) signature:** signature made on the physical document using physical means, for example, ink signature by hand.

## STANDARDS AND PROCEDURES

1. Use of an electronic signature will only be with the consent of all parties (including the consent of the Township, in accordance with this Policy and applicable procedures). The Township will not require other persons to use an electronic signature.

2. Where a wet signature is requested, the Township will consent to its use.

3. This policy does not mandate any specific electronic signature software, so long as the application adopted meets the requirements outlined in this policy and related policies and procedures. Any electronic signature software must undergo a review by the Director of Corporate Services, in collaboration with the Township's information technology support team, before it is adopted by the Township.

4. The method of the electronic signature used in a transaction will be determined based on:

    - the reason for or context of the signature;
    - risks associated with the particular type of transaction and the electronic record it is documented by;
    - legal requirements (including integrity and reliability);
    - retention requirements of the electronic record being signed; and
    - the ability of the method to validate the electronic signature throughout the retention period of the electronic record containing the electronic signature.

5. In order for a technology or process to be accepted for the purposes of the electronic signature, it must meet the following minimum requirements:

    - The electronic signature must be executed or adopted by the signer with an intent to sign.
    - The electronic signature must be unique to the signer.
    - The use of the technology or process adopted by the signer to incorporate, attach, or associate the electronic signature to an electronic document is under the sole control of the signer.
    - The technology or process can be used to identify the signer.
    - The electronic signature must be linked to an electronic document in such a way that it can be determined whether the electronic document has been changed since the electronic signature was incorporated in, attached to, or associated with the electronic document.
    - The continuing integrity of the electronic record, and its association or linkage to its electronic signature, and any associated data must be maintained, following the completion of the signing process.
    - The electronic record with the electronic signature incorporated in, attached to, or associated with it must be capable of being received, accessed and retained by the Township and any person who is entitled to have access to the document that was originally created, sent or received, or who is authorized to require its production.
    - The technology or process used must be able to include various supporting information (e.g., date and time associated with the signing transaction, origin, destination, etc.)

6. The Township shall not accept an electronic signing transaction if the method used by the other person does not meet the requirements outlined in this policy and the related Township procedures. The Director of Corporate Services, in collaboration with the Township's information technology support team, will establish whether the software meets these requirements.

7. In addition to this policy, the Corporate Services Department will maintain office procedures to:

    - identify specific record types that can be signed electronically;
    - identify specific record types that will not be signed electronically;
    - identify electronic methods by which specific electronic record types may be signed;

- identify the manner in which electronic records with an electronic signature incorporated in, attached to or associated with must be created, internally shared, sent, received, and retained by the Township;
- identify methods of achieving consent;
- determine specific technical requirements for electronic signature methods and technologies (which address and may accede any requirements set out by applicable law); and
- establish other processes the Township will follow to implement this policy.

## RESPONSIBILITIES

The Corporate Services Department shall maintain the primary responsibility for coordinating the implementation and maintenance of this policy, as well as ensuring compliance with its requirements.

All employees, volunteers, and members of Council shall comply with this policy when participating in or coordinating Township electronic transactions.

Directors and the CAO, in collaboration with the Township's information technology support team, if necessary, may decide on using and accepting the electronic signature in a specific transaction.

## EVALUATION

This policy will be reviewed every five years.

## DOCUMENTATION/REFERENCES

- Corporate Records and Information Management Program
- Record Retention By-Law
- Electronic Commerce Act, 2000, SO 2000, c. 17
- Personal Information Protection and Electronic Documents Act, S.C. 2000, c. 5
- CAN/CGSB-72.34-2017 Electronic Records as Documentary Evidence (The National Standard of Canada)

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-24**

**A BY-LAW to authorize an agreement with Wilmot Horticultural Society as set out in Schedule "A" attached.**

**WHEREAS** Subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipal power shall be exercised by by-law; and,

**WHEREAS** the Municipal Council of the Corporation of the Township of Wilmot is desirous of entering into an agreement with Wilmot Horticultural Society for a five (5) year term, subject to the terms and conditions contained in the agreement.

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That the Agreement attached as Schedule "A" and forming part of this By-Law be approved; and,
2. That the Mayor and Clerk are hereby authorized to execute the attached agreement on behalf of the Township of Wilmot; and,
3. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____
MAYOR – Natasha Salonen

_____
CLERK – Amelia Jaggard

Authority: Council Resolution 2026-
Staff Report Number: CS-2026-11
Staff Report Date: April 27, 2026

**By-Law 2026-24 Schedule A**

This Agreement made on this ____ day of _____ 2026.

BETWEEN:

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**, hereinafter known as the “Township"

and

**GARDEN WILMOT**, hereinafter known as "GW" (legally known as the Wilmot Horticultural Society).

**1)** GW is an organization whose volunteers have historically provided support for beautification and horticultural maintenance on Township of Wilmot properties. The Civic Gardens Committee (The Committee) and Let’s Tree Wilmot (LTW) are committees of GW. This agreement serves to formalize the relationship between the Township and GW for provision of these volunteer services.

**2) Scope of Garden Bed Maintenance**

a) The Township shall be responsible for all aspects of maintenance to the garden beds and grounds of the Administration Complex, Castle Kilbride, and for the maintenance of all other garden beds on municipally owned property.

b) The development of new garden beds to be maintained solely by the Township will not require consultation of GW.

c) Where the Township seeks to develop one or more new garden beds to be maintained at least partly by GW, it will consult GW in advance.

d) The following maintenance conditions apply to garden beds maintained at least partly by GW:
   i) Maintenance of the garden beds shall include weeding, deadheading, mulching, edging, and watering of the beds;
   ii) GW agrees to be responsible for the annual preparation and maintenance of the mutually agreed upon garden beds in spring and fall (mulching, amending, dividing perennials, etc.).
   iii) Township staff shall be responsible for weeding and watering of the mutually agreed upon garden beds from May 1 to August 31 annually. This includes annual and newly planted perennial plants, shrubs, vines, and recently planted trees. If a volunteer of GW wishes to solely perform all duties related to the maintenance of a garden bed(s) for the entire season, they may do so provided that written notification from the Civic Gardens Committee Chairperson is given to The Township.

iv) GW agrees to be responsible for the pruning and trimming of annual and perennial plants, shrubs, and vines, with the assistance of the Township's staff except those located at the Township Administrative Complex/Castle Kilbride and Livingston Square.
v) GW agrees to be responsible for the design, selection and planting of perennials and annuals in the mutually agreed upon municipal garden beds. When required, GW agrees to work with Township staff to coordinate colour selections for special themes or activities.
vi) GW agrees to provide a list of soil amendments (mulch, topsoil, triple mix, compost etc.) required annually to the Community Services Department by May 1 of each year.
vii) The Township agrees to provide soil amendments, in an amount mutually agreed upon, to ensure the proper care and maintenance of garden beds on municipally owned property. The soil amendments shall be delivered to a central location in each of the settlement areas by June 1st or a mutually agreed upon time each year.
viii) The Township agrees to replace dead or dying trees and shrubs as required. Requests to replace dead or dying trees or shrubs must be made by the Chairperson of The Committee.
ix) The Township agrees to discuss the closure of existing garden beds that have been mutually maintained under the agreement with GW.

**3) Tree Planting and Maintenance**

a) LTW and the Manager of Parks and Facilities shall agree upon planting location and species planting plan prior to planting.

b) The Township shall be responsible for any relevant community consultation regarding tree planting locations prior to planting when necessary.

c) The purchase of trees and supplies by the Township or LTW will be determined prior to planting projects, and as funding is available.

d) LTW shall recruit and train volunteers to plant trees. The Township shall assist in promoting public planting events.

e) The Township shall provide logistical support, such as preparing planting sites and transporting trees to location.

f) LTW shall monitor plantings, watering, and caring for tree plantings for the first three years. Subsequently, the Township shall be responsible for tree monitoring and care thereafter.

**4) Staffing and Volunteers**

a) The Township of Wilmot shall be responsible for the direct supervision of their staff. The Civic Gardens Chairman shall work with the Supervisor of Parks and Facilities to identify tasks for completion.
b) In a situation where the Township is unable to fulfill the required staffing support outlined in this Agreement due to unforeseen causes, The Township and GW shall work together to determine an appropriate level of service for the upcoming season.
c) GW agrees to provide a work list of duties requested of Township staff by March 1st annually.

d) GW agrees to provide an updated list of the names and addresses of its member volunteers who provide service on municipally owned property to The Township annually at the beginning of the planting season

**5) Indemnification**

a) GW shall indemnify and save harmless the Township, its elected officials, officers, employees, agents, and contractors from and against all claims, demands, losses, damages, costs, actions, or causes of action arising out of the acts or omissions of GW, its members, volunteers, officers, agents, contractors, invitees, or licensees, while carrying out activities on Township-owned lands, including municipally owned rights-of-way and road allowances.

Such indemnity shall include, without limitation, damage to property (including loss of use), injury to or death of any person, and all associated costs other than solicitor-and-client legal fees, to the extent caused by the acts or omissions described above.

b) The Township shall indemnify and save harmless GW, its members, volunteers, officers, and agents, from and against all claims, demands, losses, damages, costs, actions, or causes of action but only to the extent arising from the negligent acts or omissions of the Township, its officers, employees, or agents in connection with this Agreement.

Such indemnity shall include damages to property (including loss of use), personal injury, or death, and all associated costs other than solicitor-and-client legal fees, but shall not extend to risks inherent to municipal property generally, conditions or hazards in road allowances or public rights-of-way not caused by Township negligence, or any loss arising from the acts or omissions of GW or its volunteers.

**6) Insurance**

a) GW agrees to obtain and provide a copy of general liability insurance policy in the minimum amount of $2,000,000 annually for the complete operations of GW. The said insurance policy must contain a clause naming the Township of Wilmot as additional insured but only with respect to GW's operations on municipally owned property.

b) For the purposes of insurance, volunteers and activities undertaken on Township property, GW shall include the LTW program and its volunteers and activities until such time as LTW becomes an independent organization and a separate Agreement is finalized with the Township.

c) The Township of Wilmot agrees to include GW, its members and agents, as additional insured under its insurance coverage but only with respect to GW's operations on behalf of the Township and only when on municipally owned property.

d) GW agrees to provide notice to the Director of Community Services in the event a claim is presented in relation to work performed by GW or its members within 10 days of becoming aware of the incident.

**7) Term and Termination**

a) This Agreement shall be in effect for five (5) years (2031) unless at any time either party gives Ninety (90) days' notice in writing to the other party of its intention to terminate or renegotiate this Agreement. An annual meeting will be held with The Township and GW to plan the coming season, review any issues, and renew the working relationship.

b) This Agreement shall be binding upon both parties and their respective successors and assigns.

**IN WITNESS WHEREOF** the said Board has hereunder set his hand and seal and the Township has hereunto affixed its corporate seal under the hands of its Mayor and Clerk.

**GARDEN WILMOT (WILMOT HORTICULATURAL SOCIETY)**

**PER:** _____

**NAME:** _____

**TITLE:** _____

**PER:** _____

**NAME:** _____

**TITLE:** _____

**WE HAVE THE AUTHORITY TO BIND GW.**

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**PER:** _____

**NAME:** NATASHA SALONEN

**TITLE:** MAYOR

**PER:** _____

**NAME:** AMELIA JAGGARD

**TITLE:** CLERK

**WE HAVE THE AUTHORITY TO BIND THE TOWNSHIP**

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-27**

**A BY-LAW to establish the remuneration for the Mayor and Members of Council for the 2026-2030 Term.**

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That effective for the 2026-2030 term of Council, the Mayor and Councillors be paid annually, as set out below:

| POSITION | MONTHLY STIPEND | ANNUAL EQUIVALENT |
|---|---|---|
| MAYOR | $4,173.05 | $50,076.57 |
| COUNCILLOR | $2,101.27 | $25,215.25 |

2. That By-Law 2000-42, and any other By-Law that contravenes the provisions of this By-Law, is hereby rescinded.
3. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____

MAYOR – Natasha Salonen

_____

CLERK – Amelia Jaggard

Authority: Council Resolution 2026-

Staff Report Number: COR-2026-09

Staff Report Date: April 27, 2026

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-25**

**A BY-LAW to authorize an agreement with Createscape Waterloo Region as set out in Schedule "A" attached.**

**WHEREAS** Subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipal power shall be exercised by by-law; and,

**WHEREAS** the Municipal Council of the Corporation of the Township of Wilmot is desirous of entering into an agreement with Createscape Waterloo Region for a twenty (20) year term, subject to the terms and conditions contained in the agreement.

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That the Agreement attached as Schedule "A" and forming part of this By-Law be hereby approved; and,
2. That the Mayor and Clerk are hereby authorized to execute the attached agreement on behalf of the Township of Wilmot; and,
3. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____
MAYOR – Natasha Salonen

_____
CLERK – Amelia Jaggard

Authority: Council Resolution 2026-
Staff Report Number: CAO-2026-15
Staff Report Date: April 27, 2026

# LICENCE AGREEMENT

**THIS LICENCE OF OCCUPANCY** (this "Licence") dated this day of April, 2026

**BETWEEN:**

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**
A Municipal Corporation in the Province of Ontario pursuant to
the *Municipal Act, 2001*

(the "Township")

OF THE FIRST PART

-AND-

**CREATESCAPE WATERLOO REGION**
A Corporation continued under the *Not-for-Profit Corporations Act, 2010*
(the "Licensee")

OF THE SECOND PART

**IN CONSIDERATION OF** the Township licensing for non-exclusive occupation areas of the park land, as shown in Schedule "A" attached hereto, adjacent to 60 Snyder's Road West, Baden to the Licensee and the mutual benefits and obligations set forth in this Licence, the receipt and sufficiency of which consideration is hereby acknowledged, the Township and the Licensee to this Licence (the "Parties") agree as follows:

## 1. LICENSED PROPERTY AND TERMS OF LICENCE

1.1. The Township hereby authorizes the Licensee to non-exclusively occupy areas of the parkland, as shown in Schedule "A" attached hereto (the "Licenced Land"), adjacent to 60 Snyder's Road West, Baden for the installation of statues of prime ministers of Canada described in Schedule "B" attached hereto (the "Statues") and for the purposes of the Educational and Research Program described below.

1.2. The Township shall during the term of this Licence permit the Licensee to install and maintain on the Licensed Land the existing statues of prime ministers of Canada owned by the Township as described in Schedule "B" attached hereto (the "Existing Statues"). The Existing Statues shall continue to be owned by the Township.

1.3. The Licensee may during the term of this Licence commission and install on the Licensed Land the future statues of prime ministers of Canada (the "Future Statues") described in Schedule "B" attached hereto. The Future Statues shall be owned by the Licensee.

1.4. The Licensee shall develop an Installation Plan in accordance with the requirements set out in Schedule "C" to this Licence. The Licensee shall install and maintain the Existing Statues and the Future Statues in accordance with the Installation Plan and shall, in implementing the Installation Plan, do so in a manner that is consistent with the Township's use and plans for the park and the Township's adjacent property. Schedule "C" may be amended from time to time, by mutual agreement in writing of the Parties, including for purposes of adding to the statues of prime ministers of Canada, and for educational purposes.

1.5. The intentions of the Parties are that the Statues are to be part of an educational and research

program (the "Educational and Research Program") that is intended to operate for an extended period of time based on successive terms of twenty (20) years. The Parties agree that each shall work on a cooperative and collaborative basis, in good faith and act reasonably to achieve the intentions of the Parties. The requirements of the Educational and Research Program are set out in Schedule "D" to this Licence.

## 2. TERM OF THE LICENCE

2.1. The duration of this Licence (the "Initial Term") is twenty (20) years, beginning on May 1, 2026 (the "Commencement Date") and ending on April 30, 2046, unless otherwise terminated by either Party in accordance with the terms of this Licence. The Initial Term may be extended upon mutual written agreement of the parties for further terms of Twenty (20) years.

The Parties hereby expressly disclaim any intention to create, and nothing in this Licence shall be deemed to create, a partnership or joint venture between them and neither of the Parties hereto shall have authority to act for or to assume any obligation or responsibilities on behalf of the other except as otherwise expressly provided herein.

## 3. LICENCE FEE

3.1. The Licensee shall pay to the Township on the first day of each year of the Term an annual fee for the Licensed Lands occupied by the Licence pursuant to the Installation Plan and for other educational purposes of $2.00 per year, plus Harmonized Sales Tax ("HST"), if applicable. The Licensee may, at the Licensee's sole option and discretion, prepay the total fee for the Term of the Licence in the amount of $40.00, plus HST, if applicable.

## 4. TOWNSHIP'S COVENANTS, REPRESENTATIONS AND WARRANTIES

4.1. Subject to Licensee performing and fulfilling all of its obligations under this Licence, the Township covenants that it shall maintain appropriate insurance in relation to the areas occupied by the Licensee and the Existing Statues and Future Statues, including occupier's insurance coverage for third-parties entering onto the property that will be subject to the Installation Plan and other areas used for educational purposes, in accordance with any applicable law and which a prudent and reasonable municipal corporation in similar circumstances would obtain.

4.2. The Township shall maintain the Licenced Lands in accordance with the Township's policies and practices with respect to the maintenance of park land and other municipal land.

## 5. LICENSEE'S COVENANTS, REPRESENTATIONS AND WARRANTIES

5.1. The Licensee covenants to fulfil all of its obligations under this Licence, including but not limited to (i) pay all amounts required under this Licence to the Township, and (ii) to occupy the areas subject to this Licence only for the purpose of installing the Statues and implementing the Educational and Research Program to advance the understanding of the history, role and impact of Canadian prime ministers.

5.2. The Licensee shall at all times maintain the Statues in a good state of repair and free from damage, defacement or disruption, all to the Township's satisfaction.

5.3. The Parties understand and hereby agree that the Licensee is a registered charity and that its ability to fulfil its obligations is dependent upon the raising of the funds through donations, grants and similar revenues. Notwithstanding that acknowledgement, the failure of the Licencee to fulfil its obligations under the Licence shall not be excused by a failure or inability of the Licensee to raise funds.

## 6. EVENTS OF DEFAULT AND BANKRUPTCY

6.1. Upon the occurrence of any of the following events (an "Event of Default"):

a) the Licensee fails to pay any fee due hereunder when due, and such fee is not paid within five (5) days after notice is given by the Licensor of such non-payment;

b) the Licensee fails to observe, perform and keep each and every of the covenants, agreements and conditions herein contained to be observed, performed and kept by the Licensee and persists in the failure after ten (10) days' notice by the Township requiring the Licensee to remedy, correct, desist or comply (or such longer period as the Township determines may be reasonably required to cure the breach given the nature of same); or

c) The Licensee abandons the Statues during the Term without the Township's written consent, or the Licensee does or permits anything causing cancellation or threat of cancellation of the Township's insurance related to the Statues or the property where the Statues are installed;

then the Township may, at its option, and in addition to and without prejudice to all rights and remedies of the Township available to it either under this Licence or applicable law, cumulative or otherwise:

i) without notice or any form of legal process, forthwith take possession of the Statues that have been installed and the Licensed Land; and

ii) terminate this Licence by giving the Licensee ten (10) days' prior written notice; and such termination shall be without prejudice to the Licensor's right to damages.

6.2. Neither this Licence nor any interest of the Licensee herein nor any estate hereby created will pass or enure to the benefit of any trustee in bankruptcy or any receiver or any assignee for the benefit of creditors of the Licensee or otherwise by operation of law.

## 7. DISPUTE RESOLUTION

7.1 If a dispute arises with respect to this Licence, the Licensee and the Township agree to attempt to resolve such dispute through discussion between the chair of the board of the Licensee, and the Chief Administrative Officer of the Township in consultation with Wilmot Township Council. If the dispute cannot be resolved at this level either party may request that the dispute be referred to a mediator for assistance in reaching a mutually agreed upon resolution. The party requesting mediation shall provide a list of three possible mediators to the other party who will choose a mediator from the list. The parties shall share equally in the fees and expenses of the mediator selected to resolve the dispute.

## 8. GENERAL

8.1. **Damages.** The Licensee, its employees, agents, representatives, and other persons authorized by it (the "Agents") shall not cause damage to the Township's parkland or other property. The Licensee covenants and agrees, at its expense, to promptly and diligently repair and restore, to its condition prior to the damage, all damage caused by it and its Agents. The Licensee shall pay full

compensation to the Township within ten (10) days of written demand with respect of all costs incurred by the Township in respect of such damage.

8.2. **Indemnity.** The Licensee hereby indemnifies the Township and its employees, councillors and representatives from and against all losses, costs and other liabilities of any kind whatsoever suffered by or incurred by the Township, by whomsoever and howsoever caused, made, brought or claimed arising from or in any way connected with:

8.2.1. Entry upon or use of the Township's land by the Licensee, Agents, or any one or more or all of them; and

8.2.2. Breach by the Licensee of any provision of this Licence.

This indemnity shall survive the expiry or termination of this Licence.

8.3. **Registration.** The Licensee shall not register this Licence against title to the Licensed Land.

8.4. **Assignment and Subletting.** The Licensee shall not assign or sublet its interest in this Licence, or any part of their interest in this Licence, nor grant any licence or part of the possession of the occupied areas or transfer any other right or interest under this Licence without the Licensor's prior written consent.

8.5. **Governing Law**. This Agreement is governed by, and interpreted and enforced in accordance with, the laws of the Province of Ontario and the laws of Canada applicable in that province, excluding the choice of law rules of that province.

8.6. **Sections and Headings.** The division of this Agreement into Articles, Sections and Subsections and the insertion of headings are for convenience of reference only and shall not affect the construction or interpretation hereof.

8.7. **Notices.** Any notice, demand, request, consent, agreement or approval which may or is required to be given pursuant to this Lease shall be in writing and shall be sufficiently given or made if served personally upon an officer of the party for whom it is intended, or couriered, or mailed by prepaid registered mail, or other form of electronic communication during the transmission of which no indication of failure of receipt is communicated to the sender, and in the case of:

(a) To the Lessor, addressed to it at:

The Corporation of The Township of Wilmot

60 Snyder's Road West

Baden, ON N3A 1A1

Attention: Clerk

Email:clerks@wilmot.ca

(b) To the Lessee, addressed to it at:

Createscape Waterloo Region

94 Windrush Trail

Kitchener, ON N2P 2B3

or to such other address or in care of such other officers as a party may from time to time advise to the other parties by notice in writing. The date of receipt of any such notice, demand, request, consent, agreement or approval if served personally, or by email, shall be deemed to be the date of delivery thereof, or if mailed as aforesaid, five (5) business days from mailing.

8.8. **Severability.** If any provision of this Licence or its application to any party or circumstance is restricted, prohibited or unenforceable, such provision shall, as to such jurisdiction, be ineffective only to the extent of such restriction, prohibition or unenforceability without invalidating the remaining provisions hereof and without affecting the validity or enforceability of such provisions in any other jurisdiction or its applications to other parties or circumstances.

8.9. **Further Assurances.** The Licensor and the Licensee shall at all times and from time to time hereafter and upon every reasonable written request so to make, do, execute, deliver or cause to be made, done, executed and delivered all such further acts, deeds, assurances and things as may be required for more effectually implementing and carrying out the true intent and meaning of this Licence.

8.10. **Remedies Cumulative.** The remedies of a party under this Licence are cumulative and the exercise by such party of any right or remedy for the default or breach of any term, covenant, condition or agreement herein contained shall not be deemed to be a waiver of or to alter, affect or prejudice any other right or remedy or other rights or remedies to which such party may be lawfully entitled for such default or breach. Any waiver by such party of the strict observance, performance or compliance by another party hereto of or with any term, covenant, condition or agreement herein contained, or any indulgence granted by a party hereto to another party hereto shall not be deemed to be a waiver of any subsequent default or breach by such other party, and shall not entitle such other party to any similar indulgence.

8.11. **Successors**. This Licence is binding on, and enures to the benefit of, the Parties and their respective successors and permitted assigns.

8.12. **Time of Essence**. Time is of the essence for this Licence.

8.13. **Entire Agreement.** This Licence constitute the entire agreement between the Parties. There are no oral representations or warranties among the Parties of any kind. This Agreement may not be amended or modified in any respect except by written instrument signed by both Parties.

8.14. **Independent Legal Advice**. Each of the Parties acknowledges that it has read and understands the terms and conditions of this Licence and acknowledges and agrees that it has had the opportunity to seek, and was not prevented or discouraged by any other party from seeking, any independent legal advice which it considered necessary before the execution and delivery of this Licence and that, if it did not avail itself of that opportunity before signing this Licence, it did so voluntarily without any undue pressure. A failure by a party to obtain independent legal advice shall not be used by it as a defence to the enforcement of its obligations under this Licence.

***[Remainder of page intentionally left blank]***

8.15. **Counterparts**. This Licence may be executed and delivered by counterparts with the same effect as if the Parties hereto have signed and delivered the same document. All counterparts shall be construed together and shall constitute one and the same agreement. Any delivery of an executed copy of this Lease by way of email transmission shall constitute delivery hereof.

IN WITNESS WHEREOF the parties hereto have executed this Licence as of the date first written above.

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

By:_____
Name: Natasha Salonen
Title: Mayor

By:_____
Name: Amelia Jaggard
Title: Clerk

We have the authority to bind the Township.

**LICENSEE**

**CREATESCAPE WATERLOO REGION**

By:_____
Name:
Title: President

I have the authority to bind Corporation.

**Schedule "A"**

**Property Description and Diagram showing extent of land subject to this Licence**

**Property Description**

**PIN 221820386**

**BLOCK 102, PLAN 58M-249, S/T RIGHT OF WAY 990638 IN FAVOR OF THE OWNERS OF PART 1 ON 58R-6450, PIN 22182-0067 OVER PART OF SAID BLOCK BEING PART 2 ON 58R-13668 ; TWONSHIP OF WILMOT**

**With the area of such property included in the Licence overlayed with a green polygon as set out in the diagram.**

Oesch Lane
Wagler Ave

**Schedule "B"**

**List of Statues of Prime Ministers**

**Existing Statues**

Sir John A. Macdonald
Unfortunate Four – John Abbott, John Thompson, Mackenzie Bowell and Charles Tupper
Robert Borden
William Lyon Mackenzie King
Lester B. Pearson
A. Kim Campbell

**Future Statues**

Alexander Mackenzie
Wilfrid Laurier
Arthur Meighen
Richard Bennett
Louis St-Laurent
John Diefenbaker
Pierre Elliott Trudeau
C. Joseph Clark
John Turner
Brian Mulroney
Jean Chretien
Paul Martin
Stephen Harper
Justin Trudeau
Mark Carney

This list may be amended by the Lessee to include additional prime ministers for whom a statue may be commissioned, installed and owned.

**Schedule "C"**

**Requirements for the Installation Plan**

The requirements for the Installation Plan referenced in paragraph 1.4 of this Licence are as follows:

- Public Safety
  - the installation plan shall include public safety measures, including with respect the location and spacing of the installed statues (e.g., providing sufficient space between the statues to allow for individuals or groups of individuals to view and engage in a lawful manner with the statues)
  - the installation of the statues shall be done in a manner and using materials and techniques that will minimize risks of movement or toppling of the statues

- Visual Appeal
  - the statues will be installed in a visually appealing manner that will encourage members of the public to view and engage in a lawful manner with each statue and with the series of statues
  - the statues will be installed in a logical manner that assist in promoting the public's understanding of the history of Canada and Canadians
  - the installation will be respectful of different perspectives on Canadian history

- Artistic Merit
  - the installation plan will promote the artistic merit of the statues as individual works of art and as part of a series of works of art
  - the plan itself should result in a visual "work of landscape art"

- Planning Principles
  - the installation plan will take into account good planning principles for public parkland and the Township's overall public policy related to public parkland in general and for this park
  - the installation plan will provide sufficient flexibility to recognize legitimate changes to the Township's public policy that are intended to enhance the public's participation in the park and with the statues
  - the installation plan will present the materials in a non-partisan way
  - the installation plan will provide a narrative that encourages discussion and engagement
  - the installation plan will promote cohesion and consistency

**Schedule "D"**

**Requirements for the Educational and Research Program**

The requirements for the Educational and Research Program referenced in paragraph 1.5 of this Licence are as follows:

- Objectives
  - Engage Canadians in the story of Canada, exploring the culture and history of Canada using the "bookmarks" of a Prime Minister's tenure, at age-appropriate levels
  - Explore the concept of leadership and to assist in Canadians learning and assessing leadership in Canada and how leadership has influenced Canada economically, socially and culturally
  - Recognition of key principles:
    - An appreciation and understanding of Canada's history
    - Everything is connected in Canada's history
    - Canada's history is valuable
    - Canada's history is about change
    - Interpreting Canada's history can be controversial

- Diversity
  - the Educational and Research Program shall take into account the diversity of Canada and Canadians, including such factors as race, national or ethnic origin, colour, religion, sex, age or mental or physical disability with respect to:
    - content
    - method of educating (e.g., text versus visual, podcast, seminars, etc.)
    - engagement, e.g., encouragement of dialogue and engagement with others

- Academic Soundness and Relevance
  - the program as a whole and individual elements of the program shall be academically sound and relevant for a range of intended audience(s), e.g., the type of materials for an audience of 5- to 10-year-old students will be different from an audience of academic researchers and educators
  - continue to evolve as new research and interpretations occur, e.g., the intention is to be part of the evolution of history and not static

- Partnerships
  - Encourage and assist in the establishment of collaborations and partnerships with educational institutions (academic and community), organizations and others to carry out research, publish that research and to otherwise make research available to the public
  - Provide seminars, research symposia, lesson guides and resource materials, and similar tools to encourage engagement and dialogue

- Longer Term Objective
  - Establishment of a "centre for leadership" in Baden for the study of leadership – leadership at multiple levels and across Canada's demographics, including individuals and groups who affect Canada's history, present and future – political, economic, social, cultural, and religious

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-29**

**A BY-LAW to adopt a Policy for Sponsorship for the TOWNSHIP OF WILMOT.**

**WHEREAS** Subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipal power shall be exercised by by-law; and,

**WHEREAS** Council deems it is necessary and expedient to establish a Sponsorship Policy for the Township of Wilmot,

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That the Sponsorship Policy attached as Schedule A to and forming part of this By-Law be approved; and,
2. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____
MAYOR – Natasha Salonen

_____
CLERK – Amelia Jaggard

Authority: Council Resolution 2026-
Staff Report Number: CS-2026-07
Staff Report Date: April 27, 2026

**Schedule A**
Proposed Sponsorship Policy

# Corporate Policy Manual

**Section:** Council

**Title:** Sponsorship Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-29

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

The Township of Wilmot acknowledges that corporations, businesses, individuals, and service organizations may choose to support financially and/or materially municipal activities through sponsorships. Mutually beneficial sponsorships that enrich the lives of residents by enhancing Municipal programs, services and assets are welcomed by the Township. Sponsorship agreements will ensure access and fairness, result in improved opportunity for healthy, active living in the community and be consistent with the Township's vision, mission, and values and support Council priorities, bylaws and policies.

## PURPOSE

The purpose of this policy is to establish a consistent corporate sponsorship policy that aligns with Township's programs and services, the strategic priorities of Council, benefiting the community and supporting stakeholders in their business objectives. The policy will establish the framework for entering into agreements for sponsorships with individuals, groups, and businesses, while creating an open and competitive process through which to capitalize on opportunities for non-tax revenue streams to help fund municipal priorities and offset municipal costs by leveraging Township investments in community programs and services.

## SCOPE

This policy applies to all Township departments, and all relationships between the Township and businesses, organizations and individuals that contribute either financially or in-kind to Municipal programs, services or facilities in exchange for recognition, public acknowledgement or other promotional considerations.

This policy does not apply to:

- Municipal Naming Policy. However, naming rights may be associated with a major sponsorship.

- Philanthropic contributions, gifts or donations in which property is involuntarily transferred by a third party to the Township without expectation of return. This is governed by the Township's Donation Policy.
- Grants obtained from other levels of government, foundations, trusts, etc.
- Pouring rights contracts including agreements between a beverage distributor and the Township that allows the distributor to be the only entity selling beverages at a given location.
- Strategic alliances and partnerships, tenant-landlord relationships, or other partnership agreements managed by the Township.

**RESTRICTIONS**

The Township will not solicit or accept sponsorship from companies whose reputation could prove detrimental to the Township's public image, its financial, legal, or moral integrity or adversely impact upon the Municipality's standing and reputation in the community. A sponsorship will not be accepted if the potential Sponsor or Sponsorship:

- Presents a real or potential conflict of interest for the Township or for the potential Sponsor.
- Does not align with the audience or mandate of a specific asset.
- Is not in good financial standing with the Township.
- Is disqualified from doing business with the Township due to ongoing litigation, prior litigation, or other infringements against the Township.
- Produces, distributes, sells or promotes products or services that may reflect negatively on the Township's public image or be detrimental to the Township's integrity or reputation (e.g. pornography or sexual services; products that promote violence, etc.).
- Promotes religious, political, or other potentially divisive messages specific to any group or faction.
- Involves images or messages that are derogatory, prejudicial, harmful to or intolerant of any specific group or individual.

**DEFINITIONS**

**CAO**: Chief Administrative Officer of the Township of Wilmot or designate.

**Department Head**: Member of the Corporate Leadership Team or designate.

**Sponsorship:** a marketing-oriented, mutually beneficial contractual agreement between the Township and a third party, where the Township leverages a municipally owned asset (e.g., building, program, service, special event, etc.) to receive financial support in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party. Sponsorships can take the form of financial assistance, non-cash value in-kind such as goods

or a contribution of skills or resources, publicity, promotional considerations, or merchandising opportunities.

**Sponsor**: An individual, external company, organization, enterprise, or association that provides significant financial and/or in-kind support to the Township in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party.

**Township:** The Corporation of the Township of Wilmot.

**Treasurer:** The appointed Treasurer for Corporation of the Township of Wilmot.

**Value in Kind:** A sponsorship is received in the form of good and/or service rather than a financial contribution.

## SPONSORSHIP TERM

Typically, sponsorships will be for a specific short term and limited purpose and usually no more than one year in duration. The sponsorship shall be formalized as an executed written agreement designed to benefit both partners. It gives ongoing recognition through public awareness for a specific period of time. The relationship is a commercial venture, built around a Township program, service or function, and there will be a marketing benefit or trade-off for corporations, businesses and/or individuals involved. This does not include donations and gifts to the Township where no business relationship or association is contemplated or is required and where no reciprocal consideration is being sought, such instances are considered through the Township Donation Policy.

## PRINCIPLES

Following are the fundamental principles that shape the Township's relationship with sponsors:

- The Township will accept sponsorships as an additional source of revenue, providing that all conditions and terms of this Sponsorship Policy are met.
- Revenue generated through sponsorships (unless otherwise specified) will be allocated towards establishing and/or improving a program, service, facility, or enterprise and should not be used to offset operating costs.
- Sponsorship recruitment should endeavor where possible to match a prospective partner with the audience/participants' interests to ensure that there is a good fit.
- Sponsorship of a Municipal program, service, event, or facility will not entitle any sponsor to influence or benefit from any policy or business decision of the Township, program, activity, or event.
- All sponsorship alliances or partnerships must be consistent with existing Municipal policies.
- The products, services, business activity or branding of sponsorship partners should not reflect negatively on the Township.

- The Township should not enter into any sponsorship agreements with parties that are a direct competitor of the Township or its enterprises.

**ELIGIBILITY**

The following are the types of sponsorship that are covered by this policy:

- **Program Sponsorships**, support of a single program offering (e.g., youth programs, camps, Castle Kilbride programs, etc.).
- **Municipal-Wide Programs and Services**, support of programs and services that are offered to citizens under a centralized or common delivery system e.g., trails / active transportation development.
- **Special Events**, support of annual or one-off special events presented by or in part by the Township (e.g., concerts, Canada Day, etc.).
- **Municipal-Wide Initiatives,** support of multiple programs under a common cause-related theme (e.g., June Is Parks and Recreation Month, etc.).
- **Project Sponsorships**, tied to specific initiatives (e.g., playground development, art furnishings and equipment, capital improvements, etc.).
- **Audience Bundled Programs**, support of multiple programs delivered through various facilities that cater to similar audiences (e.g., fitness/recreation services).

**BENEFITS TO THE TOWNSHIP**

All new sponsorships are to be evaluated for compliance with this policy and must provide the Township and its residents, with one or more of the following benefits:

- Financial Contribution – a sponsorship in the form of money.
- Event/programming support.
- Infrastructure support or development.
- Marketing support.
- Promotional giveaways.
- In-kind – goods or services of value to the Township received instead of cash.

Departments are responsible for ensuring that all sponsors and executed agreements comply with this policy and that staff abide by its provisions.

**SPONSORSHIP PROCESS**

The Township's sponsorship program is based on a combination of pre-approved assets, and a package will be developed for each opportunity that seeks sponsorship and categorized under a sponsorship hierarchy. Sponsorship can be secured in three different ways:

1. Competitive Process: prospective sponsors participate in a proposal submission process, regulated by the Procurement Bylaw No. and can be considered an exclusive sponsor to

the Township within the standard sponsorship model, and as defined by the final sponsorship agreement.

2. Solicited: an information package will be prepared and provided that outlines what the sponsored project includes, and the rights and benefits being offered in return. Businesses whose values align with the predetermined sponsorship category will be contacted to determine interest levels. Categories and assets will be reviewed periodically to reflect current needs in various departments.

3. Unsolicited: prospective sponsors will be evaluated by staff against the criteria set out in this policy and with regard to the Procurement Bylaw to determine if the proposal is aligned. If the unsolicited sponsorship proposal is deemed to be attached to a product that should be competitively procured, a competitive procurement process would be required for the product.

A formal competitive process is not required when soliciting sponsorship opportunities; however, the following sponsorship opportunities should usually follow a competitive process:

- Opportunities that will offer a significant corporate profile.
- Agreements of a lengthy duration (3 years and beyond).
- Agreements that allow for exclusive benefits and recognition.

Non-competitive agreements may be considered for the following opportunities:

- An unlimited number of sponsors are being sought.
- It is a unique, innovative, or experimental sponsorship opportunity.
- Only one suitable sponsor can be identified.
- The value of the sponsorship or advertising opportunity is less than $20,000

**GOVERNING REQUIREMENTS/LIMITATIONS**

Sponsorships must be for purposes consistent with the receiving department’s mandate and considered to be in the public interest of the Township:

- Charitable receipts will be issued by the Treasurer in accordance with the Income Tax Act and policies of the Canada Revenue Agency where applicable. Typically, sponsorships will not qualify for charitable donation receipts.
- The Township will retain ownership and control over any sponsored asset.
- The Township does not endorse the products, services, or ideas of any sponsor.
- Potential sponsors must not be canvassed in a manner that uses or implies coercion.
- All sponsorships will be confirmed in writing or by contract/agreement and approved as per appropriate signing authority or Council resolution.
- Normal funding will not be displaced by the sponsorship arrangement.

- Proceeds from a sponsorship in respect of an asset, program or service shall be applied to the asset, program or service intended.
- Sponsors will not be canvassed during any active procurement process in which they are or reasonably may be participating.
- The Township shall retain the right to, by resolution of Council, terminate any sponsorship, at any time, should the said sponsor cast the Township in a negative light as a consequence of substantial misdeeds or illegal activity undertaken on the part of the corporation or individual for which the Municipal asset is named. Additionally, in the event of a corporate failure, the Township shall retain the ability to cancel any sponsorship agreement without redress.
- Parties disqualified from doing business with the Township will not be considered.
- No form of indemnification will be provided to any sponsor without the express approval of a legal representative of the Township of Wilmot.
- Solicitation, negotiation and administration of all sponsorships are to be conducted by authorized Municipal staff only.
- All unsolicited sponsorship offers are to be referred to the relevant department or the CAO.
- Sponsorships must comply with federal and provincial statutes, and municipal by-laws.
- Sponsorship eligibility will be considered and determined based on, but not limited to, the criteria outlined in this policy and any procedures developed for this purpose.
- Sponsorships must not interfere with existing contractual obligations.
- Sponsorship benefits to the sponsor are to be appropriate for the size and scope of the sponsorship.
- Sponsorship must not create an ongoing financial obligation for the Township.
- The sponsorship must not result in or be perceived to result in preferential treatment of the sponsor outside of the sponsorship agreement.
- Sponsors are prohibited from implying that their products, services, or ideas are sanctioned by the Township, nor will there be actual or implied obligation for the Township to purchase products or services from the sponsor.

## ACKNOWLEDGEMENT

Each sponsorship arrangement will have an agreed upon acknowledgement plan prior to acceptance of the contribution. This could include, but not be limited to website, media releases, newsletters, posters, signage, and through recognition at Council meetings.

## RESPONSIBILITIES

**Council:** Municipal Council approval is required for sponsorships that are over and above $25,000 and or multiple years in length, and delegates responsibility for oversight and control of

all other departmental sponsorship dealings to the Chief Administrative Officer in alignment with the Township purchasing bylaw.

**CAO:** In cases of conflict or confusion, the Chief Administrative Officer (CAO) and/or Council of the Township of Wilmot shall be empowered to make any and all necessary clarifications needed to ensure the equitable and effective application of this policy.

**Department Head:** responsible for:

- Reporting to Council regarding sponsorship activity.
- Soliciting and negotiating singular and cumulative sponsorships from a particular third party subject to the governing rules and regulations of this policy that do not exceed $25,000.
- Department Heads can be delegated responsibility for approval of agreements up to the amounts $25,000 provided they satisfy all provisions of this policy.
- Approving the terms and conditions that form part of a sponsorship arrangement as they relate to departmental programs and activities. If the agreement involves more than one department, approval must be obtained from the applicable Department Head and the CAO.
- Reviewing the effectiveness of sponsorship agreements to ensure that the respective parties are adhering to the terms of the written agreement.
- Maintaining a record of all sponsorship contributions and for issuing a written acknowledgement of the agreement to each sponsor.

The Director of Community Services or their designate will be responsible for championing Municipal-wide sponsorship opportunities, coordinating departmental sponsorship activities and ensuring that sponsors receive the recognition for which they are entitled.

## EVALUATION

This policy shall be reviewed once per term of Council or more often as required.

## DOCUMENTATION/REFERENCES

- Donations Policy
- Naming Rights Policy
- Procurement By-law #2021-43
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Act, 2001

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-30**

**A BY-LAW to adopt a Policy for Naming Rights for the TOWNSHIP OF WILMOT.**

**WHEREAS** Subsection 5(3) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipal power shall be exercised by by-law; and,

**WHEREAS** Council deems it is necessary and expedient to establish a Naming Rights Policy for the Township of Wilmot,

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That the Naming Rights Policy attached as Schedule A to and forming part of this By-Law be approved; and,
2. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____
MAYOR – Natasha Salonen

_____
CLERK – Amelia Jaggard

Authority: Council Resolution 2026-
Staff Report Number: CS-2026-07
Staff Report Date: April 27, 2026

**Schedule A**
Proposed Naming Rights Policy

# Corporate Policy Manual

**Section:** Council

**Title:** Naming Rights Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-30

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

The Township welcomes mutually beneficial naming rights agreements that enhance community assets and experiences while off setting costs to residents and businesses. Each naming right agreement will promote fairness, transparency, and align with the Township's vision, mission, and values while supporting Council priorities, bylaws and policies.

## PURPOSE

The purpose of this policy is to establish a consistent corporate policy for granting naming rights to Township-owned approved assets. It ensures alignment with the Township's programs and services, the strategic priorities of Council, and overall community benefit. It will establish the framework for entering into agreements for naming rights partnerships and alliances with individuals, groups and businesses. At the same time, it will create an open and competitive process through which to capitalize on opportunities for non-tax revenue streams to help fund municipal priorities and offset municipal costs by leveraging Township assets. The policy is intended to recognize and honour significant community or financial contributions that help advance municipal services, while safeguarding against undue commercialization of the public realm and preserving the integrity and character of public spaces.

## SCOPE

This policy applies to the naming of buildings, substantial parts of buildings (pools, arenas,

halls, meeting rooms etc.) properties, facilities or other assets. This policy does not apply to philanthropic contributions and donations in which no benefits are granted to an external party and where no business relationship exists.

## LIMITATIONS

The Township will not solicit or accept naming rights whose reputation could prove detrimental to the Township's public image, or its financial, legal, or moral integrity or adversely impact upon the Municipality's standing and reputation in the community. This policy does not apply to the following:

- Recognition of contributions by the placing of plaques or other memorials where such recognition does not involve the naming of an entity as indicated below.
- Contributions that are governed by the Township's Donation Policy or Memorial Bench/Tree Program.
- Arena Rink Board advertising covered under Fees and Charges By-law.
- Projects where the Township provides funds to an outside organization.
- Memorandum of Understanding with community groups, service clubs, not-for-profit organizations, or agencies that provide continuous support and leadership to Township assets.
- Agreements that predate this policy; recognizing that renewal opportunities shall be subject to this policy.

**DEFINITIONS**

**CAO**: Chief Administrative Officer of the Township of Wilmot or designate

**Department Head**: Member of the Corporate Leadership Team or designate.

**Honorific or Commemorative Naming**: Naming of Township property or assets without consideration (financial or otherwise) from the Township. The Township recognizes the service, commitment, or other type of on-going contribution by an individual, group, or organization for outstanding community involvement.

**Municipal Asset**: Township-owned property, facilities, parks, and physical or intellectual features. This includes, but is not limited to, community centres, pools, arenas, halls, meeting rooms, ice pads, playgrounds, splash pads, pedestrian bridges, trails, and other amenities.

**Individual Naming Rights**: Naming of Township property in return for financial or value-in-kind contribution from an individual or their estate. Typically, such support is given to enhance the community and to help sustain the property or asset in question for a specified period of time.

**Market Value Assessment:** A professional assessment to determine the value of the proposed naming rights in the marketplace.

**Naming Rights Agreement**: An agreement with an individual, external company, organization, enterprise, or association that purchases the revokable license to name or re-name a Township property or asset as evidenced in a written contract that contains terms acceptable to the Township particularly with respect to a specified period of time, termination, and exchange of financial and other benefits.

**Naming Rights Sponsor**: An individual, external company, organization, enterprise, or association that provides significant financial and/or in-kind support to the Township in exchange for the exclusive right to name a Township-owned property, facility, or asset for a specified period of time, as outlined in a formal naming rights agreement.

**Sponsorship:** A marketing-oriented, mutually beneficial contractual agreement between the Township and a third party, where the Township leverages a municipal asset to receive financial support in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party. Sponsorships can take the form of financial assistance, non-cash value in-kind such as goods or a contribution of skills or resources, publicity, promotional considerations, or merchandising opportunities.

**Township**: The Corporation of the Township of Wilmot.

**Value In-Kind**: A sponsorship is received in the form of good and/or service rather than a financial contribution.

**PRINCIPLES**

Following are the fundamental principles that shape the Township's Naming Rights Policy:

**Guidelines for Assessment and Approval of Naming Rights**

- The Township will not approve, or will discontinue, any Naming Right that may compromise the integrity, image, or reputation of the Township. All naming rights agreements are subject to the approval of Council, including both the initiation and potential termination of naming.
- Naming rights shall not interfere with the Township's ability to deliver services impartially, nor shall they be interpreted as the Township's endorsement of a political, religious or ideological position, or of any commercial product or service. This does not preclude naming in recognition of individuals who have held public office or entities such as individuals, foundations, companies, or organizations that produce or distribute commercial products or services.
- Naming Rights opportunities will be evaluated based on both tangible and intangible value to the Township and the potential naming rights sponsor. Considerations may include the uniqueness of the opportunity, alignment with the Township's values, community impact, audience reach, number of impressions or visitors, and the reputation of both the Township and the Naming Sponsor.

**Individual Naming Rights**

- All individual naming right must be for a specified time period, not exceeding the useful life of the asset, and subject to the conditions of the policy.
- Every such agreement shall include a sunset clause specifying the duration of the naming opportunity.
- Individual naming rights may be subject to renewal on mutual agreement and with Council's approval.

**Corporate Naming Rights**

- All corporate naming rights must be for a specified time period, not exceeding the useful life of the asset.

- Such agreements may be subject to renewal on mutual agreement and with Council's approval.
- Parties that are disqualified from doing business with the Township are not eligible for naming rights opportunities.
- The benefits to the naming rights holder are limited to those expressly stated in the naming rights agreement.
- The Township will not provide an indemnification to the naming rights holder.
- Naming Rights holders are prohibited from representing that their products, services or ideas are sanctioned by the Township, and the Township will not be obligated under the naming rights agreement to purchase the products or services of the naming rights holder.

**Honorific or Commemorative Naming**

Honorific or commemorative naming may be considered by Council based on the contribution the group or individual has made to the public life and well-being of the Township of Wilmot. Honorific or commemorative naming arrangements will be reviewed on a case-by-case basis.

**CONDITIONS**

- All assets under consideration will undergo a market value assessment.
- Properties or assets with names of historic or community significance would be considered for renaming only in exceptional circumstances and only after consultation with and Council approval.
- The cost and impact of changing signage, rebuilding community recognition and updating records must be considered before a property is renamed.
- The Township will retain ownership, management and operational control over any named asset.
- The Township will consider all naming rights proposals but does not have an obligation to accept any and has the right to refuse any proposal, particularly those submitted by external parties whose activities are perceived to be incompatible with the Township's priorities, goals, values and mission.
- All naming rights agreements shall be confirmed by written contract containing terms and conditions satisfactory to the Township. All agreements are subject to Council approval.
- Every naming rights agreement shall conform to all applicable federal and provincial statutes, and to all Township by-laws, policies, contracts, and practices.
- While the physical display of the naming right shall be negotiated or decided upon on an individual basis, such recognition must not unduly detract from the character, integrity, aesthetic quality or safety of the property or unreasonably interfere with its operation, enjoyment, or use.

- The naming rights opportunity must not confer or appear to confer any personal benefit, influence, or preferential access to Township staff, officials, programs, services or decisions. Naming Rights do not constitute a partnership with the Township, and no aspect of such agreements implies a transfer of land, influence over Township affairs, or endorsement by the Township.
- The Township does not endorse the product, services, viewpoints or ideas of any Naming Rights Sponsor.
- The Township reserves the right, at its sole discretion, to terminate any Naming Rights agreement prior to its scheduled end date without refund or compensation if it determines that continuation of the agreement may bring the Township into disrepute. Grounds for termination may include, but are not limited to:
  - A change in the Naming Rights Holder's reputation that could negatively reflect on the Township.
  - The Holder's involvement in legal, ethical, or criminal matters that may damage the Township's integrity or public trust;
  - A breach of the terms of conditions outlined in the agreement; or
  - A determination by Council that discontinuing the naming is the best interests of the public.
- The Naming Right must not result in incremental net costs to the Township.
- All proposed naming rights must go through an ethical scan and may be subject to obtaining a vulnerable sector check or police record check that is satisfactory to the Township.

## SOLICITED AND UNSOLICITED PROPOSALS

Considering the Township's available opportunities, funding requirements, and other considerations, the Township will apply processes that are fair, transparent, and consistent with the Township's Procurement By-law where applicable. Naming Rights opportunities are generally revenue/benefit arrangements. However, where a proposal includes the provision of goods, services or construction to the Township (including in-kind contributions), procurement requirements and/or competitive processes will apply.

The Township is open to receiving unsolicited Naming Rights proposals. Naming Rights opportunities and the process for submission shall be made available on the Township's website. Unsolicited naming rights proposals received by the Township will be evaluated by Community Services and if applicable any relevant business units.

## RESPONSIBILITIES

### Council:

- Approval of assets and naming rights.

- Approval of inventory of assets and valuation.
- Approval of agreements beyond the aggregated amount of $25,000 or agreements over 3 years.

**Community Services:**

- Reporting to Council regarding naming rights activities and necessary approvals.
- Maintain the Naming Rights Policy and related standard operating procedures.
- Act as the primary liaison with advertisers, sponsors and commercial naming rights holders.
- Negotiate and manage agreements, or oversee if done by a third party, ensuring alignment with the Township's best interests and this policy.
- Obtain approvals from Directors who oversee or are responsible for the Township asset as necessary.
- Ensure financial oversight and reconciliation of accounts.
- Maintain inventory, track documents and provide accurate records and reporting as required.
- Ensure all activities, agreements, and related contractual terms comply with applicable by-laws, policies, and standard operating procedures.

**AGREEMENT REQUIREMENTS**

Agreements must include the following:

- A description of the Naming Rights.
- Any contribution by the Naming Entity and the value of the contribution, including any in-kind provided without charge to the Township, and the outline of a payment schedule.
- The obligations and responsibilities of both the Naming Entity and the Township.
- The duration of the agreement, and renewal options if any.
- The dispositions and ownership of any assets resulting from the naming rights.
- The licensing and use of both parties', name, trade, service marks, and other intellectual property, and any costs associated with such licensing or use.
- Details of the exchange of marketing benefits, including both what the Township will receive from the Naming Entity, and what benefits are to be provided to the Naming Entity.
- Insurance coverage/indemnification clauses.
- A termination provision and the remedies available to both parties upon termination.

- Other commercially reasonable terms deemed necessary by the Township, in its sole discretion.

If the naming right and/or advertising program is outsourced to a third party, where the third party is responsible for securing naming entities on behalf of the Township, all relevant agreements shall be reviewed and approved per contracted terms.

**EVALUATION**

This policy shall be reviewed once per term of Council or more often as required.

**DOCUMENTATION/REFERENCES**

- Sponsorship Policy
- Donations Policy
- Procurement By-law #2021-43
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Act, 2001
- Canadian Code of Advertising Standards

**Schedule A**
Proposed Donations Policy

# Corporate Policy Manual

**Section:** Council

**Title:** Sponsorship Policy for the Township of Wilmot

Policy Number:

Approved by: Council, By-Law 2026-29

Administered by: Corporate Services Department

Effective: April 27, 2026

## POLICY STATEMENT

The Township of Wilmot acknowledges that corporations, businesses, individuals, and service organizations may choose to support financially and/or materially municipal activities through sponsorships. Mutually beneficial sponsorships that enrich the lives of residents by enhancing Municipal programs, services and assets are welcomed by the Township. Sponsorship agreements will ensure access and fairness, result in improved opportunity for healthy, active living in the community and be consistent with the Township's vision, mission, and values and support Council priorities, bylaws and policies.

## PURPOSE

The purpose of this policy is to establish a consistent corporate sponsorship policy that aligns with Township's programs and services, the strategic priorities of Council, benefiting the community and supporting stakeholders in their business objectives. The policy will establish the framework for entering into agreements for sponsorships with individuals, groups, and businesses, while creating an open and competitive process through which to capitalize on opportunities for non-tax revenue streams to help fund municipal priorities and offset municipal costs by leveraging Township investments in community programs and services.

## SCOPE

This policy applies to all Township departments, and all relationships between the Township and businesses, organizations and individuals that contribute either financially or in-kind to Municipal programs, services or facilities in exchange for recognition, public acknowledgement or other promotional considerations.

This policy does not apply to:

- Municipal Naming Policy. However, naming rights may be associated with a major sponsorship.

- Philanthropic contributions, gifts or donations in which property is involuntarily transferred by a third party to the Township without expectation of return. This is governed by the Township's Donation Policy.
- Grants obtained from other levels of government, foundations, trusts, etc.
- Pouring rights contracts including agreements between a beverage distributor and the Township that allows the distributor to be the only entity selling beverages at a given location.
- Strategic alliances and partnerships, tenant-landlord relationships, or other partnership agreements managed by the Township.

## RESTRICTIONS

The Township will not solicit or accept sponsorship from companies whose reputation could prove detrimental to the Township's public image, its financial, legal, or moral integrity or adversely impact upon the Municipality's standing and reputation in the community. A sponsorship will not be accepted if the potential Sponsor or Sponsorship:

- Presents a real or potential conflict of interest for the Township or for the potential Sponsor.
- Does not align with the audience or mandate of a specific asset.
- Is not in good financial standing with the Township.
- Is disqualified from doing business with the Township due to ongoing litigation, prior litigation, or other infringements against the Township.
- Produces, distributes, sells or promotes products or services that may reflect negatively on the Township's public image or be detrimental to the Township's integrity or reputation (e.g. pornography or sexual services; products that promote violence, etc.).
- Promotes religious, political, or other potentially divisive messages specific to any group or faction.
- Involves images or messages that are derogatory, prejudicial, harmful to or intolerant of any specific group or individual.

## DEFINITIONS

**CAO**: Chief Administrative Officer of the Township of Wilmot or designate.

**Department Head**: Member of the Corporate Leadership Team or designate.

**Sponsorship:** a marketing-oriented, mutually beneficial contractual agreement between the Township and a third party, where the Township leverages a municipally owned asset (e.g., building, program, service, special event, etc.) to receive financial support in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party. Sponsorships can take the form of financial assistance, non-cash value in-kind such as goods

or a contribution of skills or resources, publicity, promotional considerations, or merchandising opportunities.

**Sponsor**: An individual, external company, organization, enterprise, or association that provides significant financial and/or in-kind support to the Township in exchange for recognition, exposure, and/or some form of other marketing benefits for the third party.

**Township:** The Corporation of the Township of Wilmot.

**Treasurer:** The appointed Treasurer for Corporation of the Township of Wilmot.

**Value in Kind:** A sponsorship is received in the form of good and/or service rather than a financial contribution.

## SPONSORSHIP TERM

Typically, sponsorships will be for a specific short term and limited purpose and usually no more than one year in duration. The sponsorship shall be formalized as an executed written agreement designed to benefit both partners. It gives ongoing recognition through public awareness for a specific period of time. The relationship is a commercial venture, built around a Township program, service or function, and there will be a marketing benefit or trade-off for corporations, businesses and/or individuals involved. This does not include donations and gifts to the Township where no business relationship or association is contemplated or is required and where no reciprocal consideration is being sought, such instances are considered through the Township Donation Policy.

## PRINCIPLES

Following are the fundamental principles that shape the Township's relationship with sponsors:

- The Township will accept sponsorships as an additional source of revenue, providing that all conditions and terms of this Sponsorship Policy are met.
- Revenue generated through sponsorships (unless otherwise specified) will be allocated towards establishing and/or improving a program, service, facility, or enterprise and should not be used to offset operating costs.
- Sponsorship recruitment should endeavor where possible to match a prospective partner with the audience/participants' interests to ensure that there is a good fit.
- Sponsorship of a Municipal program, service, event, or facility will not entitle any sponsor to influence or benefit from any policy or business decision of the Township, program, activity, or event.
- All sponsorship alliances or partnerships must be consistent with existing Municipal policies.
- The products, services, business activity or branding of sponsorship partners should not reflect negatively on the Township.

- The Township should not enter into any sponsorship agreements with parties that are a direct competitor of the Township or its enterprises.

**ELIGIBILITY**

The following are the types of sponsorship that are covered by this policy:

- **Program Sponsorships**, support of a single program offering (e.g., youth programs, camps, Castle Kilbride programs, etc.).
- **Municipal-Wide Programs and Services**, support of programs and services that are offered to citizens under a centralized or common delivery system e.g., trails / active transportation development.
- **Special Events**, support of annual or one-off special events presented by or in part by the Township (e.g., concerts, Canada Day, etc.).
- **Municipal-Wide Initiatives,** support of multiple programs under a common cause-related theme (e.g., June Is Parks and Recreation Month, etc.).
- **Project Sponsorships**, tied to specific initiatives (e.g., playground development, art furnishings and equipment, capital improvements, etc.).
- **Audience Bundled Programs**, support of multiple programs delivered through various facilities that cater to similar audiences (e.g., fitness/recreation services).

**BENEFITS TO THE TOWNSHIP**

All new sponsorships are to be evaluated for compliance with this policy and must provide the Township and its residents, with one or more of the following benefits:

- Financial Contribution – a sponsorship in the form of money.
- Event/programming support.
- Infrastructure support or development.
- Marketing support.
- Promotional giveaways.
- In-kind – goods or services of value to the Township received instead of cash.

Departments are responsible for ensuring that all sponsors and executed agreements comply with this policy and that staff abide by its provisions.

**SPONSORSHIP PROCESS**

The Township's sponsorship program is based on a combination of pre-approved assets, and a package will be developed for each opportunity that seeks sponsorship and categorized under a sponsorship hierarchy. Sponsorship can be secured in three different ways:

1. Competitive Process: prospective sponsors participate in a proposal submission process, regulated by the Procurement Bylaw No. and can be considered an exclusive sponsor to

the Township within the standard sponsorship model, and as defined by the final sponsorship agreement.

2. Solicited: an information package will be prepared and provided that outlines what the sponsored project includes, and the rights and benefits being offered in return. Businesses whose values align with the predetermined sponsorship category will be contacted to determine interest levels. Categories and assets will be reviewed periodically to reflect current needs in various departments.

3. Unsolicited: prospective sponsors will be evaluated by staff against the criteria set out in this policy and with regard to the Procurement Bylaw to determine if the proposal is aligned. If the unsolicited sponsorship proposal is deemed to be attached to a product that should be competitively procured, a competitive procurement process would be required for the product.

A formal competitive process is not required when soliciting sponsorship opportunities; however, the following sponsorship opportunities should usually follow a competitive process:

- Opportunities that will offer a significant corporate profile.
- Agreements of a lengthy duration (3 years and beyond).
- Agreements that allow for exclusive benefits and recognition.

Non-competitive agreements may be considered for the following opportunities:

- An unlimited number of sponsors are being sought.
- It is a unique, innovative, or experimental sponsorship opportunity.
- Only one suitable sponsor can be identified.
- The value of the sponsorship or advertising opportunity is less than $20,000

**GOVERNING REQUIREMENTS/LIMITATIONS**

Sponsorships must be for purposes consistent with the receiving department’s mandate and considered to be in the public interest of the Township:

- Charitable receipts will be issued by the Treasurer in accordance with the Income Tax Act and policies of the Canada Revenue Agency where applicable. Typically, sponsorships will not qualify for charitable donation receipts.
- The Township will retain ownership and control over any sponsored asset.
- The Township does not endorse the products, services, or ideas of any sponsor.
- Potential sponsors must not be canvassed in a manner that uses or implies coercion.
- All sponsorships will be confirmed in writing or by contract/agreement and approved as per appropriate signing authority or Council resolution.
- Normal funding will not be displaced by the sponsorship arrangement.

- Proceeds from a sponsorship in respect of an asset, program or service shall be applied to the asset, program or service intended.
- Sponsors will not be canvassed during any active procurement process in which they are or reasonably may be participating.
- The Township shall retain the right to, by resolution of Council, terminate any sponsorship, at any time, should the said sponsor cast the Township in a negative light as a consequence of substantial misdeeds or illegal activity undertaken on the part of the corporation or individual for which the Municipal asset is named. Additionally, in the event of a corporate failure, the Township shall retain the ability to cancel any sponsorship agreement without redress.
- Parties disqualified from doing business with the Township will not be considered.
- No form of indemnification will be provided to any sponsor without the express approval of a legal representative of the Township of Wilmot.
- Solicitation, negotiation and administration of all sponsorships are to be conducted by authorized Municipal staff only.
- All unsolicited sponsorship offers are to be referred to the relevant department or the CAO.
- Sponsorships must comply with federal and provincial statutes, and municipal by-laws.
- Sponsorship eligibility will be considered and determined based on, but not limited to, the criteria outlined in this policy and any procedures developed for this purpose.
- Sponsorships must not interfere with existing contractual obligations.
- Sponsorship benefits to the sponsor are to be appropriate for the size and scope of the sponsorship.
- Sponsorship must not create an ongoing financial obligation for the Township.
- The sponsorship must not result in or be perceived to result in preferential treatment of the sponsor outside of the sponsorship agreement.
- Sponsors are prohibited from implying that their products, services, or ideas are sanctioned by the Township, nor will there be actual or implied obligation for the Township to purchase products or services from the sponsor.

## ACKNOWLEDGEMENT

Each sponsorship arrangement will have an agreed upon acknowledgement plan prior to acceptance of the contribution. This could include, but not be limited to website, media releases, newsletters, posters, signage, and through recognition at Council meetings.

## RESPONSIBILITIES

**Council:** Municipal Council approval is required for sponsorships that are over and above $25,000 and or multiple years in length, and delegates responsibility for oversight and control of

all other departmental sponsorship dealings to the Chief Administrative Officer in alignment with the Township purchasing bylaw.

**CAO:** In cases of conflict or confusion, the Chief Administrative Officer (CAO) and/or Council of the Township of Wilmot shall be empowered to make any and all necessary clarifications needed to ensure the equitable and effective application of this policy.

**Department Head:** responsible for:

- Reporting to Council regarding sponsorship activity.
- Soliciting and negotiating singular and cumulative sponsorships from a particular third party subject to the governing rules and regulations of this policy that do not exceed $25,000.
- Department Heads can be delegated responsibility for approval of agreements up to the amounts $25,000 provided they satisfy all provisions of this policy.
- Approving the terms and conditions that form part of a sponsorship arrangement as they relate to departmental programs and activities. If the agreement involves more than one department, approval must be obtained from the applicable Department Head and the CAO.
- Reviewing the effectiveness of sponsorship agreements to ensure that the respective parties are adhering to the terms of the written agreement.
- Maintaining a record of all sponsorship contributions and for issuing a written acknowledgement of the agreement to each sponsor.

The Director of Community Services or their designate will be responsible for championing Municipal-wide sponsorship opportunities, coordinating departmental sponsorship activities and ensuring that sponsors receive the recognition for which they are entitled.

## EVALUATION

This policy shall be reviewed once per term of Council or more often as required.

## DOCUMENTATION/REFERENCES

- Donations Policy
- Naming Rights Policy
- Procurement By-law #2021-43
- Municipal Freedom of Information and Protection of Privacy Act
- Municipal Act, 2001

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-31**

**A BY-LAW to adopt a Policy for Donations for the TOWNSHIP OF WILMOT.**

**WHEREAS** the Municipal Act, 2001 authorizes municipalities to govern their affairs and manage municipal assets; and,

**WHEREAS** Council deems it is necessary and expedient to establish a Donations Policy for the Township of Wilmot,

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. That the Donations Policy attached as Schedule A to and forming part of this By-Law be approved; and,
2. That this by-law shall come into force and take effect on the date it is passed.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

_____
MAYOR – Natasha Salonen

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CLERK – Amelia Jaggard

Authority: Council Resolution 2026-
Staff Report Number: CS-2026-07
Staff Report Date: April 27, 2026

**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-29**

**A BY-LAW to further amend By-Law No. 83-38 of the Township of Wilmot being a Zoning By-Law for the said Township of Wilmot.**

**WHEREAS** The Corporation of the Township of Wilmot deems it desirable to further amend By-law No. 83-38, being a Zoning By-law for the said Township of Wilmot.

**BE IT THEREFORE ENACTED** by the Council of the Corporation of the Township of Wilmot as follows:

1. Notwithstanding the provisions of By-law 83-38, as amended, the lands described on Schedule “A” and illustrated on Schedule “B” attached to and forming part of this By-law, are hereby removed from Zone 4a (Residential) and placed within Zone 4 (Residential).

2. Notwithstanding the provisions of By-law 83-38, as amended, the map forming Part 2B of Schedule “A’’ to By-law 83-38 shall be amended as necessary to identify the zoning established by this by-law and illustrated on Schedule “B” attached to and forming part of this By-law.

3. Notwithstanding the provisions of By-law 83-38, as amended, Section 22.273 shall be deleted and replaced with the following:

   Notwithstanding any other provisions of this By-law, as amended, the lands described as Part of Lot 14, Concession North of Snyder’s Road, being Part 1, Plan 58R-19065, identified on the map forming Part 2b of Schedule ‘A’, and zoned Zone 4 shall be subject to the following regulations:

   a) the minimum lot area for a 54-unit apartment building shall be 4892 square metres

   b) the minimum exterior side yard setback for an entrance canopy shall be 3.9 metres

4. Except as amended by the preceding regulations, the lands described on Schedule "A" attached to and forming part of this by-law and shown on Schedule "B" attached to and forming part of this by-law, shall be subject to all other applicable regulations as set down in By-law No. 83-38, as amended.

5. This by-law shall come into effect on the final passing thereof by the Council of The Corporation of the Township of Wilmot subject to compliance with the provisions of The Planning Act, R.S.O., 1990 and amendments thereto.

**READ a First, Second, Third and Final time and passed this 27th day of April, 2026.**

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MAYOR – Natasha Salonen

_____
CLERK – Amelia Jaggard

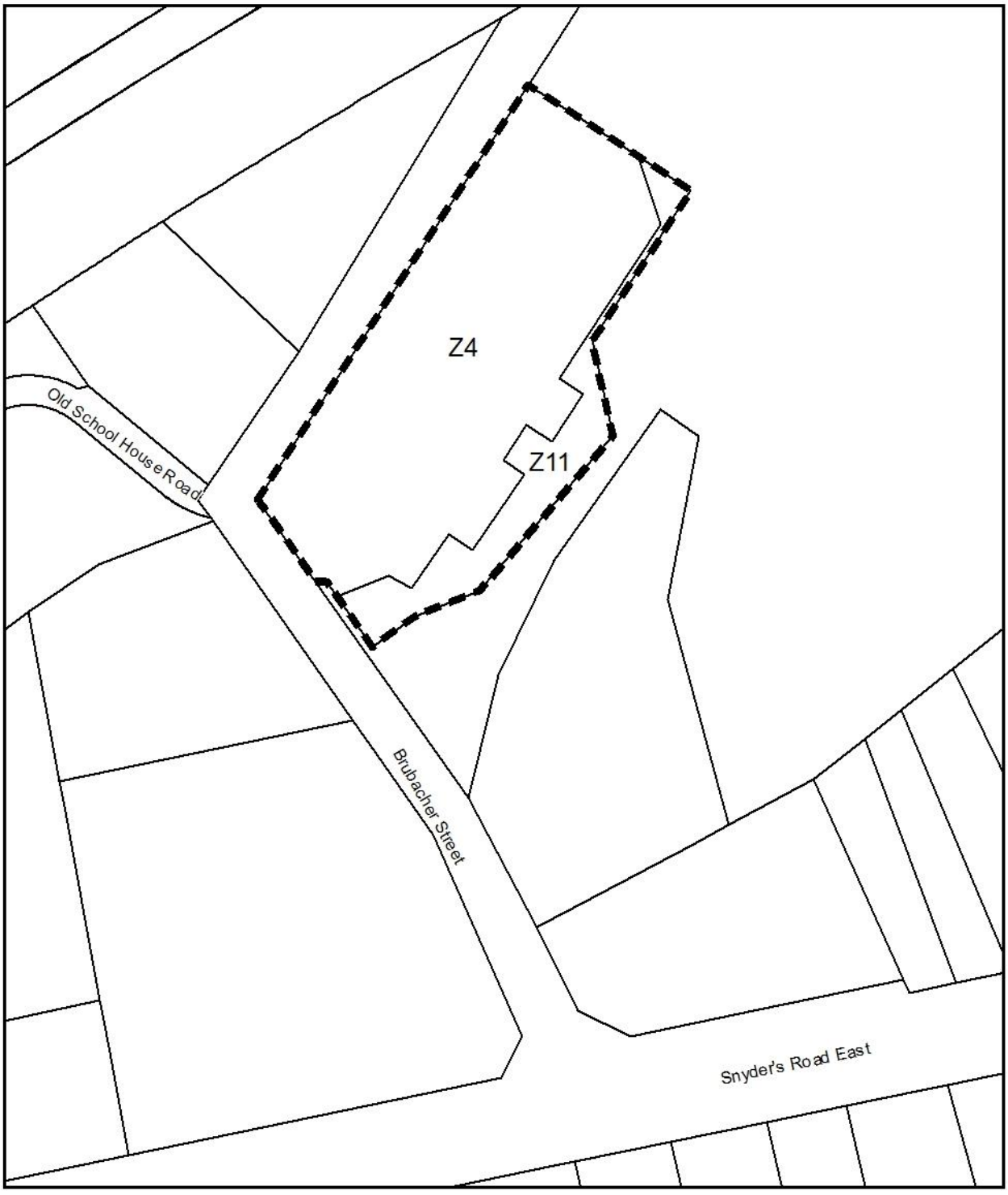
Authority: Council Resolution 2026-
Staff Report Number: DS-2026-05
Staff Report Date: April 27, 2026

## SCHEDULE "A"

**ALL AND SINGULAR** that certain parcel or tract of land and premises situate, lying and being in the Township of Wilmot, in the Regional Municipality of Waterloo and Province of Ontario being composed of Part of Lot 14, Concession North of Snyder's Road, being Part 1, Plan 58R-19065, in the said Township of Wilmot.

**SCHEDULE "B"**
PART OF LOT 14, CONCESSION NORTH OF SNYDER'S ROAD
BEING PART 1, PLAN 58R-19065
TOWNSHIP OF WILMOT

**SUBJECT LANDS OUTLINED THUS: - - - - - - - - - - - -**



**THE CORPORATION OF THE TOWNSHIP OF WILMOT**

**BY-LAW NO. 2026-28**

**A BY-LAW to confirm the proceedings of Council at its Regular Council Meeting held on April 27, 2026.**

**THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF WILMOT ENACTS AS FOLLOWS:**

1. The actions of the Council at its special meeting held on April 27, 2026, with respect to each recommendation contained in the reports forwarded to Council, and in respect to each resolution and other action passed and taken by Council at this meeting, except where the prior approval of the Ontario Land Tribunal is required, are hereby adopted, ratified and confirmed.
2. The Mayor or in their absence the presiding officer of Council and the proper officials of the municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required and except where otherwise provided, the Mayor or in their absence the presiding officer, and the Clerk, or in their absence, the Deputy Clerk, are hereby directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and to affix the corporate seal of the municipality to all such documents.

**READ A First, Second, Third and Final time and passed this 27th of April, 2026.**

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MAYOR – Natasha Salonen

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CLERK – Amelia Jaggard