



Township of Wilmot

Setting Priorities & Achieving Results: Strategic Action Plan

EXECUTIVE SUMMARY

October 21, 2024



- Project Objectives
- Key Success Factors
- Our Approach
- What We Heard
- Four Goals / Core Values
- Strategic Priorities & Actions
- Next Steps & Tracking Progress



Objective

- To create a results-focused action plan enabling the Leadership Team to establish a common focus; outline priorities; and track and communicate progress.

Outcomes

- Input from the Council, staff, and the community
- Goals and priorities
- “Roadmap for action” providing direction for budgets, projects, and operations
- Shared vision among Members of Council and management

Leadership Team told us ...

- ✓ Build a shared vision and achieve common ground among Members of Council.
- ✓ Community input to validate that we are on the right track.
- ✓ Clear and simple language that would be understood by all readers.
- ✓ Action-oriented to enable the effective tracking of progress.
- ✓ Achievable by ensuring that we are not making promises or setting expectations that are outside our sphere of authority.

Our Approach

- 1:1 interviews with Leadership Team (Members of Council & CLT)
- Resident questionnaire – 626 responses
- Staff questionnaire – 61 responses
- Two Leadership Team sessions (June 18/Aug 12)
- Focus group sessions (Sept 19) – 2 sessions



- From residents ...
 - To the question “what makes Wilmot a great place to live?”, 80% selected “Small town feel & friendly people” as either their first, second or third preferred choice followed by 58% who selected “Outdoor open space, parks and trails” as either their first, second or third preferred choice.
 - The most important “local government services to your household” was “Fire & emergency services” and “Maintenance of local roads”.
 - Common themes/concerns that emerged from community input sessions centred around financial stability, improved transparency/communication and rebuilding trust.

- From staff ...
 - The top response to the question “Rank the following challenges that you think require attention during this Council term” was overwhelmingly (75%) “Improve the Township’s finances” followed by “Cost of living / housing affordability”.

➤ **Goal 1: Financial Stability**

- Build a strong financial foundation to support our community now and in the future.

➤ **Goal 2: Healthy Community**

- Provide core services and build strong community partnerships.

➤ **Goal 3: Prosperous Businesses & Balanced Growth**

- Facilitate responsible growth providing opportunities to live and work in Wilmot.

➤ **Goal 4: Trustworthy Leadership**

- Foster a positive and respectful working environment engaging and serving our community.

GOAL 1: Financial Stability

- 1.1 Taking a long-term evidence-based approach to determine infrastructure renewal priorities and timelines.
- 1.2 Diversifying our revenue sources to reduce reliance on residential taxpayers.



Action Highlights:

- Implement a modern Enterprise Resource Planning (ERP) system
 - Expand Asset Management Plan
 - Multi-Year capital and operating budget
 - Increase applications for grants
- Investigate the use of user-fees where appropriate
 - Naming rights/sponsorship program

GOAL 2: Healthy Community

- 2.1 Delivering valuable core services and programs.
- 2.2 Expanding healthy living and recreation opportunities.
- 2.3 Working with our community partners to enhance our quality of life.



Action Highlights:

- Establish service standards and targets for core services
- Strengthen partnerships with community groups to better serve residents
 - Plan and funding options for New Hamburg arena
 - Skate park design and funding options
 - Work with Region to enhance transit options

GOAL 3: Prosperous Businesses & Balanced Growth

- 3.1 Encouraging well-planned growth while preserving our rural heritage and small-town character.
- 3.2 Support local businesses and provide more housing options.
- 3.3 Protecting our natural environment.



Action Highlights:

- Secondary plan that establishes unique growth characteristics for all areas
 - Financial strategy to support sustainable growth
 - Economic development strategy
- Expand Waterloo Regional Tourism Marketing Corporation partnership
 - “Let’s Tree Wilmot” program

GOAL 4: Trustworthy Leadership

- 4.1 Enhancing the Township's reputation through meaningful community engagement.
- 4.2 Continuously improving our day-to-day operations to be more effective, efficient, and customer focussed.
- 4.3 Fostering a culture of excellence and professionalism.



Action Highlights:

- Bi-annual Town Halls
- Communications strategy with priorities
 - Website performance dashboard
 - Programs and services review
- Customer service solutions and tools
 - Council-staff relations policy

1. WORK TOGETHER

- We know the best solutions come from effective communication and genuine teamwork. We will demonstrate trust in each other by embracing our differences in the spirit of finding the best answers and making great decisions for our community. We will demonstrate we have each other's back and will respect team decisions.

2. OPEN & TRANSPARENT

- We are committed to having open and honest discussions because we recognize none of us has all the answers. We will strive to make decisions and take actions that are in the best interests of our community. We value integrity, equity, compassion, and transparency and will ensure that our actions reflect these values.

3. RESPECTFUL

- Even when we do not agree with each other, we are committed to demonstrate that we value each other's opinions, perspectives, and areas of expertise and authority. We will not rush the decision-making process, and we will strive to provide a safe, judgement-free environment to share opinions and perspectives. We will come prepared to meetings because we value each other's time and effort.

4. INFORMED DECISIONS

- It is important that our discussions start with the facts because we know that good information enables good decision-making. Healthy, forward-thinking discussions build common ground and contribute to evidence-based decision-making.

5. COURAGEOUS

- We are committed to working together to do the right things in the right ways – even when these decisions are difficult or unpopular. We do this because we are committed to advancing the long-term best interests of our community. We also recognize the importance of communicating the rationale behind our decisions and actions.

6. RESILIENT

- We recognize that we will face difficult times, and we are committed to working together to build a strong team that can persevere through hard times; adapt to change; and remain steadfast in achieving long-term positive results for our community.

- ❑ Once Council has approved the content of the Strategic Action Plan, Linton Consulting will work with our in-house designers to develop a final Strategic Action Plan designed to be read by the entire community.
- ❑ This Plan will include word-for-word content approved by Council.
- ❑ This final document is expected to be completed within a couple weeks of Council approval of Strategic Action Plan content.

Samples of Recent Linton Deliverables




- Establishing goals, priorities and actions is important. Being able to monitor and track progress is equally as important.

GOAL 1: Financial Stability



1.1 Taking a long-term evidence-based approach to drive budgeting, operations and projects.

| ACTIONS | TARGET DATE | LEAD | % COMPLETE | COMMENTS |
|---|-------------|------|------------|----------|
| a) Implement an enterprise resource planning (ERP) system as a foundation for effective financial accountability and reporting. | 2025/Q2 | TBC | 0% | |
| b) Enhance and expand the Asset Management Plan in compliance with provincial requirements. | 2025/Q3 | TBC | 0% | |
| c) Complete a financial reserve plan, including a Council-approved reserve policy. | 2025/Q4 | TBC | 0% | |
| d) Establish a multi-year operating and capital budget forecast that includes estimated growth-related costs | 2026/Q2 | TBC | 0% | |

 no progress

 in progress

 complete

THANKS!



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