



GOAL
1.1 Taking a long-term evidence-based approach to financial stability
Financial Stability
Financial Stability
Financial Stability
Financial Stability
1.2 Diversifying our revenue sources
Financial Stability
Financial Stability
Financial Stability
Financial Stability
2.1 Delivering valuable core services
Healthy Community
Healthy Community
2.2 Expanding healthy living and recreation opportunities

Healthy Community

Healthy Community

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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

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Prosperous Businesses & Balanced Growth

Prosperous Businesses & Balanced Growth

3.3 Protecting our natural environ

Prosperous Businesses & Balanced Growth

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Prosperous Businesses & Balanced Growth

4.1 Enhancing the Township's repu

Trustworthy Leadership

Trustworthy Leadership

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4.2 Continuously improving our da

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4.3 Fostering a culture of excellenc

Trustworthy Leadership

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Progress 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
recreation opportunities.	

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
Growth 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
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

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
Participation 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
Day-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
Service 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

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		

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 Stakeholders
Q2		CAO		Region and Province
Q2		DS		
Q2		COR		
Q4		DS		
Q4		DS		
Q1		DS		
Q2		DS		
Q2		COR		

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		

Q3		CAO		
Q2		CAO		

OUTCOMES FROM COUNCIL	BUDGET	DELIVERABLES
Approval of Capital Funding in 2026	\$300K approved Will require \$500K+ more to implement	New core financial system, GL, AP/AR, Procurement, Tax/Utility Billing
		Meet requirements of O Reg LOS
	N/A	25 Year forecast of Reserves
	N/A	4 year operating forecast 10 year capital forecast 25 Year Capital Plan
	\$100k annually	Hire Grant Coordinator
		Establish Revenue Policy related to subsidized services
		Develop process for Service Level presentaion and regular review

Council Approved Funding through annual Enova Grant	\$25,000	Multiyear Project Plan
Mayor participation	N/A	Schedule two townhall
Approval	Potential ask to enhance public engagement	Internal Comms Procedures, Community Engagement Program
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

	2026 Budget Ask	Corporate Training Program

MILESTONES AND COMMENTS
Hire PM - Complete Current State Analysis - Q3 2025 RFP for Implementation Consultant - Q4 2025 System Selection - Q1 2026 Implementation - Q2-Q4 2026
Reserve Policy approved September 2024 Development of specific reserve targets - August 2025 Funding strategy to achieve targets - September 2025
Posting to be completed shortly
Introduced user fee for paper bills effective July 1st, 2025
Establish list of Services - Q3 2025 Identify Service Standards for each Service - Q4 2025 Measure Service against standards - Q2 2026

Community Services 10 Year Capital Plan Established
Council Report 2024 Q4 received for information to date
Affiliation Policy Approved
ROMA Delegation 2025 Engagement with Regional Transit team
will now be a new OP per MMAH starting in 2025
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 officer in 2025 - move to 2026

Townhall one scheduled for May 29th
Review of proposed Strategy Update to Council - May 2025 Completion of internal process doc - Dec 2025
SCM - June 16th - to educated Council and Public on Municipal Finances
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

Identify required (legislated training) Identify professional development

PROGRESS
Hiring of PM is complete, start date June 9th Balance of schedule to be developed once they are onboard
In progress
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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 require \$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. Enhanced 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 Official 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 facilities 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. Informed 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 defeated 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
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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
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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 focused.

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	
used.		Engineering	
		Transportation and Roads	
		Water and Wastewater	
		Fire Services	
		Planning	
		Building	
		Economic Development	

Completed

In progress

No progress

Complete